

“A critical analysis of possible cross-cultural conflict in the workplace with an emphasis on communication.”

by

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Abstract

This is the final dissertation of the Masters in Dispute Resolution at Independent College.

The objectives of this study, as detailed in Chapter 2, were to investigate the types of conflicts that can occur in a work environment where English is not the language of one or both parties, to identify the sources and impacts of these conflicts and to propose ways for improving the management of these conflicts with a particular focus on communication.

A survey was conducted a qualitative questionnaire, all structured on Google Forms platform, containing closed- and open-ended questions in order to gather all data relevant to this research. As primary research was conducted for this study, ethical issues arose and were accordingly addressed. The questions were designed in accordance with the purpose of the research and ethical requirements.

Through the analysis of all data collected, the researcher observed barriers, conflicts and emotions participants have faced throughout their professional experiences. As result, the researcher identified that most of the participants believe that when cross-cultural conflict occurs, it may be caused due to a miscommunication. However, conflict may also occur for other reasons, such as different values and beliefs, emotional issues or religion. A better understanding by individuals about how to improve communication and express themselves well would help to improve outcomes in a negotiation process.

Keywords: cross-cultural, international management, conflicts, body language, cultural awareness, cross-cultural communication, negotiation, globalization.

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Chapter 1 – Introduction

Conflict is present every day in the work environment. This can happen for many reasons. Causes of conflict include the miscomprehension of communication, emotional issues, personal history, and values (Harolds & Wood, 2006). Sometimes the real reasons for conflicts can be unclear because people see situations differently. It usually the responsibility of the HR Human Resource Department (“HR” or “HRD”) to handle needs and expectations of companies and employees, since good communication between companies and employees makes the organization able to work with efficiency and excellence. I have a strong interest in studying conflict management and its outcomes. My background in International Affairs made me come up with the idea to understand and verify the huge possibilities for managing conflict better with a focus on the work environment.

According to Dubois (2007), multinational companies face challenges, because when they are located in different countries and have internal mobility among employees, they create multicultural work teams. These multicultural teams are the basis of a rich and productive dynamic, but they can also generate conflicts and delays created by the cultural differences of their participants. These difficulties created the need for something that could contribute to the reduction of so many conflicts, a very important theme that is still under development: “Cross-Cultural” management. Cross-cultural management aims to manage the advantages by optimizing them to overcome the disadvantages, making the challenges in learning and productivity. According to Dubois (2007), it can be seen that there are at least two important aspects of the emergence of the cross-cultural approach within the scope of International Management. In the first aspect, Hofstede (1980) includes culture as an influencer within the management process, opening the way for contextualization instead of generalizing theories in the field of International Management study. The second aspect introduced by Usunier (1998) is like a complex process of research and implementation of international “best practices” and the difficulties encountered by negotiations between companies of different cultures in which they make the academy rethink in a management model.

The world is increasingly globalized and the interactions between people from different cultures are more agile and momentary. This can be seen very clearly in the work environment – including in Ireland – where people from many countries and many different cultures now work together. This is particularly true in some industries such as technology and hospitality. However, there are situations that set back professionals from getting considerable results from processes for several reasons. In this

work, the researcher will investigate possible cross-cultural conflict management in the work environment where English is not the language of one or both parties. Therefore, it will focus on how differences in language can affect conflict and conflict management.

The usefulness of the knowledge we acquire and the effectiveness of the actions we take depend on the quality of the questions we ask. The ability of communicate may invite us to be creative. Questions can lead to movement on key issues, generating creative insights. At the end of this study, the researcher believes that it will be possible to identify the best ways to improve conflict management where English is not the language of one of the parties focusing on communication.

“If I had an hour to solve a problem I’d spend 55 minutes thinking about the problem and five minutes thinking about solutions.” - Albert Einstein

Chapter 2 – Aim and Objectives

One of the most important phases of the research is generating and answering the research questions, because it is quite common for any researcher to get lost in the middle of the research process. So, defining the research questions at the beginning of the research is extremely important to guide the researcher along the whole process, enhancing the generation of aims and objectives and it is equally important to attach the researcher and future readers to the purpose of the study (Saunders, Lewis, & Thornhill, 2006).

This study focuses on answering the following questions:

In a multi-cultural work environment where English is not the language of one or both parties:

1. What type of conflicts can occur and what are the sources and causes of these conflicts?
2. Understanding the impacts and consequences of these conflicts and how these are managed.
3. What challenges are there in managing these conflicts?
4. Can conflict management be improved by a particular focus on communication?
5. The use of linguistics in preventing interpersonal conflict in a negotiation process and how that might affect business.

The aims of this study are to investigate possible cross-cultural conflict management in the workplace where English is not the language of at least one of the parties and to propose ways for improving the management of these conflicts with a particular focus on communication.

According to a study from 2009, ‘cultural differences can create substantial obstacles to effective teamwork’ but they may be difficult to recognize until significant damage has already occurred (Brett et al, 2009). Therefore, it is very important for managers to understand how these conflicts can occur and to take action earlier before it becomes a serious problem.

Consequently, this study will allow the researcher and future readers to critically assess potential negative impacts of workplace cross-cultural conflict and the benefits of finding better ways to manage it.

The objectives of this study are:

- (i) to investigate the types of conflicts that can occur in a work environment where English is not the language of one or both parties
- (ii) to identify the sources of these conflicts
- (iii) to identify the impacts and consequences of these types of conflicts
- (iv) to identify the challenges for managers at all levels in the organization in managing these conflicts
- (v) to propose ways for improving the management of these conflicts with a particular focus on communication.

The researcher will investigate cross-cultural conflict management by questioning and interviewing professionals who work for multinational companies in order to get information from their professional experiences. The survey will be focused on companies and students based in Brazil and in Ireland.

Secondary data will be collected through a detailed literature review for the researcher to be able to assess how cross-cultural conflict management has been handled in workplaces and what methods have been recommended for improving management of it.

Chapter 3 – Review of the Literature

Research has shown that managers can spend as much as 20% of their time resolving conflicts (Thomas & Schmidt, 1976). Conflict management at work is an important part of modern management (Wilson and Jerrell, 1981) and although it can have some negative effects, it can also achieve positive outcomes if it is managed effectively and can improve relationships at work and better problem solving (Van De Vliert, 1997). One of the results of globalisation and cheaper air travel is that people can move more easily to study and find work and this means that they can be working with people from very different cultures with a greater chance of cross-cultural conflicts. Research has also shown that members of diverse work groups appear to communicate more formally and less often than those from less diverse work groups (Milliken and Martins, 1996).

Conflicts in organisations can occur due to various personal-cultural and organisation structural factors and these factors can be identified through diagnosis (Rahim and Bonoma, 1979). One study from Hong Kong showed that in a conflict situation, those involved used a more confrontational style if the other person involved was from the USA or the Chinese mainland (Chan and Goto, 2003). This is linked to the differences in culture identified by Geert Hofstede in research on thousands of employees at IBM (Hofstede, 1980).

Communication is an important aspect of conflict management. Edward T. Hall said: ‘culture is communication and no communication by humans can be divorced from culture’ (Hall, 1976). In his previous work, he also identified three different dimensions of culture – time, space and context including differences in verbal and non-verbal communication (Hall, 1959). Other studies have confirmed this e.g. a comparison of Chinese, Korean and American cultures (Kim et al, 1998). Miscommunication can occur even between highly trained diplomats (Avruch, 1998). Another study showed that conflict resolution was different between high-context and low-context cultures with differences in levels of confrontation and solution orientation (Chua et al, 1987).

In the past, many business people did not pay much attention to the way culture influenced behavior but some serious and costly mistakes have changed that and business people now know that in a multicultural environment some behavior can damage relationships with co-workers. A number of studies strongly indicate that effective intercultural communication will help multinational managers succeed in their foreign operations (Okoro, 2012).

Most of the research on cross-cultural conflict resolution has focused on negotiation and a lot of the research on solutions relies on the work of Edward T. Hall (Avruch, 1998). One study from 1981 looked at how conflicts were resolved in Japanese-American joint ventures. The American approach was more individual and direct whereas the Japanese approach was group based and more flexible (Sullivan et al, 1981). Findings from another study provided some research evidence that conflict management behavior differs as a function of cultural values.

Cross-cultural learning is needed to improve cross-cultural communication and all employees need to understand the influence of culture (Harris et al, 2004). One study from 1986 discusses how management can integrate culturally different workers into the workforce and deal with problems that arise from misunderstandings, cultural conflicts, and ineffective communication (Baker et al, 1986). Dudley D. Cahn (2007) offers a variety of examples and real life context for the study of conflict and communication.

3.1. Historical Overview of the Negotiation Process

Just one generation ago, negotiation theory and practice had different assumptions which was that one of the parties had to win and consequently, the other party had to lose. According to the main idea of the book "Getting To Yes", (Fisher and Ury, 1981) two or more people with different sides could still win in a negotiation. At some point of an argument, people want to win, but the main reason for getting into an agreement is to find the best solution for a problem. People are negotiating in many quite different situations, for example, deciding where they are going to have a dinner or what would be the best strategy you take in your company.

Negotiation is "a broad conflict management process involving discussions between and among individuals who are interdependent and need to come together for a decision or course of action; frequently associated with the need to compromise effectively" (Shockley-Zalabak, 1988, p. 247).

Negotiation is one of the most important skills that opens so many opportunities and can create so much value. There are a lot of people who do not practice it but it definitely can be learnt and applied. Negotiation is present in everywhere: at home, in your work life, in your daily routine, business life and if you are playing any sports. The sooner somebody becomes a better negotiator, the better results they will achieve. The first step in a negotiation is to discover who the key players are (if it will be one or

more than two players) and if possible, to complete some research on them. The negotiator needs to know what their motivations are and what they want to get from the negotiation.

Nowadays, we have many ways to communicate and we have opportunities to live with people from different cultures with different habits and beliefs. Dealing with them and with all their different emotions may not be that easy. A key question is how do we get along with each other and how do we deal with those differences.

Negotiating (or not negotiating), compromising (or refusing to compromise) and working to reconcile conflicting interests – these activities are an essential part of human life. The ability to negotiate well can make a huge difference in so many aspects of a life, such as career, relationships and financial life.

The more a person studies, thinks, learns and practices negotiating, the better a negotiator he/she will become. Skills are learnable and negotiating is one of so many skills that a professional can develop. All negotiators go through an initial learning process and, as experience is gained, they acquire expertise in the area.

“Everything is negotiable” should be your attitude and your approach to life and business. (Brian Tracy, 2013).

According to Tracy, the key to getting a better deal is simply to ask for one- ask for better conditions, for a lower price, for a discount, for extra benefits. Some of the difficulties that people have come from their childhood experience. The fear of rejection and the lack of unconditional love in childhood can hold people back all their adult lives. As consequence, adults may feel that they are not able to ask for a different deal than that one they are offered. By not caring if the other person will say “yes” or “no” and by continually asking for a better deal to get a better outcome for yourself, it is possible to overcome the fear of rejection.

Bargaining is difficult for some people. Many people recognize the high costs of hard positional bargaining, particularly on the parties and their relationship. People tend to avoid the other parties by following more gentle style of negotiation. Instead of seeing the other side as adversaries, they prefer to see them as friends (William Ury, 1981).

Since success for you in a negotiation depends upon the other side's making a decision you want, you should do what you can to make that decision an easy one. Rather than make things difficult for the other side, you want to confront them with a choice that is as painless as possible. Impressed with the merits of their own case, people usually pay too little attention to ways of advancing their case by taking care of interests on the other side. To overcome the shortsightedness that results from looking too narrowly at one's immediate self-interest, you will want to put yourself in the other party's shoes. Without some option that appeals to them, there is likely to be no agreement at all. There are five problems with positional bargaining (William Ury, 1981):

1. Locking yourself into a position
2. Inefficient
3. Endangers Relationships
4. Hard more people involved
5. Being "nice" doesn't help

The most powerful interests are basic human needs. In searching for the basic interests behind a declared position, look particularly for those bedrock concerns which motivate all people. If you can take care of such basic needs, you increase the chance both of reaching agreement and, if an agreement is reached, of the other side's keeping to it. Basic human needs include: security, economic well-being, a sense of belonging, recognition, control over one's life.

As fundamental as they are, basic human needs are easy to overlook. In many negotiations, we tend to think that the only interest involved is money. We all need to be careful about the way we bargain over positions.

Any method of negotiation may be judged by three criteria (William Ury, 1981):

- It should produce a wise agreement if agreement is possible;
- It should be efficient;
- It should improve or not damage the relationship between the parties.

3.1.1. Hard and Soft Approach

Understanding negotiating approaches can help you better prepare for a negotiation. There are two types of negotiation: hard and soft approaches. When thinking about negotiating, most people think of the hard approach, viewing negotiation as a battle of wills. Hard bargaining emphasizes results, the soft approach focuses on preserving the relationship ahead of results. While both hard and soft negotiation

styles focus on positions, the soft approach is the opposite of the hard approach in many respects (William Ury, 1981):

Hard approach to negotiation:

- Treat participants as adversaries
- Suspicious of other negotiators
- Use of threats
- Confrontational
- Focus on positions
- Unwilling to concede

Soft approach to negotiation:

- Treat participants as friends
- Trusting of other participants
- Extend offers
- Non-confrontational
- Focus on positions
- Willing to concede

We can also present the consequences of each approach (William Ury, 1981):

- Hard vs. Hard: No guaranteed winner, often a lose-lose outcome.
- Hard vs. Soft: Usually a win-lose outcome in favor of the hard negotiator.
- Soft vs. Soft: No guaranteed winners, sometimes a lose-lose outcome.

3.1.2. Traditional Approaches to Negotiation

While negotiating, it is vital having a good faith, as it is said, to keep the agreement settled. It is fruitless spending time and money negotiating when one of the parties does not have the intention to keep its own terms, which can undermine and/or slow down the process of negotiation. For instance, the last negotiation of peace talks between the Colombian government and the Fuerzas Armadas Revolucionarias de Colombia (FARC) that had started in 2012, was suspended after the rebels had kidnapped an army general in 2014. This made the government demand the general's release to keep

the talks of a ceasefire, which, fortunately, was done after a few weeks later and, therefore, in 2016, a historical agreement made after decades of civil war (Korobkin, R., 2002).

Ego is also an important factor that can lead to negotiations to fail. As Fisher and Ury (1981) believed, the problem is when the parties take their position as personal and lock into them, not being eager to give away in any aspect or seeing the concerns of the other party. Not only it will make the process slow, but it will lead nowhere. Concessions may be made, but only to keep the negotiations going in this case, as a way of saying “I am trying to reach an agreement”.

It is common for negotiators to play the “bad cop” attacking the other side personally, so the ongoing negotiations can become a battle. If the other side also plays the “bad cop” it can undermine the relationship and therefore ruin the negotiation. On the other hand, if the other side decides to take a softer approach it will make the first “win” and the latter feel resentful towards the negotiation, not having anything that it had bargained for (Getting to Yes: Negotiating Agreement Without Giving In, 1983), becoming a win-lose negotiation. This traditional negotiation approach does not produce an effective result at the end of a negotiation.

There are many different ways to segment negotiation to gain a greater understanding of the essential parts. Traditional approaches to negotiation involve three basic elements: process, behavior and substance. The process refers to how the parties negotiate: the context of the negotiations, the parties to the negotiations, the tactics used by the parties and the sequence and stages in which all of these play out. Behaviour refers to the relationships between these parties and the communication between them. Substance refers to what the parties negotiate about. One common assumption is that negotiation is a tool used to achieve some substantive ending. Negotiation features and processes are described and evaluated in terms of their connection to some desired outcome; This assumption emphasizes substantive issues (interests and outcomes) and obscures relationship or identity issues. When negotiation is thought of as a problem-solving tool, relationships may be redescribed in terms of problems and outcomes. A bad relationship is seen as a problem, an improved relationship as the desired outcome. An alternative to the instrumental view is the transformative view; negotiation is the process of producing fundamental change in a dispute. The change may be in the way the parties understand themselves, their conflict, their relationship, or their situation. A transformative approach to negotiation emphasizes the role processes of learning and understanding. Researchers working outside of the area of negotiation theory argue that the transformative approach addresses one of the main

objectives of conflicts generally and that many intractable conflicts can be resolved only by transformative processes.

Another common assumption is that individuals are the driving force in negotiations. Models emphasize individual agency, autonomy, and self-interest. They focus on how individuals make strategic choices, handle relationships, manage face, and wield power. Even concern for others is explained as a matter of enlightened self-interest. There are a growing number of alternatives to this model. Other approaches focus on relations between people and groups as the driving force in negotiation. For example, rather than being something an individual makes, choices are seen as the joint product of human interaction. Changing relationships is the primary objective of negotiation, and relationships are seen as valuable in their own right. Relational models give a much fuller account of negotiations in established relationships or friendships than individualistic, self-interest-based models can.

Rationality is individual calculation; it is conceived of as strategic planning, objective assessment, and purposeful action. When they are considered, emotions are either seen as being disruptive of reason (anger), or are treated as tactics for reaching a settlement (positive feelings make the opponent more agreeable).

3.2. Types of Conflicts

Conflict is a dispute between two or more parties in relation to opposed principles. Workplace conflicts do not always bring destructive consequences within the group and this can be managed in order to get the best outcomes out of it. Conflict is also the manifestation of how people think and behave according to their different personal and social histories. Conflict can arise for multiple reasons, but it can be summarised into the following three types: relationship conflict, which is a personal conflict and can arise when a person behaves in a negative manner or due to things like stereotypes and rumours; value conflict, arises when two people or groups have divergent views on moral values, the understanding what is right or wrong; and interest conflict which arises when one person's desired outcome is in conflict with another person or group's interests (Davor Dujak, 2008).

Conflict is very natural in the workplace environment. The challenge in relation to conflicts in the workplace is how to manage it. Poorly managed or unresolved conflict may result in sour relationships or ill health. Sour relationships can occur when the conflict surges and the parties strongly disagree

with each other's views, taking this disagreement as something personal, as if the other party is attacking the other party's views and beliefs; or resentment, when one is not heard or feel that his point of view is not considered, taking it as personal and feeling that they are not part of the team. Ill health can occur when conflict arises and it is not handled properly, the stress takes over the parties and it can lead to mental and physical harm; low productivity, that is the effect of stress within the workplace, when the party or group does not feel heard and does not engage in the tasks.

However, an effectively handled conflict may bring many benefits: (i) improved relationships, when conflict arises and is well managed the parties become more close-knitted, since a better understanding of the needs and views of each other; (ii) relaxed atmosphere, when the conflict is well managed and better understood the workplace environment is no longer stressful to the parties; (iii) improved communication, which is sharing viewpoints, hearing and discussing ideas altogether, also bringing more confidence; (iv) empowerment, with the freedom of speech and being heard, one feels more willing to engage and try new options to resolve the conflict; (v) efficient problem solving, that is consequence of a bigger number of options brought and discussed by the team, which makes easier to perform the best solution for a problem; (vi) high productivity, that comes from efficient problem solving and relaxed atmosphere; (vii) sense of achievement, when the conflict is solved and it brings to efficient problem solving, the team naturally feel that the mission has been accomplished and they are ready for the next task; (viii) team cohesion, when discussing all the issues together the group becomes more united.

Conflict not only brings challenge to the team, but also, when well-managed, brings many positive outcomes. Conflicts effectively handled can unite the team in order to solve problems; can allow brainstorming, with the consideration of different points of view and discussion these points in order to get the best strategy, the feeling of being heard increases the morale and empowerment. Also it is beneficial when facing new conflicts to come, they are much more confident to explore new ideas within the group. Facing and not avoiding conflicts and work together on this is the best way to manage conflicts in workplace scenario (Kari Boyle, 2017).

Conflicts can be expected or unexpected, and having the skills to deal with them better can be useful in different types of challenges.

It is necessary to differentiate conflicts between other types of conflicts that are studied throughout life. Interpersonal conflicts are conflicts between people who have a personal bond, such as family,

romantic partners, friends or co-workers, people for whom they are important in personal life. The intragroup usually involves a group or organizational culture that can facilitate or hinder the resolution of conflicts (group, departmental and organizational conflicts). Intergroup conflicts are conflicts in which a group of people want to resolve conflicts of other groups of people according to specific themes, such as racial, ethics, cultural and international conflicts (Dudley D. Cahn, 2007).

Such conflicts may involve the intervention of third parties such as translators, mediators (an independent and impartial third person hired by different parties to resolve a conflict and produce an agreement between both in a dispute), arbitrators (professional hired by different parties to analyze a dispute with evidence according to his/ her knowledge about the law, an end to the resolution that issues a decision that may include an award of money. Also the arbitrator can be considered as a private judge hired by the disputing parties to resolve their dispute), conciliator (differentiating from the arbitrator, the conciliator has no legal standing and usually has no authority to seek evidence or call witnesses and makes no award), and a thorough understanding of two or more unique culture (Dudley D. Cahn, 2007).

Workplace conflict is a perceived divergence of interests, a belief that parties' current aims are incompatible. Anytime that people work together, conflict is a normal part of doing business. Conflicts are natural and normal in any workplace and when they occur there is a tendency for morale to be lowered, for absenteeism to increase and for productivity to decrease.

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges employees and managers face. There are different reasons for conflicts in a workplace setting, such as poor communication, where different communication styles lead to misunderstandings between employees or vice-versa. Another reason may be the lack of communication, different values; any workplace is made up of individuals who have different opinions and visions about the world. Conflict may occur when there is a lack of acceptance and understandings of these kind of differences.

Differing interests may cause a conflict when professionals fight for personal goals, disregarding the organizational goals and well-being. Another reason for a conflict may be competition for available resources when they are scarce. In order to do their jobs, some employees believe that they need to compete for resources. As the work environment is made up of different workers personalities, it may be a relevant cause of a conflict unless colleagues understand and accept each other's approach.

Another significant aspect is poor performance. When one or more individuals within a work unit are not performing, not working up according to their potential and it's not addressed, conflict is expected. (Kari Boyle, 2017).

There are some ways that may help resolve a conflict. Making a clear statement of why the conflict needs to be resolved, and the reasons to work on this conflict. Communicating how the conflict will be resolved, address issues face-to-face and stick to the issues, and take time out if necessary. Conflict may be very hard to be resolve, so that it is important to take a step back in case the process needs to be restarted. (Kari Boyle, 2017).

3.3 Non-Violent Communication

Nonviolent communication, or NVC, is a research process developed by the American psychologist Marshall Rosenberg, in the 1960s. He was the founder of the Center for Nonviolent Communication. He disseminated it in about 60 countries and was the author of several books on the subject.

NVC is a form of communication that is based on being aware of our needs and other people, with the aim of speaking without hurting and listening without being offended and that way of living prevents us from feeling empathy for others and for ourselves, because guilt makes us think we don't deserve the reward (Marshall Rosenberg, 1960).

It is based on language and communication skills that strengthen the ability to remain human, even in adverse conditions. According to the research, non-violent communication helps us to reshape the way we express and listen to ourselves through communication. Communication problems are possible due to prejudices of a certain color, culture, and customs. The human being, many times, believes that he is not violent, because his view on violence is summarized in fights, beatings and fights, and these attitudes are not common to society in general (Marshall Rosenberg, 1960).

"It is not easy to be afraid. Not because I'm brave, but because I know that I'm dealing with human beings and that I need to try my hardest to understand everything anyone can do. And that was what really mattered this morning - not that a young Gestapo officer, upset, shouted at me, but that I did not feel indignant, but rather felt real compassion and wanted to ask: "Did you have a very unhappy childhood"? Did you have a fight with your girlfriend?". Yeah, he looked tormented and obsessed, moody and weak." I wish I could have started treating him right there, because I know that pitiful

young people like him become dangerous as soon as they get loose. in the world." (Etty Hillesum, A diary. Apud Rosenberg) Marshall B. Nonviolent communication: techniques to improve personal and professional relationships)

It is possible to emphasize compassion as a fundamental tool for communication. Regardless of the reaction or the way the other communicates with you, it is of great value to point out what he does or what caused him to behave in this way (Marshall Rosenberg, 1960).

Regardless of the means we use to communicate, whether in our personal relationships or between employees, leaders and followers, we are prone to pre-judgment or the feeling of inadequacy stimulated by a critic. When we identify the feeling that was stimulated by a message, we can take responsibility for it and then choose honesty and talk about what is really happening and what is expected of the other (Marshall Rosenberg, 1960).

“Observing without judging is the highest form of human intelligence.” (Jiddu Krishnamurti, 1960).

Everyone is responsible for what he/ she feels, but the others serve as triggers to awaken those feelings. Therefore, if someone mentions something that is embarrassing it is because the words and the context were a trigger for a feeling and need that is within the person who said it (Marshall Rosenberg, 1960).

How to practice non-violent communication?

There are some actions that can be taken by those who want to start connecting better with others and with themselves. These actions have everything to do with an internal (what is happening inside me) and an external (what is happening with the other) awareness process and after that, we try to resolve what has to be resolved in our conflicts. In this process, we can follow some steps that help us to have healthier conversations (Marshall Rosenberg, 1960):

1. Observation: make observations about the actions or speeches of the person that are bothering us or generating conflict, in a discussion, for example. It is important that these observations are based on facts, and not on our interpretations of what the person meant by his attitudes, but rather, what he actually did or said.

2. Feelings: After observing what caused the conflict, we can turn to ourselves, perceiving and identifying the feelings that are being raised within us from the person's attitudes. Are we feeling angry? Frustration? Fear? Worry? Relief?

At this moment it is very important to use words that are, in fact, feelings and not judgments. For example, when I say that I am feeling "ignored" this is not really a feeling, because the word describes the action of a third person "you are ignoring me". The idea here is that you ask yourself, "If I feel like I'm being ignored, what do I really feel?"

This exercise is important not because you want to make mistakes or take the other person's responsibility for his actions, but because you want to increase your chances of being heard when talking about something. If you say "I'm feeling sad about what happened" instead of "I'm feeling ignored by you" your chances of being heard are greater.

3. Needs: After naming these feelings, we can then identify the needs that are pointed out by them. If we are feeling frustrated, what was the need that was not met and that generated this frustration?

Communicate your needs by taking responsibility for them, for example, instead of saying "I'm angry because you don't do the dishes" you can understand what your needs are not being met and communicate them "I'm angry because I'm tired and would like to arrive at home and find it clean.

Cooperation is something important for us to live together well and I would like to talk about the agreements that will help us to live better together at home."

4. Request: Once we understand better what we need, we can make the other one a clear request for our needs to be met. In the conversation, all of these issues can be brought up, so that it is clear what is going on between us and the other. That is, we can communicate to him our observations, based on what he did or said, then explain what we feel from these attitudes, as well as what we need and are not being supplied and then, make a clear request of what we want

This can often be difficult as we do not know what we want or are even afraid to receive a "no" answer. Nonviolent Communication is an invitation to have courageous conversations. It is much tastier when people guess what we need but it is unfair to expect it from them always (Marshall Rosenberg, 1960).

In order for a bond of trust to be established, we need to communicate our needs and requests so that other people are clear about how they could enrich our lives (Marshall Rosenberg, 1960).

Some of the difficulties that the researcher believes that can be faced when using NVC are:

- Allow yourself to "let your guard down" in conversations to connect with each other;
- Having the connection as the initial intention when communicating;
- Identify unmet needs in the other and in myself;
- Understanding that communicating in a totally different way than what we are used to is a process and not simply a concept that you learn quickly.

Finally, NVC is not a form of persuasion, we will not use it to get what we want, but to improve our relationships and meet everyone's needs (Marshall Rosenberg, 1960).

3.4 Body Language in the Work Environment

Verbal and non-verbal messages are part of the negotiation process. The ability to analyze nonverbal messages contributes to the ability of a negotiator, as well as being considered an important tool. Non-verbal suggestions cannot be interpreted as promises in the same way as verbal messages. (Smith, 1998)

In addition, observing a non-verbal communication can provide indications about the sender's feeling, such as frustration, nervousness, insecurity. According to Johnson (1993), negotiators who are more experienced in observing and using non-verbal communication are more likely to achieve their goals compared to those who experience difficulties in reading people.

According to Dr. Albert Mehrabian (1960), Professor Emeritus of Psychology at the University of California, Los Angeles (UCLA), body language constitutes 55% of the message that people send in a face-to-face communication. So that it is important to learn how to use body language in an effective way. In addition to that, there certain differences in communication through body language even though it is the same in many cases worldwide.

In ancient times when people met new people especially in strange places at night, they would have to be very careful because it is was never easy to identify if someone was dangerous. Therefore, they would open up their hands when meeting a new person. Today, a negotiator shakes hands with the sword hand, weapon hidden. It means the negotiators intend to show the other person that there is no weapon hidden. When negotiator opens both hands, it shows that they have no weapons (Brian Tracy, 2013).

A person embracing another means that he cannot have any weapons and neither can they. Another important form of body language is to smile at people, nod, and look straight at them and hold your hands.

Some people say that when a person folds their arms, it means that they are closed off. It also can mean that a person can be uncomfortable, cold, folding their arms. Even though it may not mean you are uncomfortable, in a negotiation, deliberately open your arms. When you open your arms that mean the negotiator is open to what the other person messages, and closing it, it can be misinterpreted.

The message a person conveys is: 55% body language, 38% tone of voice and only 7% the actual words that was used. Another form is to be straight looking directly at the person when talking, smile and shake hands firmly to show the other person that you are happy to be there. (Brian Tracy, 2013)

In another culture, that may be different. In India, Brian Tracy could realize the an Indian professional do not have the understanding that in Western culture a firm handshake means character, honesty, quality, trustworthiness, not something relevant for a negotiation. After understanding how to shake hands firmly, his career has taken off. First impression is another relevant aspect in a negotiation. 95% of the first impression a person make on other people is dress and grooming (Brian Tracy, 2013).

Through body language we say many things to others. First of all, our body is an information center for ourselves and is a language in itself. A vast majority of people ignore body language but it relevant. Gestures, looks, body positions, etc. normally communicate truths that words do not. Body language applies to both personal life and the corporate world (Pierre Weil, 2008).

Communication is done through each gesture made such as walking, smiling, turning the hand up or down, looking, speaking and several other movements can show body language. Since birth, the human

being uses body language to express himself, such as learning to walk, to speak, anger, fear, that is, the wishes and desires of man and during his life.

Many perceptions are unconscious, prior to the species itself, such as those that govern our bowel movements. For example, when you have too many visual messages; competing with each other to claim our attention, we see everything, but we only consciously register what interests us. In addition, the face and hands emit their “caption balloons”, although they have no mouth to speak. The face expresses feelings that we can call charm, rapture, among others.

The tilt of the body always speaks, if the tilt of a person's body is behind; it may mean that you are simply relaxing, comfortably rested. But if your muscles are tense, it can mean resistance or rejection.

If the person is interested in someone or something, the inclination of his body tends to show this emotional inclination naturally.

The body speaks what the mind contains, for example, a person who stares at you firmly shows a kind interest in you and the look that avoids you with a smile that does not get to be firm - shows weakness. It often happens that, in a conversation, we cannot or do not want to express our feelings. This is also expressed by the body.

The important thing in the observation and application of non-verbal language is that it is in agreement with the verbal language, so that communication is a complete and coherent process. Both verbal message and body language message should contribute to strengthening each other, increasing the credibility of the information transmitted. However clear and assertive a message may be, it will always involve subjectivity, as this process involves human relationships, involves several factors in the emission, reception and perception of the message (Pierre Weil, 2008).

The important thing is to have the sensitivity to put yourself in the other's shoes, to perceive your moment. When we learn to pay attention to our body language and correctly interpret that of others, we are more likely to have more control over situations. We started to identify signs of openness, boredom, attraction or rivalry and act appropriately to guide everyone in choosing the best option at that moment.

- *“People will forget everything that you said in a conversation but they will never forget the way that you made them feel.”* - Maya Angelou

3.5. Management of Conflicts Through Communication

Most people believe that avoiding conflicts is a good way to keep themselves away from problems or being impartial would be the best way to be loved by their social circle. However, it is important to understand how to confront someone and how to better handle a conflict as it is present in everyone's life. Conflicts are part of human consciousness in all aspects of life and one cannot avoid conflict, whether at home, at the office, or in society as long as we continue to interact with (Aula & Siira, 2010).

The world today is more connected than ever. Several communication platforms have sprouted enabling people to interact with each other more often and allowing them to build new connections with people all over the world.

Cross-culture communication may be considered as intercultural communication that takes place with at least two persons of different cultures interacting and communicating with each other. Nowadays, as globalization and diversity in workplaces and various social environments become more rampant it is unavoidable for cultures to meet, blend, and clash.

The concept of the global economy has expanded the awareness of consuming the whole world, which is setting new rules and standards. In addition, the need for national and corporate interdependence has increased. "Studies (Chaney & Martin, 2011) explain that global orientation helps managers to connect well with people from other countries and equips them to take advantage of the opportunities available in today's culturally diverse global market. As Harris and Moran (2011) argued, the corporate cultures of global businesses impact the way managers deal with the competitive environment, especially with the basic etiquette of communication" (Ephraim Okoro, 2012).

Due to the importance of effective cross-cultural communication, multinational companies strive and choose to hire professionals from varied cultural backgrounds and nationalities. There are also companies that hire professionals to teach their employees another language to ensure their employees are able to handle better their assignments. The training provides cultural awareness and improves the ability to negotiate or deal with possible conflicts in the workplace (Ephraim Okoro, 2012).

According to Hodgetts and Luthans (1997), there are countries where the structure of an organization prioritizes good communication, such as France and Japan. On the other hand, there are cases in

which the internal communication of the company that prevails is that of subordination between employee and manager, as in the case of the United States and Great Britain.

According to Reynolds & Valentine (2011), the level of intercultural communication skills and good construction of a global business relationship is directly linked to the results of international negotiations and the level of managerial competence of a company.

Involuntary offenses and misunderstandings can be avoided if there is prior knowledge and respect for customs if you are in the middle of negotiating with professionals from other cultures (Chaney & Martin, 2011). Chaney and Martin claim that professionals who work for multinational companies should be trained in comparative management styles, business protocol, and ethics. They also added that international management skills are needed for the increasing scope of global trades and investments for the next several.

The current global trend of business competitiveness indicates the need to develop a strategic structure for managing, negotiating, and communicating between cultures, with the aim of increasing investments by other corporations as multicultural companies have been expanding their businesses worldwide.

Despite this, Hodgetts & Luthans (1997) stated that it would not be easy to conduct business in the same way worldwide due to conflicts and differences that exist. Training all employees in the same way through a global view would be challenging.

According to Chaney and Martin (2011), some values among those generated prove that many professionals are unable to fulfill international tasks due to negative perceptions, ethnocentric predisposition, cultural imperialism, and parochialism in the evaluation of multicultural workforce.

Communication is extremely relevant as management activities and this ability is directly related to the result of the operation and international transitions.

"Communicating across cultures is even more demanding than working at effectively communicating in a single culture, because the participants' references, experiences or filters have less overlap." (Camille Schuster & Michael Copeland, 1997).

Cross-cultural communication competence is inevitably important as there is an increasing mobility of workers in global markets and the presence of global entrepreneurs in developing nations. This competence can be learned and developed. The positive consequences will benefit both the professional and the company. In addition to that, it is necessary that a careful analysis and a broad understanding on the part of the managers and also, other professionals, on the importance of the communication in an international negotiation for better results.

The Moderating Effects of Cultural Conditions

Intercultural negotiations are more difficult than negotiations with people who have the same cultural background. There are challenges that can make intercultural negotiations more problematic; however, they are among the most intellectually stimulating challenges in the field of dispute negotiations. As soon as a negotiation is carried out between professionals who have the same culture, the understanding and the ability to report make a process clearer with possible more positive results. A cultural similarity creates more interpersonal attraction and facilitates interaction between parties (Lauchi, 2000).

In intercultural negotiations, differences in standards, rotators, and applications create ambiguity about the appropriateness of a person's response to another party. Professionals oriented to using silence and seeing is the moment that an opportunity to think and plan more clearly. Having fun, most Westerners feel uncomfortable when working in silence and usually try to save this void to remove or discomfort. In addition, believing that your co-worker may be upset or dissatisfied with something you have done (Hall, 1959). Different interpretations of the same situation and decreased ability to analyze intercultural situations.

This is one of the examples of cultural differences that can affect the outcome of a negotiation. Therefore, it is extremely important to respect and seek to broaden the understanding of communication between cultures in the workplace.

Negotiators create expectations that generate anxiety and so the communication is positive, there is huge wear and tear between parties. The impact of the positive experience due to good communication is likely to be greater among cultures that do not trade the same culture. In addition to the general benefits in the results of negotiations (Kumar, 1997), the positive can also help to reduce or eliminate

the impediments to negotiation that are only found in intercultural negotiation. For example, when negotiators feel comfortable they interact with others and there is less charge in the negotiation process. In addition, professionals can have a broader view of cultural stereotypes associated with another party, especially those that lead to negotiation results (Chiu, Morris, Hong and Menon, 2000).

Chapter 4 – Research Methodology and Methods

A brief explanation will be given of how the research was designed and performed, which methodology was used and how data was collected, analyzed and discussed.

For a better understanding of the subject matter of this research, a questionnaire was used covering topics such as mother tongue, professional sector, conflicts that may have occurred in a work environment and their own opinion regarding management of conflicts with a particular focus on communication. The questionnaire outcomes were analysed referencing all literature discussed in the previous chapter.

4.1 Research Design

The research design refers to the overall strategy that was chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Saunders et al, 2006). This study has been designed taking into consideration The Research Onion Theory. Developed by Saunders et al in 2003, the research onion aims to describe the stages through which the researcher must pass when developing an effective methodology.

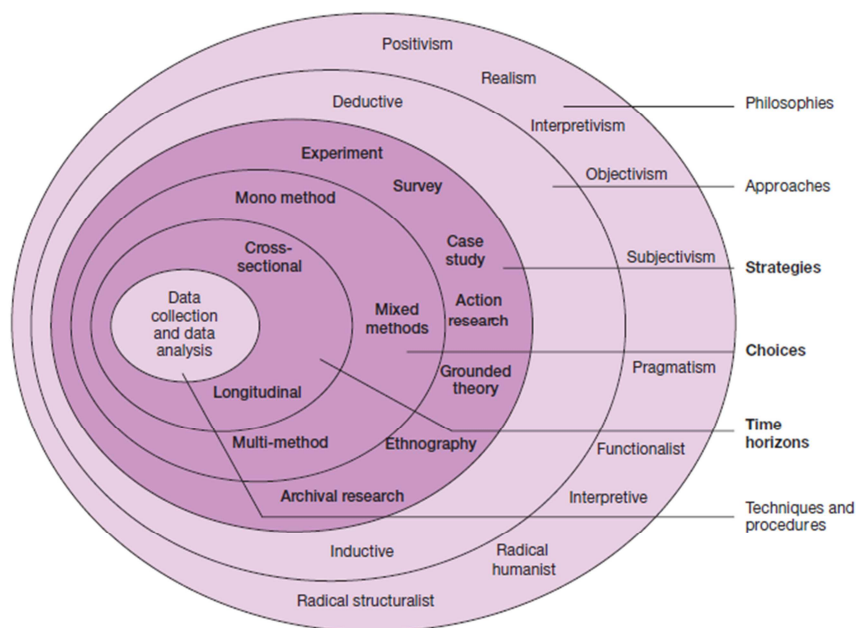


Figure 1 – The Research ‘Onion’
(Mark Saunders, Philip Lewis and Adrian Thornhill, 2006)

A reflection regarding the Research Design is made and all topics related to the selection, collection and data. The next paragraphs will describe the philosophy, approaches, strategies, time horizons and data collection methods that were chosen to conduct this research.

4.2 Research Philosophy

The research philosophy contains important assumptions about the way in which the researcher views the world. The philosophy adopted in this study is positivism as the researcher has analyzed the possibilities of cross-cultural conflict resolution in the workplace through data collection (structured interviews) in conjunction with secondary data which was collected through a detailed literature review (articles, books, reports). The results will be analysed by the researcher at the end of the study.

According to Saunders et al (2006, p.121) “Positivism relates to the philosophical stance of the natural scientist. This entails working with an observable social reality and the end product can be law-like generalisations similar.”

4.3 Research Approaches

According to Saunders et al (2006), there are two main research approaches that may be used when performing a research which are the deductive approach or inductive approach. This research has adopted a deductive approach based on a hypothesis (a better understanding of cross-culture is beneficial in the work environment) which was evaluated using primary data and secondary data.

4.4 Research Strategies

Research strategies can belong to quantitative, qualitative, case study or action-oriented research. According to Saunders et al (2006) it is important to emphasise that no research strategy is inherently superior or inferior to any other. Consequently, what is most important is not the label that is attached to a particular strategy, but whether it will enable you to answer your particular research question(s) and meet your objectives.

Different strategies can be used and mixed in order to help the development of this research such as experiment, survey, case study, action research, grounded theory, ethnography, archival research.

In this study, structured interviews were used. This strategy may collect quantitative and qualitative data using descriptive and inferential statistics. According to Saunders et al (2006, p.135) “The survey

strategy is usually associated with the deductive approach. It is a popular and common strategy in business and management research and is most frequently used to answer who, what, where, how much and how many questions. It therefore tends to be used for exploratory and descriptive research. Structured observation, of the type most frequently associated with organization and methods (O&M) research, and structured interviews, where standardized questions are asked of all interviewees, also often fall into this strategy.”

Quantitative is used as a synonym for any data collection technique such as a questionnaire or data analysis procedure that generates or uses numerical data. In contrast, qualitative is used predominantly as a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or use non-numerical data. Qualitative therefore can refer to data other than words, such as pictures and video clips (Mark Saunders, Philip Lewis and Adrian Thornhill, (2006, p.145).

Mono method research uses a single data collection technique and corresponding analysis procedures however multiple methods use more than one data collection technique and analysis procedures to answer research questions. Mixed method research utilizes quantitative and also qualitative data collection techniques and analysis procedures either at the same time or in sequential but does not combine them. In addition, mixed methods are the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design.

In relation to the methods of this research, the study will hold qualitative and quantitative in a mixed model research. The research will take into consideration qualitative data through books, articles (literature review) about cross-cultural conflict management in the work environment/ conflicts through cross-culture communication. Also, quantitative data will be collected after analyzing the interview outcomes.

4.5 Time Horizons

Research can be analyzed by two different time horizons which are: cross-sectional (the study of a particular phenomenon at a particular time) or longitudinal (a ‘diary’ perspective of events).

The time horizon defined for this research is cross-sectional, once the researcher is focusing on what occasions people find at the work environment in the present time.

In addition, these time horizons to research design are independent of which research strategy you are pursuing or your choice of method.

4.6 Ethical Research

According to Saunders et al (2006, p.178), “Research ethics therefore relates to questions about how the researcher formulates and clarify our research topic, design our research and gain access, collect data, process and store our data, analyse data and write up our research findings in a moral and responsible way.”

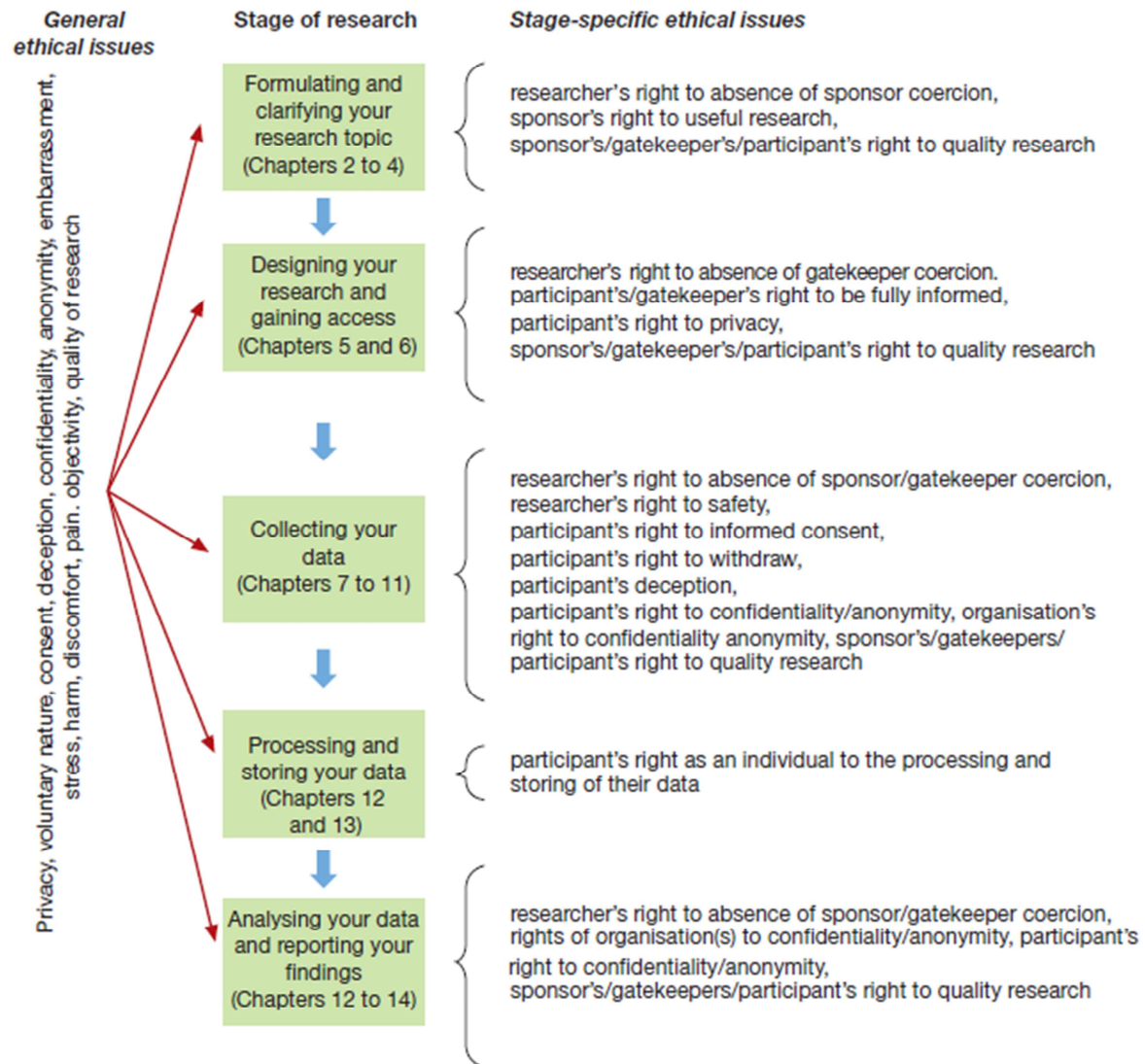


Figure 2 – Ethical Issues at Different Research Stages
(Saunders, Lewis and Thornhill, 2006)

This study was conducted in a respectful and honest manner. The research followed its objectivity without bias in any aspect of this research, including design, data analysis and interpretation. Specific guidelines were followed during this study, including protection of privacy from the data collected such as personal information contained in the questionnaire. Personal details and the merits on the dispute are not relevant for this study which is seeking to assess the effectiveness of a better understanding of cross-culture management in a work environment. However, to enable the interview to succeed, the participants might share important, sensitive and even confidential information and for these reasons important ethical issues arise from this study. This study sought to get informed consent by the

participants and when participants were invited to be part of the interview, they were asked to fill out a consent form.

Despite the intention of carrying out interviews and questionnaire, there were no major ethical concerns since no vulnerable people were involved and the names of participants are not revealed. All information about participants in this work will be only be used in this research and any other personal information will be discarded afterwards. For both methods, interview and questionnaire, the processes were voluntary and all participants could withdraw at any time they wanted. Also, all the participants in this study have the right to remain anonymous. Survey policies were set and the subjects had to agree on terms beforehand. In addition to that, the questionnaire was sent to the supervisor before its release in order to help/ conduct the researcher for better results.

Regarding the secondary data, the researcher has completed a detailed literature review according to the main subject. All of the information collected was managed and analyzed by the researcher in order to help companies and readers to improve their abilities in cross-culture conflict management in their work environment. All of the answers will be only used in this dissertation and will not be published on any other platform.

4.7 Sample

The use of sampling is necessary to answer research questions and objectives. According to Saunders et al (2006, p.204) “Whatever your research question(s) and objectives you will need to consider whether you need to use sampling. Occasionally it may be possible to collect and analyse data from every possible case or group member; this is termed a census. However, for many research questions and objectives, such as those highlighted in the vignette, it will be impossible for you either to collect or to analyse all the data available to you owing to restrictions of time, money and often access. Sampling techniques provide a range of methods that enable you to reduce the amount of data you need to collect by considering only data from a subgroup rather than all possible **cases** or *elements* (Figure 3).” For this reason, the researcher collect and analyze data from what they called as sub-group instead of all possible cases or elements available as shown in the figure below:

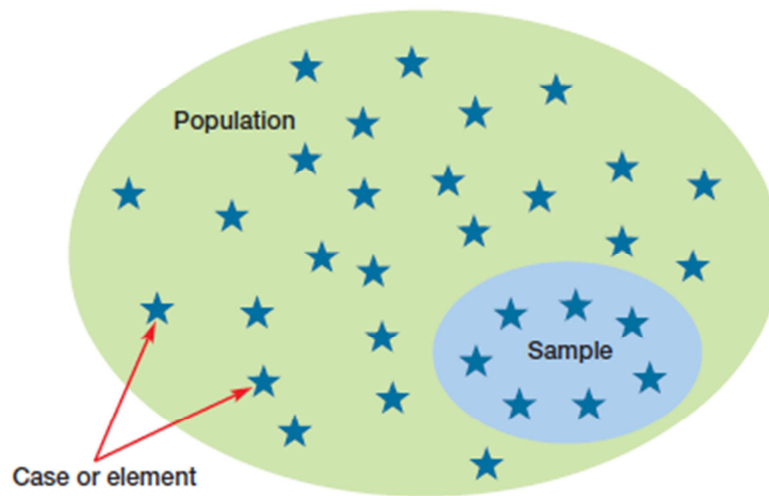


Figure 3 - Population, Sample and Individual Cases
(Saunders Lewis and Thornhill, 2006)

In order to converge the research questions and objectives and for a better understanding of the subject, a number of individuals who work for different multinational companies in Ireland, Portugal and Brazil were selected to participate in this research.

The group selected live in three different countries - Ireland, Brazil and Portugal. They all work with people from another culture and have already interacted and negotiated with another collaborator who speaks a different language apart from their mother tongue. For that reason, the collaborators may have valuable ideas and know-how to share which will be useful for the purposes of this research.

Firstly, it was necessary to meet the objective of the study, which has its focus on analyzing and understanding the possible cross-culture conflicts in the work environment, impacts and consequences and how these are managed (with a particular focus on communication) and also the barriers and conflicts found by them.

There was a selection of professionals from different markets/sector, such as IT, Software & Computers, Hospitality, Engineering, Advertising & Marketing, Business/ Banking, Finance, Law or Legal Sector among others in order to diversity and analyses different perspective to the research.

A profile of the 21 participants, their mother tongue, current sector and position are listed as Table 1 below:

Participants	Mother tongue	Current sector	Position
Participant 1	Spanish	IT, Software & Computers	Not managerial
Participant 2	English	IT, Software & Computers	Not managerial
Participant 3	English	Hospitality	Managerial
Participant 4	French	Engineering	Not managerial
Participant 5	Portuguese	Advertising & Marketing	Not managerial
Participant 6	English	Finance	Managerial
Participant 7	Portuguese	Finance	Managerial
Participant 8	English	Other	Managerial
Participant 9	French	Other	Managerial
Participant 10	Portuguese	Business/ Banking	Not managerial
Participant 11	Bosnian	Advertising & Marketing	Not managerial
Participant 12	Portuguese	IT, Software & Computers	Not managerial
Participant 13	Portuguese	Other	Not managerial
Participant 14	Portuguese	Other	Not managerial
Participant 15	Portuguese	IT, Software & Computers	Not managerial
Participant 16	Portuguese	Other	Managerial
Participant 17	Portuguese	Law or Legal Sector	Managerial
Participant 18	German	Engineering	Managerial
Participant 19	Lithauanian	Business/ Banking	Managerial
Participant 20	Portuguese	Advertising & Marketing	Managerial
Participant 21	Portuguese	Finance	Managerial

Table 1 - Interview Participants

An initial selection of 15 collaborators was set for the research proposal due to the short time and aiming at an analysis that did not exclude important elements, as it is an interview with closed-ended and also open-ended questions, broad and varied answers. An additional six collaborators participated to enrich the content and analysis of the object under study.

4.8 Data Collection Methods

All data collection for this study consists of primary and secondary data. The collection process and analysis was organised as explained below.

According to Saunders et al (2006, p.247) “For certain types of research project, such as those requiring national or international comparisons, secondary data will probably provide the main source to answer your research question(s) and to address your objectives.”

The questionnaire is considered to be qualitative research and all the questions in the questionnaire for this study were designed for objectivity without bias. The purpose of the research can be classified as descripto-explanatory. It is descriptive for portraying accurate “profile of people, events and situations but also an extension for explanatory research in terms of establishing casual relationships between variables” (Saunders et al. 2006, pg.140).

The participants were selected due to their experience as collaborators whose daily routines involve interactions between people from different nationalities and who work in a multicultural environment. They were also perceived to be a valuable source for data collection due to their professionalism and particular outcomes.

While asking the collaborators to answer the typed interview, all participants were informed about the research aims and objectives, confidentiality and data protection. The questionnaire consisted of 16 questions and its purpose is help the researcher analyse possible cross-culture conflicts in the workplace with an emphasis on communication through responses. A link containing the questionnaire was sent through a secure platform called Google Forms by e-mail and social media (LinkedIn, Facebook). Participants were professionals of multinational companies whose work tasks involved negotiation processes and agreements with people from a different culture or with a different native language.

In addition, the following information was included:

“I’m Daniela Tiemi Yassutake Araujo and I’m currently in the 3rd Semester in a Masters of Dispute Resolution at Independent College, Ireland. This questionnaire consists of 16 questions and it takes about 15 minutes to be completed. The purpose of this questionnaire is to help the researcher to analyze possible cross-culture conflicts in the workplace with an emphasis on communication through responses from professionals who interact and negotiate with people from other cultures in their work routine. It is important to mention that all of the answers will be only used in this dissertation and will not be published on any other platform.

I really appreciate your participation. Your contribution is extremely important for this research. Thank you in advance!”

The questions were developed considering all relevant aspects identified in the literature review.

All the interview questions were based on the aim and objectives related to this research.

Aiming at the type of closed-questions and open-questions interview, an explanation about the questionnaire was sent to participants before the start of the process.

In an attempt to better structure the typed interview and be consistent with the theoretical framework to reach the expected answers and, the contents of the questionnaire are transcribed below:

Interview questions

1. Name;

Objective: Identify each participant.

2. Mother tongue;

Objective: Identify possible correlation when compiling all responses at the end of the survey according to their mother tongue.

3. What is the current sector that you work on:

- Advertising & Marketing
- Arts
- Business/ Banking
- Engineering
- Finance
- Health
- Hospitality
- IT, Software & Computers
- Law or Legal Sector
- Life Sciences
- Technologies
- Other

Objective: Identify possible correlation when compiling all responses at the end of the survey according to their current sector.

4. Is your position:

- Managerial
- Not managerial

Objective: Identify possible correlation when compiling all responses at the end of the survey according to their current position.

5. Which language are you more comfortable in speaking in apart from your native language?

Objective: Verify the possibility of a preference of a language among different professionals in their work environment.

6. What language do you speak on your daily bases?

Objective: Verify the possibility of a predominance of a language among different professionals in their work environment.

7. What language do you think is most important in verbal communication nowadays? Why do you feel that way?

Objective 1: Identify the possibility of an opinion correlation between different professionals about the most important language spoken in the work routine.

Objective 2: Identify emotional response to that.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

Objective 1: Identify possible beliefs about cross-culture conflict in a workplace environment according to their particular opinions.

Objective 2: Identify emotional response to these situations.

9. Have you ever experienced a cross-cultural conflict event?

- No
- Yes

Objective: Identify possible conflicts/barriers participants might have faced.

10. If you have, could you please describe it (and anonymize the details accordingly)?

Objective: Identify emotional response to these situations.

11. Have you ever considered leaving a job due to conflict or miscommunication?

- No
- Yes

Objective: Identify possible conflicts/barriers participants might have faced due to a miscommunication.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

- No
- Yes

Objective: Identify the relevance of linguistics in a conflict situation in the workplace environment.

13. If so, please explain why.

Objective: Identify how they overcame these situations through a better use of linguistics.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment?

Objective: Identify the relevance of verbal communication for each professional and check the possibility of a correlation between the opinions of the participants.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

Objective: Identify the relevance of non-verbal communication for each professional and check the possibility of a correlation between the opinions of the participants.

16. Do you have any other comments regarding this research?

Objective: Considering different opinions and advice related to the research topic of all participants.

4.9 Data Analysis Procedures

In relation to the methods, this study has combined qualitative and quantitative methods in a mixed model research. The research took into consideration qualitative data through books and articles (literature review) about cross-cultural conflict management in the work environment/ conflicts through cross-culture communication. Also, quantitative data was collected after analysing the questionnaire outcomes. All data gathered from the literature review and typed interviews were analyzed and

discussed to answer the research question. Quantitative data is related to meanings derived from numbers (it is a collection of results in numerical and standardized data). Its analysis may be conducted through the use of diagrams and statistics. However, qualitative data is based on meanings expressed through words. It is a collection of results in non-standardized data requiring classification into categories. Its analysis is conducted through the use of conceptualization (Saunders et al 2006).

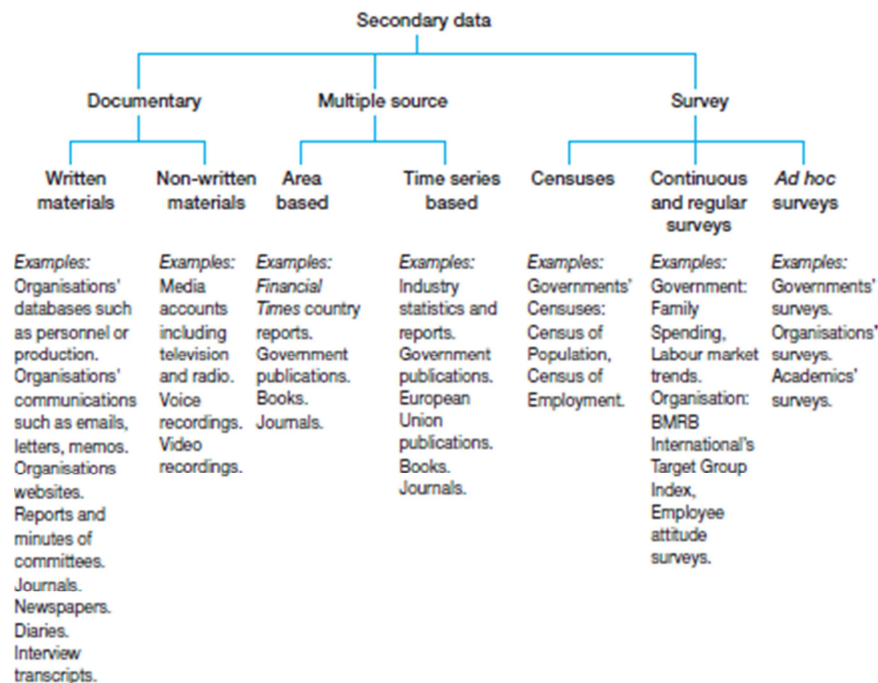


Figure 4 - Types of Secondary Data
(Mark Saunders, Philip Lewis and Adrian Thornhill, 2006)

All the questions were the same for all participants. This enabled analysis of the relevant data of people who have different perspectives about possible cross-culture environment and the relevance of communication.

Finally, after analyzing the content of the answers to each question or category interview outcomes were compared with no bias.

The outcomes were analyzed so that a cross-analyses was performed with all the collaborator outcomes. All questions were the same because the research aims to identify possible similarity or divergence of answers according to the sector, nationality and experiences with different cultures.

As a result of this analysis, some response contents were associated with different themes and perspectives.

4.10 Limitations of Methodology

As the topic addressed in this research is quite extensive, it is possible that relevant information is missing for a more detailed and in-depth analysis of the research. In addition, it is possible that the interviewees answered the questions according to their personal critical thinking based on their professional experience whether positive or negative, influencing the final result of the research.

All participants selected for the interview had a very relevant work history; however, they may not be the most representative of the population studied. Since one of the main objectives of the questionnaire is to analyze several people of different nationalities, it is possible that the number of employees with different cultures is not sufficient.

The literature review used by the author was written by foreign authors who speak another language apart from the researcher's mother tongue so it was capable of misinterpretation during reading and consequently addressed during research.

Despite being specific requests and all related to the research object, a number of questions can be considered limited.

The researcher's inexperience may also be a factor that limits the best understandings and extractions of relevant subjects in the interviews.

Chapter 5 – Presentation of the Data

Employing a cross-sectional survey approach, the researcher sent a link via Google Forms through e-mail and social media containing a questionnaire with 16 questions to 21 employees who were sampled from multinational companies based in Brazil, Ireland, Portugal and Belgium, both medium sized and large global enterprises.

All of the collaborators work directly with people from other countries with different nationalities, languages, cultures. Their work is directly related to negotiations, processes and agreements with other people where English is not the language of one or both in order to access available data. All questions were concise, with no bias, and analyzed by the supervisor before sending them to the participants.

In addition, this survey includes employees from across all departments at different levels of the organizational structure so as to give representative results. Also, they were able to respond all questions in order to achieve the aims and objectives of this research.

Due to the variety of data and professionals from different nationalities and work areas, the quality of analyses and research conclusions is in line with the main research theme.

Before requesting each participant to answer the questionnaire, the researcher provided a brief introduction of the research purpose to give them important information such as ethical and moral protection of the data. All the questions have been carried out and remain registered on Google Forms.

The open-ended questions had unlimited lines and indefinite time so that all participants could feel comfortable expressing all their personal feelings, thoughts, and experiences as they answered questions regarding the research subject.

In the first part of the questionnaire, there are a series of general questions (closed questions), such as name, mother tongue, department the professional work in and also his / her position.

During the research, broad questions were asked (open questions) in order to amplify the research data. As the questions were more specific according to the aim and objectives, and thus, obtain information about who may have been influenced by their professional experience in the workplace, or probably, affected by a particular singularity such as position, nationality or personal beliefs.

5.1. Interviews

The following subsections will present each participant in order to respond to the main and secondary objectives of this research. All data collected from the interviews helped the research to identify the possibility of a preference of a language among different professionals in their work environment, possible beliefs about cross-culture conflict in a workplace environment according to their particular opinions, analyze the most relevant aspects that participants consider to interfere in a work environment, identify possible conflicts/barriers participants might have faced throughout their journeys, how some of them overcame difficult situations thought a better use of linguistics and the relevance of verbal and non-verbal communication in their workplace environment.

In the next chapter, Data Analysis / Findings, all of this data will be analyzed and discussed supported by the literature review.

5.1.1. Professional 1

Professional 1 is from Mexico so that his mother tongue is Spanish. He is currently living in Ireland due to his job in IT (Information Technology) area. English is the language he most speaks in his daily work routine and also it is the language he feels more comfortable in speaking. Also, he considers it as the most important language nowadays. He has no managerial position and has never experienced a cross-cultural conflict event, and also has never considered leaving a job due to conflict or miscommunication. He believes language expressions would be one of the reasons for a cross-culture conflict in a workplace environment. He does not believe a better use of linguistics would help reduce or prevent conflict.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “3”. Therefore, he believes non-verbal communication is quite important in a workplace environment. He also considers verbal communication as more relevant than non-verbal communication.

5.1.2. Professional 2

Professional 2 is originally from Northern Ireland and his mother tongue is English. He works for IT (Information Technology) department. He speaks only English in his daily routine, and also, he does not speak any other language apart from his mother tongue. He believes English is the most important language in verbal communication nowadays due to the spread of American culture, Americanization. He has no managerial position and have already experienced a cross-cultural conflict event. He mentioned that there was a girl from India who worked with him. She was really good at programming but her English wasn't perfect and our Indian nonexistent. So sometimes there were communication problems “-We were able to deal with them by explaining in the code and by diagramming the problems. Because we all understood the code in the context of the problem we were able to collaborate on the solution.” In relation to a possible main cause of a cross-culture conflict in a workplace environment, he believes the initial problem not being fully or clearly explained meaning it's not fully understood. Leading to a dissatisfaction of expecting results against actual. Despite of this miscommunication conflict, he has never considered of leaving a job due this kind of conflict. He believes a better use of linguistics would help reduce or prevent conflict as both parties would be able to understand the issues and expectations more clearly and fully, thus, it should assist in reducing problems therefore preventing conflict.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes non-verbal communication is also important in a workplace environment. He considers verbal communication has the same relevance of non-verbal communication.

5.1.3. Professional 3

Professional 3 is originally from Ireland and his mother tongue is English. He has a managerial position and works for hospitality sector. He speaks English in his daily routine, and apart from his native language, he feels comfortable speaking Irish and French. In his opinion, having English as a base language is more advantageous than any other language. He believes miscommunication is the main cause of a cross-culture conflict in a workplace environment. He has never experienced a cross-cultural conflict event neither has never considered leaving a job due to conflict or miscommunication. At the

same time, he thinks a better use of linguistics would help reduce or prevent conflict and mentioned the following example: “If a staff member who is new to the country was to receive their initial training in their mother tongue via an app or a translated Microsoft word document they would be more aware of all of their tasks thus reducing the possibility of conflict.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “2”. Therefore, he believes non-verbal communication is little important in a workplace environment. Thus he considers verbal communication has much more relevance in relation to non-verbal communication.

5.1.4. Professional 4

Professional 4 is originally from France. He is an engineer and work specifically in his area of expertise. He speaks English in his daily routine. He believes English is more comfortable to speak in relating to others and it is the most important language in verbal communication nowadays as he considers it as universal and easiest language to speak. His position at work is not managerial.

He believes that are conflicts for thousands of reasons, and conflict cannot be reduced as being “cross-cultural” as it can be a factor for amplifying a conflict but not a reason. “A 100% cross-cultural conflict sounds very much associated to machismo, feminism, religion or racism, which are all form of non-respect; yet not necessarily based on culture but linked to the individual as well. He thinks “cross-cultural” sounds very generalist and not so founded since the culture is just one aspect of the a human being.” He has never experienced a cross-cultural conflict event neither considered leaving a job due to conflict or miscommunication. He believes a better use of linguistics would help to avoid conflicts in the work environment.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.5. Professional 5

Professional 5 is originally from Brazil, so that his mother tongue is Brazilian Portuguese. He has many experiences in interacting with people from different cultures with different social situations as he has been a volunteer for United Nations (UN) in different countries around the world. He has not a managerial position at work. He is specialist in Advertising & Marketing area. Apart from his mother tongue, he feels more comfortable in speaking English; also, it is the language he thinks it is the most important language in verbal communication nowadays because English is the language that most of the people will speak when they travel. So it opens the doors not only for people, but also for information and opportunities. According to him, cross-conflicts may happens when there is no respect and patience to understand that people are different, so for some things different cultures will see the world in a different way and also react in different ways: “If you don't know how to talk in a way where more people will understand, communication can also be a big barrier”. He has already experienced a cross-conflict when he lived for 4 months in Northern Iraq where he was a volunteer for UN: “I had a huge cultural impact when I got there. Culturally they are quite different and this things affects on their way of work, threat their workmates and also live their lives. That was an intense experience trying to live with so much influence, where I was the outsider, so I had to change myself to adapt to their reality.”

Besides that, he has already considered leaving a job due to conflict or miscommunication: “If you know to use linguistics in a better way, I guess there will be more flexibility to change your way of speaking when you are talking with different people. On this way, you will be able to say the same thing but in different perspectives.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.6. Professional 6

Professional 6 is originally from Ireland. He is manager of a department and works in the financial area of the company. His mother tongue is English but he feels more comfortable in speaking French and Portuguese. On his daily bases he speaks English, and according to him, it is also the language is the most important language in verbal communication nowadays, as from a professional perspective English is essential in order to succeed in a global company. From a personal perspective the most important language is that of your family and friends and the country you reside. He believes the main cause of possible cross-cultural conflict is the misunderstanding linked to communication. This can also be based in language issues as well nonverbal communication linked to cultural attitudes. He also informed he has experienced a cross-cultural conflict event in his work: "Individuals from different countries and cultures communicating over email. The language barrier, one trying to communicate in an English when not native language, resulted in misinterpretation of request. Language and communication issues in general can be compounded when people communicate by email or phone. In this case there are no nonverbal queues to aid or guide the interaction." He also has thought of leaving considered leaving a job due to conflict or miscommunication. He believes a better use of linguistics would help reduce or prevent conflict as, according to him, language is critical as well as tone. Using one word incorrectly can lead to confusion, misunderstanding and result in negative outcomes.

In relation to the relevance of verbal communication skills, when "0" is not at all important to "5" is very important, he marked "5". Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when "0" is not at all important to "5" is very important, he marked "5". Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

Lastly, at the end of the survey he add the following comment regarding to this research: "I would add that in organizations whose base is in the English language it is critical that native speakers are cognizant of those whose first language is not English. Expectation needs to be managed in this case with regard to communication both verbal and written. Patience is important as well as sound articulation at the right pace to ensure understanding. This also holds true in cases where the company language base is other than English and they hire English native speakers."

5.1.7. Professional 7

Professional 7 is originally from Brazil, so that has Brazilian Portuguese as mother language. He is manager of a department and works in the financial area of the company. He feels more comfortable speaking English, and speaks Portuguese, English and Spanish in his daily routine. He believes English is the most important language in verbal communication nowadays - especially when it comes to a multicultural environment, working with people from all over the world. According to him, the lack of knowledge and empathy to understand the diversity of the world and respect each other's culture could be the main cause of a cross-culture conflict in a workplace environment. Despite not have experienced a cross-cultural conflict event. He has already considered leaving a job due to conflict or miscommunication. He believes a better use of linguistics would help reduce or prevent conflict as communication is the key to set expectations and engage all participants to contribute on a project.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.8. Professional 8

Professional 8 is originally from Ireland. English is his mother language and also the language he speaks in his daily routine. He works for a recognized charity organization and has a managerial position. Apart from his mother language, he also speaks French. He believes English is most the most important language in verbal communication nowadays because it is a universal language. According to him, different perspectives on a situation because of differences in background and values could be the main cause of a cross-culture conflict in a workplace environment. He has already experienced a cross-cultural conflict event in his work: “I have spent time in Russia working with an Irish charity. I once attended a meeting in Moscow with the CEO of our charity (an Irish woman) and a local organization. The attendees from the local organization were four women and one man who was the most senior person from that organization. At the start of the meeting, this man ignored our CEO and directed his opening remarks to me. He said: Before we begin, I just want to say that I prefer to

deal with men.” In addition, he has already considered leaving a job due to conflict or miscommunication. In relation to the linguistics, believes a better use of it would help reduce or prevent conflict because a clear communication is vital in avoiding and resolving conflicts and this requires a deep understanding of how language should be used.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “3”. Therefore, he believes non-verbal communication is roughly important in a workplace environment. Thus he considers verbal communication has more relevance in relation to non-verbal communication.

5.1.9. Professional 9

Professional 9 is originally from France. She is manager at an international Non-Governmental Organization (NGO). English is the language she is more comfortable in speaking in apart from her native language. In her daily bases, she speaks English and French.

She believes English is the most important language in verbal communication nowadays: “I work on international NGO with international donors, and people from all over the world. Everyone speak (more or less) English, so it's the common language. I think this language is easy to learn compared to French or Spanish (the 2 others main languages used in my sector), that's why it's chosen. I also think that American culture (music and cinema) is so diffused in the world compared than any other country, that people know some words easily.”

According to her, communication could be the main cause of a cross-culture conflict in a workplace environment: “if you don't ask to your colleague how he does (for anything) in his culture, and you don't explain how you do in yours, lots of things which are natural for you could hurt the other and you could be hurt by the attitude of the other for something so natural for him. The only way is communication and to don't hesitate to explain to the other why you are hurt and ask to him to do the same with you.” Also, she has already experienced a cross-cultural conflict situation: “My European colleagues (from France, Italy, and Belgium) and I are very direct and speak loud. Some of my African colleagues (from Cameroon, Burkina Faso, Ivory Coast and Burundi) are more discreet and sometimes think that we are not respectful. So it takes time to explain that it's not a

question of respect but just a way to speak out.” In addition to that, she has already considered leaving a job due to a conflict or miscommunication. She believes a better use of linguistics would help reduce or prevent conflict as words help to express themselves. And more people are able to express themselves; the less people will have situation of misunderstanding with others.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes non-verbal communication is also very important in a workplace environment. Thus she considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.10. Professional 10

Professional 10 is originally from Brazil. He is currently working in Business/ Banking sector. He is not in a managerial position. He speaks Portuguese in his daily routine and apart from his native language, he feels more comfortable speaking English. Also, according to him, English is the most important language in verbal communication nowadays because it’s used worldwide. Its economic and historical strength make knowledge of this language extremely valuable. He affirms that the fear of something different may threaten people’s position or theirs jobs itself could be the main cause of a cross-culture conflict in a workplace environment. He has never experienced a cross-cultural conflict event neither considered leaving a job due to conflict or miscommunication. In relation to the use of linguistics, he believes a better use of it would help reduce or prevent conflict because linguistics techniques could be useful and promote transparency among work counterparts.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes non-verbal communication is also very important in a workplace environment. Thus she considers verbal communication has the same relevance in relation to non-verbal communication.

At the end of the research, he added that the understanding of cross-cultural conflicts is a key factor for xenophobic issues prevention.

5.1.11. Professional 11

Professional 11 is originally from Bosnia. He is currently working in Advertising & Marketing sector, and is not in a managerial position. He speaks English in his daily routine and also it is the language he feels more comfortable with apart from his mother tongue. According to him, English is also the most important language in verbal communication nowadays. He believes that lack of inclusivity could be the main cause of a cross-culture conflict in a workplace environment. He has never experienced a cross-cultural conflict event nor considered leaving a job due to conflict or miscommunication. Lastly, he believes a better use of linguistics would help reduce or prevent conflict due to an easier expression and better communication.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.12. Professional 12

Professional 12 is originally from Brazil, so that Brazilian Portuguese is his mother tongue. He is currently working in the Information Technology (IT), Software & Computers sector and is not in a managerial position. English is the language he feels more comfortable in speaking in. At work, he interacts with other professionals in English, Portuguese and Italian. He believes English is the most important language in verbal communication nowadays: “English may not be the most spoken language in the world, but is the mother tongue of the internet and computer technology, an omnipresent globally language.” According to him, languages and culture differences resulting in a lack of communication could be the main cause of a cross-culture conflict in a workplace environment. He has faced a cross-cultural conflict situation, and he described as following: “Lack of recognition from a manager concerning the employee's origin. People from the same country as him had better opportunities, unlike all the foreigners.” However, he never thought of leaving a job due to conflict or miscommunication. He considers that a better use of linguistics would help reduce or

prevent conflict because he believes a clear, objective and unbiased communications are the key factors to avoid conflicts.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes non-verbal communication is also very important in a workplace environment. Thus he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.13. Professional 13

Professional 13 is originally from Brazil, so that Brazilian Portuguese is his mother tongue. He works for Aviation sector, and is not in a managerial position. English is the language he feels more comfortable in speaking in apart from his mother tongue, and it is also the language he speaks on his daily routine. He said English is the most important language nowadays and affirmed: “In fact, the English language is nowadays the international language in my sector, the civil aviation. With the expansion of air travel in the 20th century, there were safety concerns about the ability of pilots and air traffic controllers to communicate efficiently and with minimum misunderstandings. In 1951, the International Civil Aviation Organization (ICAO) recommended that the English language should be universally used for international aeronautical radiotelephony communications. Despite being a recommendation only, ICAO aviation English was broadly accepted in the aviation community and has been widely used worldwide.

According to him, the main cause of a cross-culture conflict is the fact that language is not just a tool or technical label for conveying concepts, because it incorporates values and beliefs and carries cultural, social and political meanings. It speaks of a particular social reality that may not have a conceptual equivalence in the language into which will be translated. He have already experienced a cross-cultural conflict event and describe it as following: “When flying to some South America cities as Santiago, Quito, Lima and Buenos Aires, it’s not unusual to see misunderstandings between pilots and air traffic controllers for the reason that in this scenario, on the one hand we have a pilot (which is native Portuguese speaker) and on the other hand an air traffic controller (which is a native Spanish speaker) both trying to communicate and double check instructions in English which

are not their native language. As a matter of fact, miscommunication has been an important factor in many aviation accidents. Examples include the Tenerife accident in 1977 (583 dead) and the 1996 Charkhi Dadri mid-air collision (349 dead). The crew of Avianca Flight 52 failed to impart their critical fuel emergency to air traffic controllers which led to their fatal crash (73 dead). We can conclude that communications, or the lack thereof, has been shown by many accident investigations to play a significant role.” He has never considered leaving a job due to conflict or miscommunication. According to him, a better use of linguistics may help a lot because the same words can mean different things in different cultures. For instance, the words we choose matter.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes non-verbal communication is important in a workplace environment. However, he considers verbal communication has more relevance in relation to non-verbal communication.

5.1.14. Professional 14

Professional 14 is originally from Brazil, so that Brazilian Portuguese is her mother tongue. She works for a logistics sector, and is not in a managerial position. She speaks English in her daily routine and also feels it is the language that she feels more comfortable in speaking apart from Portuguese. She believes English is the most important language nowadays because is a universal language which people can use to communicate all over the world. In addition, she believes that misunderstandings due different languages can cause a lot of conflicts in a work environment. She has already experienced a cross-culture situation and she described as following: “I am responsible for creating ocean freight quotation to my customers and most of the time that I need to present an import quotation, I need support from other countries. The most challenging trouble for me is that other countries don’t understand the Brazilian restrictions and laws, and it’s difficult to explain in another language.” She has never considered leaving a job due to conflict or miscommunication. Lastly, according to her, a better use of linguistics would help reduce or prevent conflict: “Many people are opened to understand what you mean, but sometimes you face a situation that people are not trying to understand you.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, she marked “4”. Thus, she believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, she marked “3”. Therefore, she believes non-verbal communication is roughly important in a workplace environment. However, she considers verbal communication has more relevance in relation to non-verbal communication.

5.1.15. Professional 15

Professional 15 is originally from Brazil, so that Brazilian Portuguese is his mother tongue. He is currently working in Information Technology (IT), Software & Computers sector and is not in a managerial position. He speaks Portuguese in his daily work routine, and feels more comfortable in speaking English apart from your native language. He believes English is the most important language nowadays as it seems like everyone is learning it as it is the world’s most widely spoken language, mainly for business. In relation to cross-culture conflict in a workplace environment, he affirmed: “I do believe that misunderstanding are recurring on workplace environment due lack of an effective communication with stakeholders of different cultures focused on a mutual understanding of those cultural differences in order to build a competitive advantage in international business.” He has never experienced a cross-cultural conflict event neither considered leaving a job due to conflict or miscommunication. “NT” does not believe a better use of linguistics would help reduce or prevent conflict.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. So that, he believes non-verbal communication is also important in a workplace environment. Thus, he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.16. Professional 16

Professional 16 is originally from Brazil, so that Brazilian Portuguese is her mother tongue. She has a managerial position in beauty salon. She feels more comfortable in speaking English in apart from your native language. Even though she interacts in English with another professionals as her beauty salon is

based Dublin, she speaks more Portuguese as most of her customers are Brazilians. She also considers Portuguese a global language. According to her, different accents and pre concepts about some cultures could be the main cause of a cross-culture conflict in a workplace environment. She has not considered leaving a job due to conflict or miscommunication neither has not experienced any situation. She believes a better use of linguistics would help reduce or prevent conflict because when communication is satisfactory, people can express themselves better, and not risk creating confusion with what you said.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, she marked “4”. Therefore, she believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. So that, she believes non-verbal communication is very important in a workplace environment. Thus, she considers non-verbal communication has more relevance in relation to verbal communication.

5.1.17. Professional 17

Professional 17 is originally from Brazil, so that Brazilian Portuguese is her mother tongue. She works for Law/Legal sector, and has managerial position. English is the language he feels more comfortable in speaking in apart from Portuguese. She speaks both English and Portuguese in her daily work routine. According to her, the most important language in verbal communication nowadays is English, as it is the most common language to speak to anyone across the globe. Most researches appoint this language as the universal language for communication in all aspects. She believes there are many factors that could cause a cross-culture conflict in a workplace environment such as: values, beliefs, the numerous ways different people were raised which definitely have a strong impact on their characters, a certain procedure/norm they believe is the most accurate according to their level of education and one of the most important cause in my opinion is their experiences in life which can affect all the points mentioned previously.

She has experienced a cross-cultural conflict event and described as following: “When dealing with legal matters you can come across many different conflicts due to cross-cultural because the parties can be used to have their knowledge to a certain legal system in their home country and when trying to resolve an issue under an unknown system the conflict begins. Their beliefs on what is right and wrong have a strong role to play part in this conflict as well because when analyzing the different

causes mentioned above every individual has their different opinion on a matter based on them.” She also has considered leaving a job due to conflict or miscommunication. In addition, she affirmed a better use of linguistics would help reduce or prevent conflict as most people tend to translate their words from their mother tongue by thinking firstly on how they would say in their language to the language being used in order to communicate themselves which can cause miscommunication, misinterpretation and can also involve further conflicts. They also try to formulate written communications that are not appropriated due to its structure and words.

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, she marked “5”. Therefore, she believes non-verbal communication is also very important in a workplace environment. Thus she considers verbal communication has the same relevance in relation to non-verbal communication.

At the end of the research, she added: “I would like to add that people nowadays should definitely be more careful when trying to communicate themselves by verbal and non-verbal communication methods. Taking into consideration the social media interactions and how people tend to use informal language to communication on them, it can lead to problems when trying to communicate in their workplace environment especially when avoiding the usage of a formal language.”

5.1.18. Professional 18

Professional 18 is originally from Germany, so that German is his mother tongue. He works for engineering sector, and has a managerial position. English is the language he feels more comfortable in speaking in apart from his mother tongue. English and German are the languages he speaks in his daily work routine. He believes English is the most important language in verbal communication nowadays. Different experience and cultural background/understanding or hierarchical thinking could be the main cause of a cross-culture conflict in a workplace environment. He also experienced a cross-cultural conflict while working in Saudi Arabia: “How the Saudi client treated the workforce and also the forge in management of the main contractor. Workforce has been treated like slaves. Not acceptable.” He has considered about leaving a job due to conflict or miscommunication. However, he does not think a better use of linguistics would help reduce or prevent conflict because and

explained as following: “I think a general better acceptance of different backgrounds and the willingness / ability for compromise could do more than detailed linguistics. However, using the right words at the right time will also help.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “3”. Thus, he believes verbal communication is roughly important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “3”. Therefore, he believes non-verbal communication is also roughly important in a workplace environment. So that he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.19. Professional 19

Professional 19 is originally from Lithuania. He speaks Lithuanian and manages his own business in Ireland. English and Russian are the languages. He feels more comfortable in speaking apart from Lithuanian. In his daily routine, he speaks English and Lithuanian. According to him, English is the most important in verbal communication nowadays and not listening what other people want to say could be the main cause of a cross-culture conflict in a workplace environment. He has already experienced a cross-culture conflict: “Lack of understanding and disrespectful words other people that have difficulty speaking verbal English.” He has never considered leaving a job due to conflict or miscommunication. He thinks a better use of linguistics would help reduce or prevent conflict as it would reduce problems and conflict in general. It would be much better in building a team and trust in a team.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “5”. Thus, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “2”. Therefore, he believes non-verbal communication is little important in a workplace environment. So that he considers verbal communication has more relevance in relation to non-verbal communication.

5.1.20. Professional 20

Professional 20 is originally from Brazil, so that Brazilian Portuguese is his mother tongue. He works for Advertising & Marketing sector, and has a managerial position. English is the language he feels more comfortable in speaking in apart from his mother tongue. English and Portuguese are the languages he speaks on his daily routine. He believes English is the most important language in verbal communication nowadays, because he can communicate with his clients most of new prospects out of his country. According to him, the understanding/ communication could be the main cause of a cross-culture conflict in a workplace environment. He has not experienced a cross-cultural conflict event neither has considered leaving a job due to conflict or miscommunication. He thinks a better use of linguistics would help reduce or prevent conflict explained as following: “Sometimes we try to express ourselves translating native expressions to other language or using different tones. It can be received in a wrong way by the other person. Knowing how to express in different situation can be useful to not let these kinds of mistakes happen.”

In relation to the relevance of verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes verbal communication is important in a workplace environment. In relation to the relevance of non-verbal communication skills, when “0” is not at all important to “5” is very important, he marked “4”. Therefore, he believes non-verbal communication is also important in a workplace environment. So that he considers verbal communication has the same relevance in relation to non-verbal communication.

5.1.21. Professional 21

Professional 21 is originally from Brazil, so that Brazilian Portuguese is his mother tongue. He works for Finance sector, and has a managerial position. English and Spanish are the language he feels more comfortable in speaking in apart from Portuguese. English and Portuguese are the languages he speaks on his daily routine. According to him, English is the most important language in verbal communication nowadays because of globalization and the fact that it is the standard language for business purposes. He believes a lack of understanding and empathy could be the main cause of a cross-culture conflict in a workplace environment. He has never experienced a cross-cultural conflict situation; however, he has already considered leaving a job due to conflict or miscommunication. In addition, he thinks a better use of linguistics would help reduce or prevent conflict because he believes

problems with communication are strongly linked to conflicts, so a better understanding of each other's point of view with clarity is essential to avoid conflicts.

In relation to the relevance of verbal communication skills, when "0" is not at all important to "5" is very important, he marked "5". Therefore, he believes verbal communication is very important in a workplace environment. In relation to the relevance of non-verbal communication skills, when "0" is not at all important to "5" is very important, he marked "3". Therefore, he believes non-verbal communication is roughly important in a workplace environment. So that he considers verbal communication has more relevance in relation to non-verbal communication.

Chapter 6 – Data Analysis/Findings

This chapter presents the analysis of data collected through the participants' responses to the research objectives as to what type of conflicts can occur and what are the sources and causes of these conflicts, understanding the impacts and consequences of these conflicts and how these are managed, what challenges could face in managing these conflicts, if conflict management could be improved by a particular focus on communication and the use of linguistics in preventing interpersonal conflict in a negotiation process. As already mentioned in Chapter 4, professionals from different cultures/nationalities, who work in different sectors for different multinational companies were interviewed, which resulted in relevant answers according to the purpose of this research study. Combining diverse answers, it was possible to analyze the situations experienced by the participants which will be presented in this chapter.

6.1. Professional Profiles

All participants are professionals who work for different international companies/ organization around the world. There were 11 Brazilians, 4 Irish, 2 French, 1 Bosnian, 1 German, 1 Lithuanian, 1 Mexican interviewed. The table below represents the list of participants among their mother tongue, the current sector at work, the position and also the languages they speak daily:

Participants	Mother Language	Current Sector	Position	Daily bases used languages
Participant 1	Spanish	IT, Software & Computers	Not managerial	English
Participant 2	English	IT, Software & Computers	Not managerial	English
Participant 3	English	Hospitality	Managerial	English
Participant 4	French	Engineering	Not managerial	English
Participant 5	Portuguese	Advertising & Marketing	Not managerial	Portuguese
Participant 6	English	Finance	Managerial	English
Participant 7	Portuguese	Finance	Managerial	Portuguese, English and Spanish
Participant 8	English	Other	Managerial	English
Participant 9	French	Other	Managerial	French and English
Participant 10	Portuguese	Business/ Banking	Not managerial	Portuguese
Participant 11	Bosnian	Advertising & Marketing	Not managerial	English
Participant 12	Portuguese	IT, Software & Computers	Not managerial	English, Portuguese and Italian
Participant 13	Portuguese	Other	Not managerial	English
Participant 14	Portuguese	Other	Not managerial	English
Participant 15	Portuguese	IT, Software & Computers	Not managerial	Portuguese
Participant 16	Portuguese	Other	Managerial	Portuguese
Participant 17	Portuguese	Law or Legal Sector	Managerial	English and Portuguese
Participant 18	German	Engineering	Managerial	German and English
Participant 19	Lithuanian	Business/ Banking	Managerial	English and Lithuanian
Participant 20	Portuguese	Advertising & Marketing	Managerial	Portuguese / English
Participant 21	Portuguese	Finance	Managerial	Portuguese and English

Table 2 – Professional Profiles

6.2. Barriers and Cross-culture Conflict in a Workplace Environment

- Current Sector at Work

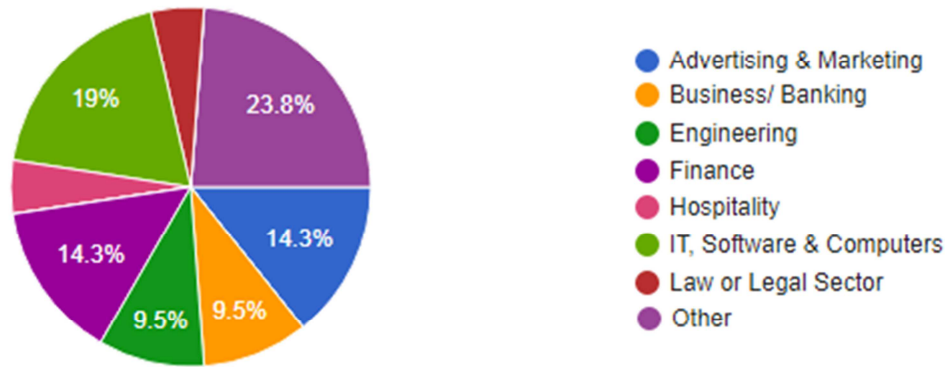


Figure 5 – Current Sector at Work

The work sector was included in the research so that the researcher may identify if there is any relation between professionals according to each work sector, including the reasons for possible conflicts between cultures.

IT, Software & Computers – 4 participants

Four of the participants are currently working at IT, software and computers sector. None of them is in a managerial position. They all believe that the lack of communication is a factor that can contribute to a possible cross-conflict and that must be taken into account. Participant 2 and participant 12 have already been in a cross-conflict situation and participant 2 described the situation as follows:

“There was a girl from India worked with us. She was really good at programming but her English wasn’t perfect and our Indian non existent. So sometimes there were communication problems. We were able to deal with them by explaining in the code and by diagramming the problems. Because we all understood the code in the context of the problem we were able to collaborate on the solution.”

Although this area requires professionals with skill focused on computing and strategic programming, it is possible to identify the importance of good communication skills. In addition, none of them have considered leaving a job due to a conflict or miscommunication. The same participants who have experienced a cross-culture conflict (participants 2 and 12), believe a better use of linguistic would help

reduce and prevent conflict. They affirm a better understanding and a clear communication would assist in reducing problems therefore preventing conflict. However, participant 2 and participant 16 do not believe it would help preventing any of possible conflict. From this result, it can be said that professionals who have been in a cross-conflict situation in the workplace are more likely to consider the use of language as a relevant skill in preventing conflict in the workplace.

Verbal communication average relevance: 4.25

Non-verbal communication average relevance: 4

Advertising & Marketing – 3 participants

There are 3 participants in the Advertising & Marketing area, two of them believe that communication is a possible factor in causing conflicts. The other professional believes that the lack of inclusivity is the main reason for a possible conflict. Only participant 5 had a cross-culture conflict and he describes it as follows: “I lived for 4 months in Northern Iraq where I was a volunteer for UN and I had a huge cultural impact when I got there. Culturally they are quite different and these things affect their way of work, threatens their workmates, and also live their lives. That was an intense experience trying to live with so much influence, where I was the outsider, so I had to change myself to adapt to their reality. ”

Although participants 11 and 20 did not have experienced cross-culture conflicts, they all believe that good use of linguistic would reduce conflicts.

Verbal communication average relevance: 4.66

Non-verbal communication average relevance: 4.66

Finance – 3 participants

All participants interviewed who work in the finance department are in a managerial position. According to the three participants, there is a common relationship about the possible cause of conflict of cultures: there is no lack of knowledge/understanding and empathy linked to cultural attitudes. Only participant 6 presented a conflict between cultures that did not result in the incorrect interpretation of the request. In addition to emphasizing that, when an interaction is carried out by email or telephone, there are no non-verbal queues to help or guide the interaction. All of these participants have already considered leaving a job due to conflict or lack of communication and we believe that better use of

linguistics would help to reduce and prevent conflicts since communication is essential to define expectations and the lack of communication can lead to confusion, resulting in negative results.

Verbal communication average relevance: 5

Non-verbal communication average relevance: 4.33

Business – 2 participants

Two of the participants work in the Business / Banking sector, one is in a managerial position, while the other participant is not. Both believe that the fear of something different may threaten your position or your job itself and not listening to what other people want to say are the main cause could be the main cause of a cross-culture conflict in a workplace environment. The participant with a managerial position has already experienced cross-culture conflict in which he describes the factor as lack of understanding and disrespect towards other people that have difficulty in speaking English. Neither of the two participants considered leaving a job due to conflict or miscommunication, however, both consider think a better use of linguistics would help reduce and prevent conflict as it would promote transparency among work counterparts and it would also help in building team and trust in the team.

Verbal communication average relevance: 5.

Non-verbal communication average relevance: 3.5.

Engineering – 2 participants

Regarding the engineering sector, there are two participants. One is in a managerial position while the other is not. A common factor is that both do not believe that better use of linguistics would help reduce and prevent conflict since the general better acceptance of different backgrounds and the willingness/ability for compromise could do more than detailed linguistics. However, using the right words at the right time may also help in some cases. Participant 18 has already experienced cross-culture conflict and highlighted how the Saudi client treated the workforce. He says it is not acceptable since the workforce has been treated like slaves. Also, participant 4 added that “cross-culture” can be a factor for amplifying a conflict but not a reason, in which the conflict is not necessarily based on culture but on each individual.

Verbal communication average relevance: 4.

Non-verbal communication average relevance: 4.

Hospitality – 1 participant

There is one participant who works for the hospitality sector. He is in a managerial position and believes miscommunication could be the main cause of cross-culture communication. This area involves personal interaction with several people daily and in addition to verbal communication, non-verbal communication is very important. In addition to English, the participant speaks Irish and French fluently. Speaking more than 2 languages in the hospitality sector facilitates communication and reduces the possibility of misunderstanding between people of different nationalities. In addition to that, he believes linguistics would help in reducing conflicts, when training professionals from other nationalities in their mother tongue, people be more aware of all of their tasks thus reducing the possibility of conflict.

Verbal communication average relevance: 5

Non-verbal communication average relevance: 2

Law or Legal Sector – 1 participant

There is one participant who works for the Legal Sector. She is in a managerial position. According to the participant: “when dealing with legal matters you can come across many different conflicts due to cross-cultural because the parties can be used to have their knowledge to a certain legal system in their home country and when trying to resolve an issue under an unknown system the conflict begins. Their beliefs on what is right and wrong have a strong role to play part in this conflict as well because when analyzing the different causes mentioned above every individual has their different opinion on a matter based on them. ” Caution is required, not only in relation to communication but also regarding the understanding of a certain legal system from each country. Participant 17 also added most people tend to translate their words from their mother tongue by thinking firstly in order to communicate themselves which can cause miscommunication, and it may involve further conflicts. People should be careful when trying to communicate themselves taking into consideration the social media interactions and how people tend to use informal language to communicate.

Verbal communication average relevance: 5

Non-verbal communication average relevance: 5

Other – 5 participants (with responses from participants who can carry out research it is possible to include the following areas as “Other”: Non-Governmental Organization (NGOs), Charity, Aviation, Logistics and beauty sector).

One of the professional works for Non-Governmental Organization (NGOs). The participant highlights the importance of explaining to the other possible cultural differences in a clear and concise way to avoid conflicts. Cultural differences can definitely interfere directly in a relationship, be it personal or professional. The participant states that co-workers from France, Italy, Belgium have the habit of speaking louder, differently from colleagues in Africa (from Cameroon, Burkina Faso, Ivory Coast, and Burundi) who are more discreet and sometimes think that others are not respectful due to their way to express themselves. In addition, participant 9 believes that better use of linguistics would help reduce and prevent conflict as more people are able to express themselves, less misunderstanding will occur.

The professional who works for an international charity is in a managerial position. Participant 8 highlights that possible cross-cultural conflicts may occur due to different perspectives on a situation because of differences in background and values. Also, he added a clear communication would avoid and resolve conflict. There was a cross-culture situation in which he describes it as follows: “I have spent time in Russia working with an Irish charity. I once attended a meeting in Moscow with the CEO of our charity (an Irish woman) and a local organization. The attendees from the local organization were 4 women and one man who was the most senior person from that organization. At the start of the meeting, this man ignored our CEO and directed his opening remarks to me. He said: Before we begin, I just want to say that I prefer to deal with men ' . ” Although we live in a world where women seek gender equality, there are still cultures that women are considered submissive to. Thus, they encounter barriers in different areas, including the work environment, thus creating a problem for everyone involved.

The participant who works in the aviation sector believes that the main cause of a conflict between cultures is the fact that language is not just a technical tool or etiquette to convey concepts, because it incorporates values and beliefs and carries cultural, social and political meanings. The participant also highlighted the importance of communication in the area in which he works, that tragedies, such as deaths, can cause communication failures: “Examples include the Tenerife accident in 1977 (583 dead)

and the air crash in Charkhi Dadri in 1996 (349 dead) The crew of Avianca Flight 52 was unable to transmit their critical fuel emergency to air traffic controllers, which led to their fatal accident (73 dead).” Regardless of the airline, extensive knowledge of verbal and non-verbal communication, which works directly with people with different cultures, is extremely important.

The participant who works in logistics I believe that misunderstandings due to different languages can cause a lot of conflicts and add that better use of linguistics would help reduce and prevent conflict many people are opened to understand what you mean, but sometimes you face a situation that people are not trying to understand you. Someone from the comics, as well as the participant who works at Legal Sector, emphasized, the participant faces a problem due to the difference in the laws of each country since she is responsible for creating ocean freight quotation to my customers and most of the time that she needs to present an import quotation, she needs support from other countries.

The participant who works in the beauty sector believes that different accents and preconceptions about some cultures can be the main cause of a conflict between cultures in the workplace. She also believes that with better use of linguistics, people can express themselves better and not risk creating confusion with what they said. She never thought of leaving a job due to conflict or lack of communication. Finally, all five participants agreed that the use of linguistics is important and would help to avoid conflicts in a work environment.

Verbal communication average relevance: 4.6

Non-verbal communication average relevance: 4.2

None of the above results can be limited according to the sector of work already the researcher collect and analyze data from small sample from a group instead of all possible cases or elements available.

- Percentage according to Position at Work

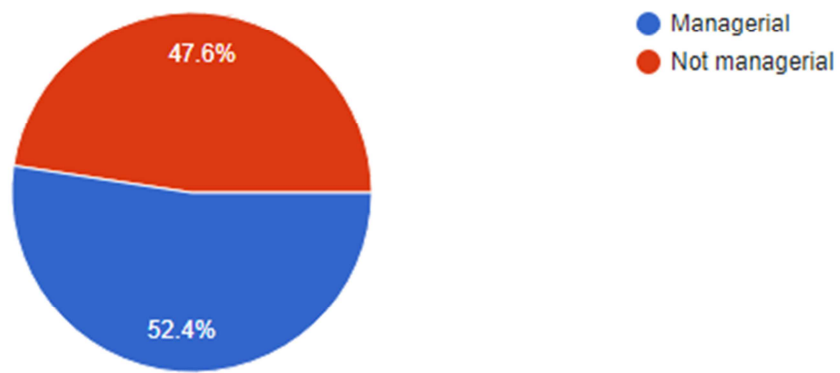


Figure 6 – Position at Work

11/21 participants: managerial and 10/21 participants: not managerial

All participants feel comfortable speaking in English as shown in the table below:

Participants	Mother tongue	Preferred Language
Participant 1	Spanish	English
Participant 2	English	Do not speak any other language proficiently
Participant 3	English	Irish and French
Participant 4	French	English
Participant 5	Portuguese	English
Participant 6	English	French and Portuguese
Participant 7	Portuguese	English
Participant 8	English	French
Participant 9	French	English
Participant 10	Portuguese	English
Participant 11	Bosnian	English
Participant 12	Portuguese	English
Participant 13	Portuguese	English
Participant 14	Portuguese	English
Participant 15	Portuguese	English
Participant 16	Portuguese	English
Participant 17	Portuguese	English
Participant 18	German	English
Participant 19	Lithuanian	English and Russian
Participant 20	Portuguese	English
Participant 21	Portuguese	English and Spanish

Table 3 – Preferred Language

According to the survey, regardless of participants' nationality or position at work, 100% of respondents believe that English is the most important language today for several reasons. English is a global language and it is spoken as a first or official language in many countries around the world. Important organizations have English as a first language, for example, the United Nations and the European Union. Technological, business, and medicine sectors have also English as an official language.

Although each participant responds with different reasons for stating the importance of English, they all shared a common vision.

The participant who holds the position of manager at the United Nations highlights the ease of learning compared to the other most spoken languages in the world, and also adds the cultural influence of the United States, both in the cinema and in the musical part.

The participant who works in the aviation sector highlighted the importance of knowledge of English in order to get the job done. The English language is nowadays the international language in my sector, civil aviation. There were safety concerns about the ability of pilots and air traffic controllers to communicate efficiently and with minimum misunderstandings. In 1951, the International Civil Aviation Organization (ICAO) recommended that the English language should be universally used for international aeronautical radiotelephony communications.

In addition, some of the participants highlighted the multicultural environment in terms of social and tourism as an important field for the use of the English language.

6.3. Overcoming Barriers & Conflicts

Cross-culture conflict in a workplace environment may lead to significant drops in productivity and cause negative impacts among professionals. Managing these conflicts leads to a more harmonious work environment. Although there is no specific cause for a particular conflict, and also, no way to predict it, it is possible to identify possible causes, so that in the future it can be avoided causing negative personal and professional results.

Analyzing the results obtained by the research, it is possible to notice an understanding of all participants on the subject. In a total of twenty-one participants, twelve professionals believe that miscommunication is the factor or one of the factors that may cause a cross-culture conflict in the work environment. The first sentence was reported by participant 9 and the second by participant 5:

“Communication. I mean, if you don't ask to your colleague how he does (for anything) in his culture, and you don't explain how you do in yours, lots of things which are natural for you could hurt the other and you could be hurt by the attitude of the other for something so natural for him. The only way is communication and to don't hesitate to explain to the other why you are hurt and ask to him to do the same with you”.

“In my opinion this kind of conflicts happens when there is no respect and patience to understand that people are different, so for some things different cultures will see the world in a different way and also react in different ways. If you don't know how to talk in a way where more people will understand, communication can also be a big barrier. ”

The participants that did not mention communication as a factor in a cross-cultural conflict, described other relevant aspects such as the impact on their characters, the lack of understanding and inclusivity, different beliefs and values. The following sentence was reported by participant 17:

"There are many factors that could cause a cross-culture conflict in a workplace environment such as: values, beliefs, the numerous ways different people were raised which definitely have a strong impact on their characters, a certain procedure/norm they believe is the most accurate according to their level of education and one of the most important cause, in my opinion, is their experiences in life which can affect all the points mentioned previously."

- Percentage of participants who have already experienced a cross-cultural conflict event:

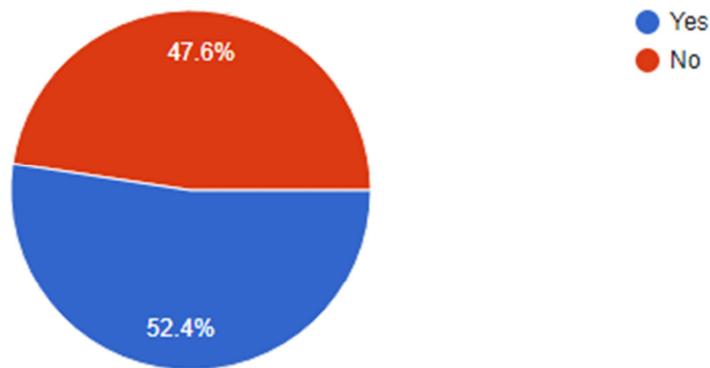


Figure 7 – Participants who have already experienced a cross-cultural conflict event

The total number of participants who have already experienced a cross-cultural conflict event:

11 participants: yes / 10 participants: no

- Percentage of the participants that have already considered leaving a job due to conflict or miscommunication:

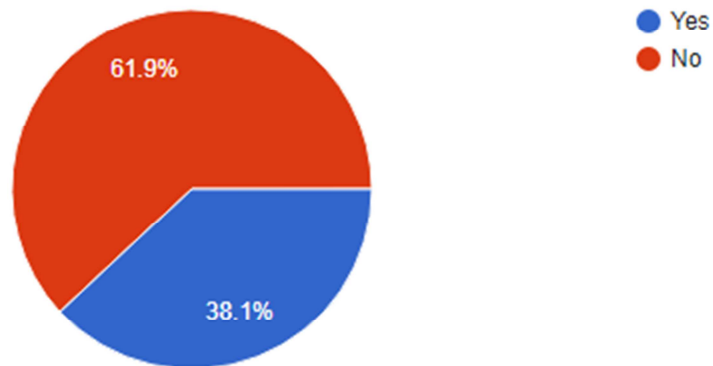


Figure 8 – Participants that have already considered leaving a job due to conflict or miscommunication

The total number of participants who have already considered leaving a job due to conflict or miscommunication: 8 participants: yes / 13 participants: no

- The use of linguistics in reducing and prevent conflicts:

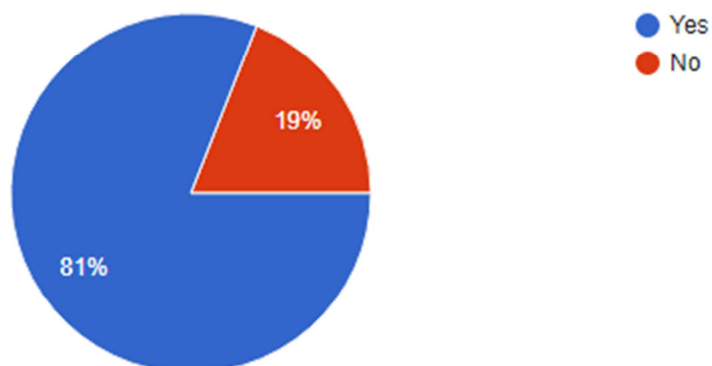


Figure 9 – The use of linguistics in reducing and prevent conflicts

The total numbers of participants who believe the use of linguistics would reduce and prevent conflicts: 17 participants: yes / 4 participants: no

Level of importance related to communication skills
0: Not at all important
1: Not important
2: Little important
3: Roughly important
4: Important
5: Very important

Table 4 – Level of importance related to communication skills

- Relevance of verbal communication skills in your workplace environment

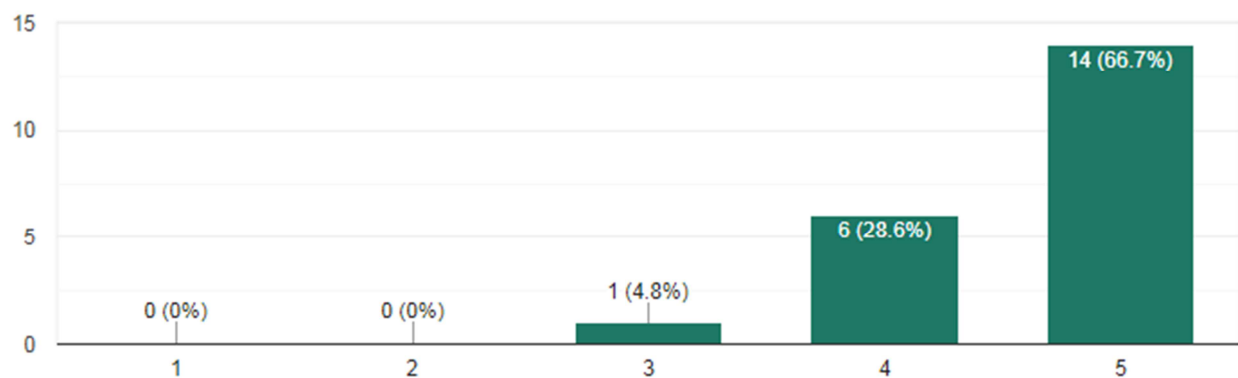


Figure 10 – Relevance of verbal communication skills in your workplace environment

The total amount of participants according to relevance of verbal communication skills in your workplace environment:

14 participants – Very Important

6 participants – Important

1 participant – Roughly Important

- Relevance of non-verbal communication skills in your workplace environment

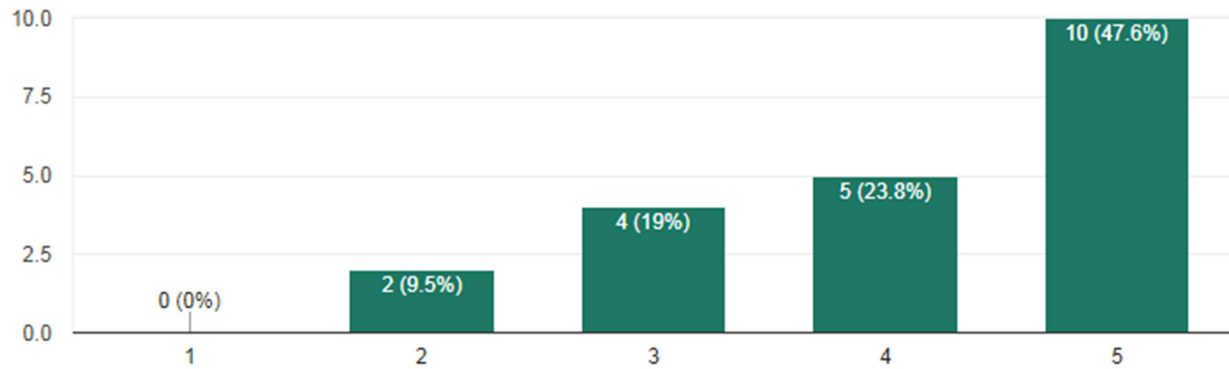


Figure 11 – Relevance of non-verbal communication skills in your workplace environment

Number of participants according to relevance of non-verbal communication skills in your workplace environment:

10 participants – Very Important

4 participants – Important

3 participants – Roughly Important

2 participants – Little Important

Chapter 7 – Discussion

According to the content covered in this study, both the literature review and also the qualitative interviews conducted via a questionnaire, there are some techniques and actions that may positively influence a negotiation process through different factors. The resolution of crises and trust between parties in the midst of a conflict may be improved through an exchange and sharing of information in a communication process in addition to creating an understanding and improvement of the relationship between all workers (Spaho, 2013).

Therefore, by applying negotiation and communication techniques, it is possible that employees are more prepared when interacting or negotiating with people of different nationalities through intercultural processes, thus obtaining better results. Communication works through the existence and sharing of accurate information about the conflict, including in the negotiation process, and thus helps to improve the relationship of the parties to a conflict.

Regarding the literature review, there are sufficient grounds to give the discussion a good start. Besides that, the discussion includes understanding the group of professionals chosen for the primary research as well as the method of grounding the dissertation problem. All the information presented throughout the thesis will be critically analyzed in this section.

The ability to negotiate well can make a huge difference in so many aspects of life, such as career, relationships, and financial life. The way of negotiating has undergone different interpretations and studies over the years - from exchanging objects as a means of trading - known as 'Escambo', an ancient practice of carrying out a commercial exchange without the involvement of a currency or an object that passes through it, and without equivalent value (Santiago, 2011) to modern approaches to negotiation. Also, in a negotiation it was considered that one of the parties had to win and consequently, the other party had to lose. However, it is possible to affirm that this is not necessarily a requirement of a negotiation. The closest interpretation of this nowadays is that two or more people with different sides may still win in a negotiation. People want to win, but the main reason for getting into a negotiation is to find the best solution to a problem (Fisher and Ury, 1981).

Cultural differences may influence business and negotiations in significant and unexpected ways. In addition to communication, accepting and adapting yourself to work with people from other cultures

may be challenging, especially when the other culture is very different from yours. One of the Brazilian participants in this study lived for four months in Northern Iraq when he was a volunteer and he faced a very strong cultural impact when he got there. The way Iraqis treated their co-workers, as observed by him, made the participant feel extremely uncomfortable with a situation. The same type of cultural conflict happened to a German participant who worked in Saudi Arabia. He considered the treatment of employees by Saudi Arabians as unacceptable and went so far as to describe what he saw as employees being treated like slaves.

Conflict can arise for multiple reasons, but it can be summarized into the following three types: (i) when a person behaves in a negative manner or due to things like stereotypes and rumours; (ii) value conflict, when two people or groups have divergent views on moral values and an understanding what is right or wrong; and (iii) interest conflict which arises when one person's desired outcome is in conflict with another person or group's interests (Davor Dujak, 2008). In this study, 52.4% of the participants interviewed have experienced a cross-cultural conflict event and the reasons for this were different. The language barrier was one of the reasons most mentioned, but not the only one.

More recent intercultural studies (Islam, 2017) indicate a correlation between effective international management and intercultural communication. Solid intercultural communication is vital for international managers, as well as for national managers of multicultural and multinational companies. Ego is also another important factor that can lead to failure of negotiations. As Fisher and Ury (1981) believed, the problem may occur when parties take their position as personal and lock into them, not being eager to give away in any aspect or seeing the concerns of the other party. As in the case of a participant who, while working in Russia, witnessed a situation in which the CEO (an Irish woman) of the International Charity he works in was ignored only because she was a woman, emphasizing that Russian representative had a preference to engage only with a man. This kind of situation is an extremely relevant factor to be studied and questioned before starting a negotiation since it can influence the results positively or negatively.

Lack of communication, misinterpretation or misunderstanding is more likely between managers and employees from different ethnic and national backgrounds than between managers and people from homogeneous backgrounds. The ability to communicate culturally and interculturally is necessary for professionals to succeed in global tasks. Therefore, managers who prepare to work in a business market with professionals from a diverse culture or who prepare to work in foreign environments should adjust

their communication patterns to the target audience. In addition, likelihood of inaccurate interpretation in intercultural communication increases the difficulty of obtaining clarity. In such a situation, a greater degree of clarity can help to communicate different uncertainties and reduce the likelihood of misunderstandings. Conflicts can also arise due to a lack of knowledge regarding specific legislation of a country, making the negotiation process more difficult. Two participants who work in the legal and logistics sectors, respectively, emphasized the difficulty in dealing with situations like this – one when working with different civil laws and creating quotations of sea freight for her clients.

Even with the broad range of different views and perceptions from the professionals interviewed regarding the possible cause of cross-culture in a work environment, it was possible to identify that all of them believe that English is the most important language for business nowadays. In addition, it is the language that all participants whose English is not their mother tongue, feel more comfortable in speaking. English is essential for good communication between people of different cultures, however, there are other techniques that can help to improve personal and professional communication. A better way of communicating with others can be interpreted as learned through non-violent communication. All human beings have the capacity for compassion and empathy. People only resort to harmful behavior when they don't identify more effective strategies. The purpose of non-violent communication is to connect with ourselves and others in a way that makes a compassionate approach natural. It is not just convincing people to do what we want but creating a connection with another person (Marshall Rosenberg, 1960). Non-violent communication is a way to resolve differences peacefully when people apply empathetic listening and honest expression. It makes people understand and express their feelings better. It also teaches us that we cannot be responsible for each other's feelings, but we can be responsible for how we choose to react (Marshall Rosenberg, 1960). In addition to that, a total of 66.7% of the participants interviewed in the research considers verbal communication skills in the work environment as very important.

Regarding non-verbal communication, many perceptions are unconscious and can be studied by everyone. When a professional learn to pay attention to body language and correctly interpret that, they are more likely to have more control over situations. A total of 47.6% of the participants consider non-verbal communication skills very important in their workplace environment.

Prioritizing patience is important and clear articulation at the right pace to ensure understanding. This is also true in cases where the company's language base is not English and they hire native English speakers.

A total of 38.1% of the participants interviewed have already considered leaving a job due to a conflict or miscommunication. One participant highlighted a lack of recognition from the managers concerning the employee's origin. He has experienced a situation where people from the same country as his manager had better opportunities, unlike all foreigners. Despite social welcoming, many foreigners may face barriers as that when moving from their country in search of new opportunities in other countries.

“Management and communication scholars agree that international management skills are needed for the increasing scope of global trades and investments over the past decade. Therefore, the current global trend of business competitiveness strongly indicates a need for the development of strategic framework for managing, negotiating, and communicating across cultures in order to achieve the investment objectives of corporations.” (Chaney & Martin 2011)

A total of 81% of the participants interviewed believe that a better use of linguistics would help to reduce and prevent conflict. Among the reasons described by the participants, it is possible to identify clear, objective, unbiased communication as abilities that would help prevent a conflict. Using one word incorrectly may lead to confusion, misunderstanding, and result in negative outcomes as problems with communication are strongly linked to conflicts. Also, a better understanding of each other's point of view with clarity is essential to avoid conflict.

After interpreting the content of the literature review and analyzing the data collected through research, I have compiled some factors that may prevent cross-culture conflict in a work environment:

(i) It is important to maintain ethics and respect when integrating with people from another culture, regardless of place. Many cultures have a specific label regarding the way they communicate. In addition, each organization has its own rules, policies, and job titles that can be restricted. Although these companies have the same rules, people's behavior is different. The behavior of a Brazilian who works for the Brazilian branch is different from the employee working in Japan, for example, and so on.

(ii) It is important to have cultural empathy in understanding and being more aware of the cultural attributes of a given society and how they differ from their own culture. Personal and professional interaction or research on cultures can help to avoid any kind of embarrassment, lack of respect, or even prejudice that may be considered inappropriate or offensive attitudes in an intercultural negotiation.

(iii) People should express themselves clearly and concisely. Although English is considered the most important language today, there are professionals who do not have this skill or find it difficult to express themselves in another language other than their mother language, so speaking clearly at a moderate pace is important for understanding both the parts.

(iv) Developing emotional intelligence is important because negotiators who recognize emotional responses in themselves and others will be better able to understand the reasons for responses, and may achieve better outcomes in negotiations. Understanding how emotions change and the transition is also an important skill as a series of both positive and negative emotions are typically experienced during negotiations.

(v) During work, it is possible to identify the importance of verbal communication in various sectors of life, whether personal or professional. Being aware of non-verbal communication is also important. It is important to observe non-verbal gestures at all times, as some gestures may have different meanings for people with different cultural backgrounds.

(vi) Practicing active listening is also a factor that avoids misunderstanding and possible cross-culture conflict. Communication failures, misinterpretation can lead to confusion and misunderstanding in a work environment. Studying carefully, and avoid jumping to conclusions, can avoid disagreements and assist in conflict resolution.

Chapter 8 – Conclusion

This dissertation has attempted to discuss possible cross-conflicts in the workplace with an emphasis on communication.

Negotiating is nothing more than technique, training, study. It is a set of skills that can be worked on for yourself and the other, whether at home, in friendships, in the workplace, or anywhere else. Practicing it regularly is essential to obtain good results and also, even to avoid possible conflicts. In addition to all the techniques and methods to carry out a good negotiation, it is necessary to understand before that, in order to be successful in any negotiation, transparency is vital. Learning to negotiate with technique and respect for others makes us able to work with all information in an easier and more direct way.

However, conflicts in the workplace may arise for several reasons and then contribute to a demotivating environment. So, it is important to understand what is causing a conflict deeply. After analyzes and studies, it is possible to interpret and understand the best alternatives for a resolution of the human conflict. Cross-cultural conflict may occur unexpectedly. However, if prepared to deal with possible cultural differences, the result can be positive. There are several reasons that generate conflicts in the work environment. Miscommunication may be a reason for a disagreement between professionals but it is not the only reason. Along with it, there are ideological differences, different habits, and beliefs. Also, it is possible that there is no cross-culture conflict when both parties are aware of the differences of the other, so they know how to respect, ponder attitudes when necessary, act free of arrogance and prejudice, look for knowledge and work ethically.

The success or failure in managing a diverse or multicultural workforce depends in large part on the ability of managers to communicate effectively with people of different backgrounds and nationalities. As several studies strongly experiment, a differentiated cultural understanding, as well as effective intercultural communication competence, not only help companies to save a communication gap between the countries involved in international negotiations but also use multinational and multicultural managers to succeed in multinational operations and possible commercial alliances.

Managing cultural differences and intercultural communication and making decisions with possible intercultural barriers are challenges that companies face when embarking on global ventures and opportunities.

Companies involved in international activities have communication as a factor directly linked to culture. Therefore, it is necessary to dedicate time to learn, understand, and analyze the different habits for better conducting international business. Just a little bit of cultural sensitivity to direct and indirect conflict confrontation can really be worth it.

Cultures take different approaches to deal with conflicts. As an example, the differences between Western and Eastern culture. It is essential to analyze whether the conflict is real or just a misunderstanding so that it can be resolved quickly. However, in addition to any confrontational strategy, it is important to think about what body language is telling you, not just the spoken word. In addition, it is important to listen to the other party with interest and not indifference. Identify areas of possible agreement and common goals, indicate actions clearly and neutrally, making your wishes clear - not necessarily in words since behaviours can be a way of communicating with other people, they are skills to obtain better results. In addition, it is important to be aware of your emotional state, remain calm, and seek understanding in all situations. In the end, it is possible to find a way through the conflict.

In my research, I approached different people to take part in the study. Analyzing different opinions, lived situations, problems, emotions and different perspectives gave me a humanistic view of the study of this topic. In addition, it is possible to realize that the skills to have good results in a negotiation can be part of the same context, such as avoiding the possible cross-culture in the workplace. From my study of the literature, identifying how the stories of professionals from different countries and backgrounds could have been interconnected, understanding the academic importance of this dissertation and interacting with the professionals I admire, I was able to reflect on possible causes and solutions to conflicts in the workplace.

I will conclude my work with the following quotation:

“If you avoid conflict to keep the peace, you start a war inside yourself.” Sandra Caselato

9. Reflection

At the beginning of the study, I researched "emotional intelligence in the workplace environment" and how I could include this topic in the content studied during the MA in Dispute Resolution course. Psychology and human behavior have always fascinated me and I still read a lot about it. However, there is another area that I really enjoy reading and studying, which I believe is extremely important in the corporate world. This subject is growing more and more nowadays, and it is International Affairs.

In 2013, I start studying International Relations and in the same year, I started working for a medium-sized Korean company, in the import and export department. Daily, I used to exchange e-mails and phone calls with customers from different countries. From a young age, I wanted to live abroad to improve my English and also to challenge myself in meeting new people, cultures, and places. After one year, I decided to take a gap in my course and resign to go for an exchange in Ireland. Living a dream requires courage and a lot of effort. I was 19 years old when I decided to travel to Ireland for the first time to study English for one year. In that year, I faced so many challenges, and I was able to improve my English level, meet new people, and visit incredible places. When my student visa was about to expire, I decided to extend it for another year, because I wanted to join a course in my professional area, so that I started studying "International Business Communication". After living in Ireland for two years, I returned to Brazil to complete the International Relations course. Upon returning to Brazil, I had a great opportunity to work for a French multinational company for over 2 years. I worked in different areas and one of them was in international projects. After completing the International Relations course in Brazil, I decided to embark again on the Emerald Island in order to start another challenge, in this case, on a master's degree. In addition to that, I want to obtain a work visa in Ireland as soon as I complete the course.

Although I am personally interested in studying international affairs and communication skills, there were some books and articles that only had access to because of this research. In addition to the literature review, I obtained extremely relevant answers not only relevant for this research but also for my personal and professional life. We all pass through different fears, situations, and insecurities while dealing with people from so many different perspectives than ours. I've already experienced a cross-cultural conflict event and I've also considered leaving a job due to conflict or miscommunication. So, I was able to analyze and compare all of the answers with my personal and professional experience, as well, through the knowledge acquired with the literature review.

I was reflecting on the focus of studies for the preparation of this dissertation, and I realized how much it is necessary, before making any decision, try to be empathetic, act ethically and communicate without prejudice or judgment, since, through the results obtained through this research, more than a half of the participants have experienced conflicts between other cultures. Nowadays, understanding how to speak, listen, and write in English is indeed important, however, there are many people who do not have access to education, especially people from countries with a higher poverty rate. Although many professionals do not have access to develop skills to learn a language apart from their mother tongue, they have several other conditioning skills with their profession. In addition, I believe that global managers should dedicate themselves to learn different communication strategies, especially for the effective management of a diverse organization. Effective intercultural exchange determines the success of international exports, the performance and effort of a diverse cultural workforce, and the achievement of the global trade mission, not only to obtain better results but also to avoid possible conflicts between cultures in the workplace.

The response of one of the survey participants made me reflect a lot on the importance of communication in the work areas. For example, in the aviation sector, clear and concise communication is extremely important/ primordial while working, otherwise, catastrophes may occur, such as killing a large number of people as described by the participant in the survey.

In my opinion, Ireland is a country that welcomes foreigners and as English is its official language, people from all over the world have the desire to study or work in the country, even despite the restrictions. Conflicts between cultures occur all over the world, whether in a personal or professional area. Having skills and humility in learning how to deal with these differences is a relevant ability and it can be considered as a differential in a professional. There are several tools and sources through which it is possible to obtain skills to deal with different conflicts, as well as techniques to improve the results in a negotiation. I personally believe that everything is possible when you are persistent, have a good faith, have willpower, and resilience. Without a doubt, interaction is much easier and more effective when another party also has such skills. It is up to us to discern how to deal with divergent situations in an intelligent and as humane way as possible. Depending on the case, it is possible to become an instrument to bring knowledge to other people who can pass this knowledge on to others and thus transform conflicts between cultures for possible international agreements.

However, there were also some difficulties while doing this work and, therefore, the main thing was to deal with the uncertainty the world was going through due to the global pandemic COVID-19, which unexpectedly impacted the whole world very quickly. Most of the people were apprehensive and worried about this madness situation.

In addition, I had to deal with an issue in Brazil for a few weeks; and when trying to return to Ireland, I had so many flights canceled. Anyway, I decided to stick with the project and today I am proud to complete it.

Lastly, I would like to thank the opportunity of this research, which I could expand my knowledge and also make the participants and readers of this research be able to reflect on the topic in question. I believe this research topic is relevant for everyone, independently of their nationality, social level, age, or beliefs. I can certainly be proud of the work I did and also due to the conclusions I obtained during this study. The master's degree expanded my knowledge that was not obtained until then in college. My professional area involves dealing with people from different cultures and without a doubt, this content was extremely important to me. I am extremely grateful for this challenge.

Finally, I would like to thank the Independent College again for the opportunity to develop my knowledge and for guiding me in this dissertation. I hope I have reached the expectations and objectives expected by the institution.

“Living is facing challenges. Whoever never faced challenges, just went through life, did not live.”-
Augusto Branco

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11. Appendix

Interview 1

1. Name:
Participant 1.
2. Mother tongue:
Spanish.
3. What is the current sector that you work on:
IT, Software & Computers.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Language expressions.
9. Have you ever experienced a cross-cultural conflict event?
No.
10. If you have, could you please describe it (and anonymize the details accordingly)?
I haven't had.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.
13. If so, please explain why.
I choose no.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 3.
16. Do you have any other comments regarding this research?
No.

Interview 2

1. Name:
Participant 2.
2. Mother tongue:
English.
3. What is the current sector that you work on:
IT, Software & Computers.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
None as do not speak any other language proficiently.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
Probably English, I feel this way due to the spread of American culture, Americanization.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The initial problem not being fully or clearly explained meaning it's not fully understood. Leading to a dissatisfaction of expecting results against actual.
9. Have you ever experienced a cross-cultural conflict event?
Yes.
10. If you have, could you please describe it (and anonymize the details accordingly)?
There was a girl from India worked with us. She was really good at programming but her English wasn't perfect and our Indian nonexistent. So sometimes there were communication

problems. We were able to deal with them by explaining in the code and by diagramming the problems. Because we all understood the code in the context of the problem we were able to collaborate on the solution.

11. Have you ever considered leaving a job due to conflict or miscommunication?

No.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

I imagine in conflict resolution clear understanding helps, if both parties are able to understand the issues and expectations more clearly and fully it should assist in reducing problems therefore preventing conflict.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

16. Do you have any other comments regarding this research?

Yes, all the best with it.

Interview 3

1. Name:
Participant 3
2. Mother tongue:
English.
3. What is the current sector that you work on:
Hospitality.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
Irish and French.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English is the most global language so I feel having English as a base language is more advantageous than any other language.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Miscommunication.
9. Have you ever experienced a cross-cultural conflict event?
No.
10. If you have, could you please describe it (and anonymize the details accordingly)?
I have not.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.

Yes, for example if a staff member who is new to the country was to receive their initial training in their mother tongue via an app or a translated Microsoft word document they would be more aware of all of their tasks thus reducing the possibility of conflict.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
2.
16. Do you have any other comments regarding this research?
No.

Interview 4

1. Name:
Participant 4.
2. Mother tongue:
French.
3. What is the current sector that you work on:
Engineering.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, it's the universal and easy language.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Is there such a thing? Where does this assumption come from?
9. Have you ever experienced a cross-cultural conflict event?
No.

10. If you have, could you please describe it (and anonymize the details accordingly)?
I don't have.

11. Have you ever considered leaving a job due to conflict or miscommunication?
No.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.

13. If so, please explain why.
Not understand each other in general is source of conflict. So of course a better use of linguistic helps avoiding conflicts.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

16. Do you have any other comments regarding this research?

For the sake of your thesis, be careful about your assumptions. There are conflicts for thousands of reasons, and I don't think it's correct to reduce a conflict for being "cross-cultural". It can be a factor for amplifying a conflict but not a reason. A 100% cross-cultural conflict sounds very much associated to machismo, feminism, religion or racism, which are all form of non-respect; yet non necessarily based on culture but linked to the individual as well. I am sorry but "cross-cultural" sounds very generalist and not so founded since the culture is just a portion of the a human being. Hope it broadens your point of view.

Interview 5

1. Name:
Participant 5.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Advertising & Marketing.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
Portuguese.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English. I feel that way because English is the language that most of the people will speak when they travel. So it opens the doors not only for people, but also for information and opportunities.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
In my opinion this kind of conflicts happens when there is no respect and patience to understand that people are different, so for some things different cultures will see the world in a different way and also react in different ways. If you don't know how to talk in a way where more people will understand, communication can also be a big barrier.
9. Have you ever experienced a cross-cultural conflict event?
Yes
10. If you have, could you please describe it (and anonymize the details accordingly)?
I lived for 4 months in Northern Iraq where I was a volunteer for UN and I had a huge cultural impact when I got there. Culturally they are quite different and this things affects on their way of work, threat their workmates and also live their lives. That was an intense experience trying to live with so much influence, where I was the outsider, so I had to change myself to adapt to their reality.
11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

Sure. If you know to use linguistics in a better way, I guess there will be more flexibility to change your way of speaking when you are talking with different people. On this way, you will be able to say the same thing but in different perspectives.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

16. Do you have any other comments regarding this research?

Great subject to talk about.

Interview 6

1. Name:

Participant 6.

2. Mother tongue:

English.

3. What is the current sector that you work on:

Finance.

4. Position:

Managerial.

5. Which language are you more comfortable in speaking in apart from your native language?

French and Portuguese.

6. What language do you speak on your daily bases?

English.

7. What language do you think is most important in verbal communication nowadays?

Why do you feel that way?

English - from a professional perspective English is essential in order to succeed in a global company. From a personal perspective the most important language is that of your family and friends and the country you reside.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The main cause of such conflict is misunderstanding linked to communication. This can be based in language issues as well nonverbal communication linked to cultural attitudes.

9. Have you ever experienced a cross-cultural conflict event?
Yes.

10. If you have, could you please describe it (and anonymize the details accordingly)?

Individuals from different countries and cultures communicating over email. The language barrier, one trying to communicate in an English when not native language, resulted in misinterpretation of request. Language and communication issues in general can be compounded when people communicate by email or phone. In this case there are no nonverbal queues to aid or guide the interaction.

11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.

13. If so, please explain why.

Language is critical as well as tone. Using one word incorrectly can lead to confusion, misunderstanding and result in negative outcomes.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

16. Do you have any other comments regarding this research?

I would add that in organizations whose base is in the English language it is critical that native speakers are cognizant of those whose first language is not English. Expectation needs to be managed in this case with regard to communication both verbal and written. Patience is important as well as sound articulation at the right pace to ensure understanding. This also holds true in cases where the company language base is other than English and they hire English native speakers.

1. Name:
Participant 7.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Finance.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
Portuguese, English and Spanish.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English - Especially when it comes to a multicultural environment, working with people from all over the World.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The lack of knowledge and empathy to understand the diversity of the world and respect each other's culture.
9. Have you ever experienced a cross-cultural conflict event?
No
10. If you have, could you please describe it (and anonymize the details accordingly)?
N.A.
11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
Communication is key to set expectations and engage all participants to contribute on a project.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 5.
16. Do you have any other comments regarding this research?
No.

Interview 8

1. Name:
Participant 8.
2. Mother tongue:
English.
3. What is the current sector that you work on:
Other.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
French.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English because it's a universal language.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Different perspectives on a situation because of differences in background and values
9. Have you ever experienced a cross-cultural conflict event?
Yes.
10. If you have, could you please describe it (and anonymize the details accordingly)?
I have spent time in Russia working with an Irish charity. I once attended a meeting in Moscow with the CEO of our charity (an Irish woman) and a local organization. The

attendees from the local organization were 4 women and one man who was the most senior person from that organization. At the start of the meeting, this man ignored our CEO and directed his opening remarks to me. He said: Before we begin, I just want to say that I prefer to deal with men.

11. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

Because clear communication is vital in avoiding and resolving conflicts and this requires a deep understanding of how language should be used.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

3.

16. Do you have any other comments regarding this research?

I think that simple guidance on how to avoid cross-cultural conflicts in the workplace would be very valuable.

Interview 9

1. Name:

Participant 9.

2. Mother tongue:

French.

3. What is the current sector that you work on:

Other.

4. Position:

Managerial.

5. Which language are you more comfortable in speaking in apart from your native language?

English.

6. What language do you speak on your daily bases?

French and English.

7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

English. I work on international NGO with international donors, and people from all over the world. Everyone speak (more or less) English, so it's the common language. I think this language is easy to learn compared to French or Spanish (the 2 others main languages used in my sector), that's why it's chosen. I also think that American culture (music and cinema) is so diffused in the world compared than any other country, that people know some words easily.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

Communication. I mean, if you don't ask to your colleague how he does (for anything) in his culture, and you don't explain how you do in yours, lot's of things which are natural for you could hurt the other and you could be hurt by the attitude of the other for something so natural for him. The only way is communication and to don't hesitate to explain to the other why you are hurt and ask to him to do the same with you

9. Have you ever experienced a cross-cultural conflict event?
Yes.

10. If you have, could you please describe it (and anonymize the details accordingly)?

My European colleagues (from France, Italy, and Belgium) and I are very direct and speak loud. Some of my African colleagues (from Cameroon, Burkina Faso, Ivory Coast and Burundi) are more discreet and sometimes think that we are not respectful. So it takes time to explain that it's not a question of respect but just a way to speak out.

11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.

13. If so, please explain why.

Words help to express oneself! And more you are able to express yourself, less you'll have misunderstanding with others.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

16. Do you have any other comments regarding this research?

No.

Interview 10

1. Name:
Participant 10.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Business/ Banking.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
Portuguese.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because it's a worldwide common sense that its economic and historical strength make this language in a first class position.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The fear of something different may threaten your position or your job itself.
9. Have you ever experienced a cross-cultural conflict event?
No.
10. If you have, could you please describe it (and anonymize the details accordingly)?
N/A.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.

Linguistics techniques could be useful and promote transparency among work counterparts.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 5.
16. Do you have any other comments regarding this research?

The understanding of cross-cultural conflicts is a key factor for xenophobic issues prevention.

Interview 11

1. Name:
Participant 11.
2. Mother tongue:
Bosnian.
3. What is the current sector that you work on:
Advertising & Marketing.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Lack of inclusivity.
9. Have you ever experienced a cross-cultural conflict event?
No.

10. If you have, could you please describe it (and anonymize the details accordingly)?
No.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
Easier expression and better communication.
14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.
16. Do you have any other comments regarding this research?
No.

Interview 12

1. Name:
Participant 12.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
IT, Software & Computers.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English, Portuguese and Italian.

7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English. May not be the most spoken language in the world, but is the mother tongue of the internet and computer technology, an omnipresent globally language.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Languages and culture differences resulting in a lack of communication.
9. Have you ever experienced a cross-cultural conflict event?
Yes.
10. If you have, could you please describe it (and anonymize the details accordingly)?
Lack of recognition from a manager concerning the employee's origin. People from the same country as him had better opportunities, unlike all the foreigners.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
A clear, objective and unbiased communication, in my opinion, are the key factors to avoid conflicts.
14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.
16. Do you have any other comments regarding this research?
Great research topic, well done Daniela!

Interview 13

1. Name:
Participant 13.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Other.

4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

English is the most important language in verbal communication. In fact, the English language is nowadays the international language in my sector, the civil aviation. With the expansion of air travel in the 20th century, there were safety concerns about the ability of pilots and air traffic controllers to communicate efficiently and with minimum misunderstandings. In 1951, the International Civil Aviation Organization (ICAO) recommended that the English language should be universally used for international aeronautical radiotelephony communications. Despite being a recommendation only, ICAO aviation English was broadly accepted in the aviation community and has been widely used worldwide.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The main cause of a cross-culture conflict is the fact that language is not just a tool or technical label for conveying concepts, because it incorporates values and beliefs and carries cultural, social and political meanings. It speaks of a particular social reality that may not have a conceptual equivalence in the language into which will be translated.

9. Have you ever experienced a cross-cultural conflict event?
Yes.

10. If you have, could you please describe it (and anonymize the details accordingly)?

When flying to some South America cities as Santiago, Quito, Lima and Buenos Aires, it's not unusual to see misunderstandings between pilots and air traffic controllers for the reason that in this scenario, on the one hand we have a pilot (which is native Portuguese speaker) and on the other hand an air traffic controller (which is a native Spanish speaker) both trying to communicate and double check instructions in English which are not their native language. As a matter of fact, miscommunication has been an important factor in many aviation accidents. Examples include the Tenerife accident in 1977 (583 dead) and the 1996 Charkhi Dadri mid-air collision (349 dead). The crew of Avianca Flight 52 failed to impart their critical fuel emergency to air traffic controllers which led to their fatal crash (73 dead). We can conclude that communications, or the lack thereof, has been shown by many accident investigations to play a significant role.

11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
Definitely yes. The linguistics may help a lot because the same words can mean different things in different cultures. For instance, the words we choose matter.
14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
4.
16. Do you have any other comments regarding this research?
No.

Interview 14

1. Name:
Participant 14.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Other.
4. Position:
Not managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because is a universal language which you can use to communicate all over the world.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

I believe that misunderstandings due different languages can cause a lot of conflicts.

9. Have you ever experienced a cross-cultural conflict event?

Yes.

10. If you have, could you please describe it (and anonymize the details accordingly)?

I am responsible for creating ocean freight quotation to my customers and most of the time that I need to present an import quotation, I need support from other countries. The most challenging trouble for me is that other countries don't understand the Brazilian restrictions and laws, and it's difficult to explain in another language.

11. Have you ever considered leaving a job due to conflict or miscommunication?

No.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

Many people are opened to understand what you mean, but sometimes you face a situation that people are not trying to understand you.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

3.

16. Do you have any other comments regarding this research?

No.

Interview 15

1. Name:

Participant 15.

2. Mother tongue:

Brazilian Portuguese.

3. What is the current sector that you work on:

IT, Software & Computers.

4. Position:

Not managerial.

5. Which language are you more comfortable in speaking in apart from your native language?

English.

6. What language do you speak on your daily bases?

Portuguese.

7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

Nowadays it seems like everyone is learning English as it is the world's most widely spoken language, mainly for business.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

I do believe that misunderstanding are recurring on workplace environment due lack of an effective communication with stakeholders of different cultures focused on a mutual understanding of those cultural differences in order to build a competitive advantage in international business.

9. Have you ever experienced a cross-cultural conflict event?

No.

10. If you have, could you please describe it (and anonymize the details accordingly)?

Selected "No" in previous question.

11. Have you ever considered leaving a job due to conflict or miscommunication?

No.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

No.

13. If so, please explain why.

Selected "No" in previous question.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

16. Do you have any other comments regarding this research?

No.

Interview 16

1. Name:
Participant 16.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Other.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
Portuguese.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
Portuguese is a global language.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Maybe the different accents and pre concepts about some cultures.
9. Have you ever experienced a cross-cultural conflict event?
No
10. If you have, could you please describe it (and anonymize the details accordingly)?
No I did not.
11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.

Yes, when the communication is good you can express yourself better, and not risk creating confusion with what you said.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.
16. Do you have any other comments regarding this research?
No.

Interview 17

1. Name:
Participant 17.
2. Mother tongue:
Brazilian Portuguese.
3. What is the current sector that you work on:
Law or Legal Sector.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
English and Portuguese.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
The most important language in verbal communication nowadays is English, as it is the most common language to speak to anyone across the globe. Most researches appoint this language as the universal language for communication in all aspects.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
There are many factors that could cause a cross-culture conflict in a workplace environment such as: values, beliefs, the numerous ways different people were raised which definitely have a strong impact on their characters, a certain procedure/norm they believe is the most accurate according to their level of education and one of the most important cause

in my opinion is their experiences in life which can affect all the points mentioned previously.

9. Have you ever experienced a cross-cultural conflict event?

Yes.

10. If you have, could you please describe it (and anonymize the details accordingly)?

When dealing with legal matters you can come across many different conflicts due to cross-cultural because the parties can be used to have their knowledge to a certain legal system in their home country and when trying to resolve an issue under an unknown system the conflict begins. Their beliefs on what is right and wrong have a strong role to play part in this conflict as well because when analyzing the different causes mentioned above every individual has their different opinion on a matter based on them.

11. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

Most people tend to translate their words from their mother tongue by thinking firstly on how they would say in their language to the language being used in order to communicate themselves which can cause miscommunication, misinterpretation and can also involve further conflicts. They also try to formulate written communications that are not appropriated due to its structure and words.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

5.

16. Do you have any other comments regarding this research?

I would like to add that people nowadays should definitely be more careful when trying to communicate themselves by verbal and non-verbal communication methods. Taking into consideration the social media interactions and how people tend to use informal language to communication on them, it can lead to problems when trying to communicate in their workplace environment especially when avoiding the usage of a formal language.

Interview 18

1. Name:

Participant 18.

2. Mother tongue:
German.
3. What is the current sector that you work on:
Engineering.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
German and English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Different experience and cultural background/understanding. Or hierarchical thinking.
9. Have you ever experienced a cross-cultural conflict event?
Yes.
10. If you have, could you please describe it (and anonymize the details accordingly)?
Working in Saudi Arabia. How the Saudi client treated the workforce and also the forge in management of the main contractor. Workforce has been treated like slaves. Not acceptable.
11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.
13. If so, please explain why.
Not applicable, I think a general better acceptance of different backgrounds and the willingness / ability for compromise could do more than detailed linguistics. However, using the right words at the right time will also help.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 3.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 3.
16. Do you have any other comments regarding this research?
No.

Interview 19

1. Name:
Participant 19.
2. Mother tongue:
Lithuanian.
3. What is the current sector that you work on:
Business/ Banking.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English and Russian.
6. What language do you speak on your daily bases?
English and Lithuanian.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Not listening what other people want to say.
9. Have you ever experienced a cross-cultural conflict event?
Yes.
10. If you have, could you please describe it (and anonymize the details accordingly)?
Lack of understanding and disrespectful words other people that have difficulty speaking verbal English.

11. Have you ever considered leaving a job due to conflict or miscommunication?
No.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
It would refuse problems and conflict in general. Will be much better if building team and trust in team.
14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
2.
16. Do you have any other comments regarding this research?
No.

Interview 20

1. Name:
Participant 20.
2. Mother tongue:
Portuguese.
3. What is the current sector that you work on:
Advertising & Marketing.
4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English.
6. What language do you speak on your daily bases?
Portuguese / English
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

For me English, because I can communicate with my clients most of new prospects out of my country.

8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The understanding/communication.

9. Have you ever experienced a cross-cultural conflict event?

No.

10. If you have, could you please describe it (and anonymize the details accordingly)?

I haven't.

11. Have you ever considered leaving a job due to conflict or miscommunication?

No.

12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

13. If so, please explain why.

Sometimes we try to express ourselves translating native expressions to other language or using different tones. It can be received in a wrong way by the other person. Knowing how to express in different situation can be useful to not let these kind of mistakes happen.

14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

16. Do you have any other comments regarding this research?

No.

Interview 21

1. Name:

Participant 21.

2. Mother tongue:

Portuguese.

3. What is the current sector that you work on:

Finance.

4. Position:
Managerial.
5. Which language are you more comfortable in speaking in apart from your native language?
English and Spanish.
6. What language do you speak on your daily bases?
Portuguese and English.
7. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because of globalization and the fact that it is the standard language for business purposes.
8. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Lack of understanding and empathy.
9. Have you ever experienced a cross-cultural conflict event?
No.
10. If you have, could you please describe it (and anonymize the details accordingly)?
Didn't have.
11. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
12. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
13. If so, please explain why.
Problems with communication are strongly linked to conflicts, so a better understanding of each other's point of view with clarity is essential to avoid conflicts.
14. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
15. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
3.
16. Do you have any other comments regarding this research?
No.

11. Appendix

Interview 1

17. Name:
Participant 1.
18. Mother tongue:
Spanish.
19. What is the current sector that you work on:
IT, Software & Computers.
20. Position:
Not managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Language expressions.
25. Have you ever experienced a cross-cultural conflict event?
No.
26. If you have, could you please describe it (and anonymize the details accordingly)?
I haven't had.
27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.
29. If so, please explain why.
I choose no.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
3.
32. Do you have any other comments regarding this research?
No.

Interview 2

17. Name:
Participant 2.
18. Mother tongue:
English.
19. What is the current sector that you work on:
IT, Software & Computers.
20. Position:
Not managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
None as do not speak any other language proficiently.
22. What language do you speak on your daily bases?
English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
Probably English, I feel this way due to the spread of American culture, Americanization.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The initial problem not being fully or clearly explained meaning it's not fully understood. Leading to a dissatisfaction of expecting results against actual.
25. Have you ever experienced a cross-cultural conflict event?
Yes.
26. If you have, could you please describe it (and anonymize the details accordingly)?
There was a girl from India worked with us. She was really good at programming but her English wasn't perfect and our Indian nonexistent. So sometimes there were communication

problems. We were able to deal with them by explaining in the code and by diagramming the problems. Because we all understood the code in the context of the problem we were able to collaborate on the solution.

27. Have you ever considered leaving a job due to conflict or miscommunication?

No.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

I imagine in conflict resolution clear understanding helps, if both parties are able to understand the issues and expectations more clearly and fully it should assist in reducing problems therefore preventing conflict.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

32. Do you have any other comments regarding this research?

Yes, all the best with it.

Interview 3

17. Name:
Participant 3
18. Mother tongue:
English.
19. What is the current sector that you work on:
Hospitality.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
Irish and French.
22. What language do you speak on your daily bases?
English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English is the most global language so I feel having English as a base language is more advantageous than any other language.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Miscommunication.
25. Have you ever experienced a cross-cultural conflict event?
No.
26. If you have, could you please describe it (and anonymize the details accordingly)?
I have not.
27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.

Yes, for example if a staff member who is new to the country was to receive their initial training in their mother tongue via an app or a translated Microsoft word document they would be more aware of all of their tasks thus reducing the possibility of conflict.

- 30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
- 31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
2.
- 32. Do you have any other comments regarding this research?
No.

Interview 4

- 17. Name:
Participant 4.
- 18. Mother tongue:
French.
- 19. What is the current sector that you work on:
Engineering.
- 20. Position:
Not managerial.
- 21. Which language are you more comfortable in speaking in apart from your native language?
English.
- 22. What language do you speak on your daily bases?
English.
- 23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, it's the universal and easy language.
- 24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Is there such a thing? Where does this assumption come from?
- 25. Have you ever experienced a cross-cultural conflict event?
No.

26. If you have, could you please describe it (and anonymize the details accordingly)?
I don't have.

27. Have you ever considered leaving a job due to conflict or miscommunication?
No.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.

29. If so, please explain why.
Not understand each other in general is source of conflict. So of course a better use of linguistic helps avoiding conflicts.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

32. Do you have any other comments regarding this research?

For the sake of your thesis, be careful about your assumptions. There are conflicts for thousands of reasons, and I don't think it's correct to reduce a conflict for being "cross-cultural". It can be a factor for amplifying a conflict but not a reason. A 100% cross-cultural conflict sounds very much associated to machismo, feminism, religion or racism, which are all form of non-respect; yet non necessarily based on culture but linked to the individual as well. I am sorry but "cross-cultural" sounds very generalist and not so founded since the culture is just a portion of the a human being. Hope it broadens your point of view.

Interview 5

17. Name:

Participant 5.

18. Mother tongue:

Portuguese.

19. What is the current sector that you work on:

Advertising & Marketing.

20. Position:

Not managerial.

21. Which language are you more comfortable in speaking in apart from your native language?

English.

22. What language do you speak on your daily bases?

Portuguese.

23. What language do you think is most important in verbal communication nowadays? Why do you feel that way?

English. I feel that way because English is the language that most of the people will speak when they travel. So it opens the doors not only for people, but also for information and opportunities.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

In my opinion this kind of conflicts happens when there is no respect and patience to understand that people are different, so for some things different cultures will see the world in a different way and also react in different ways. If you don't know how to talk in a way where more people will understand, communication can also be a big barrier.

25. Have you ever experienced a cross-cultural conflict event?

Yes

26. If you have, could you please describe it (and anonymize the details accordingly)?

I lived for 4 months in Northern Iraq where I was a volunteer for UN and I had a huge cultural impact when I got there. Culturally they are quite different and this things affects on their way of work, threat their workmates and also live their lives. That was an intense experience trying to live with so much influence, where I was the outsider, so I had to change myself to adapt to their reality.

27. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Sure. If you know to use linguistics in a better way, I guess there will be more flexibility to change your way of speaking when you are talking with different people. On this way, you will be able to say the same thing but in different perspectives.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

32. Do you have any other comments regarding this research?

Great subject to talk about.

Interview 6

17. Name:

Participant 6.

18. Mother tongue:

English.

19. What is the current sector that you work on:

Finance.

20. Position:

Managerial.

21. Which language are you more comfortable in speaking in apart from your native language?

French and Portuguese.

22. What language do you speak on your daily bases?

English.

23. What language do you think is most important in verbal communication nowadays?

Why do you feel that way?

English - from a professional perspective English is essential in order to succeed in a global company. From a personal perspective the most important language is that of your family and friends and the country you reside.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The main cause of such conflict is misunderstanding linked to communication. This can be based in language issues as well nonverbal communication linked to cultural attitudes.

25. Have you ever experienced a cross-cultural conflict event?

Yes.

26. If you have, could you please describe it (and anonymize the details accordingly)?

Individuals from different countries and cultures communicating over email. The language barrier, one trying to communicate in an English when not native language, resulted in misinterpretation of request. Language and communication issues in general can be compounded when people communicate by email or phone. In this case there are no nonverbal queues to aid or guide the interaction.

27. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Language is critical as well as tone. Using one word incorrectly can lead to confusion, misunderstanding and result in negative outcomes.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

5.

32. Do you have any other comments regarding this research?

I would add that in organizations whose base is in the English language it is critical that native speakers are cognizant of those whose first language is not English. Expectation needs to be managed in this case with regard to communication both verbal and written. Patience is important as well as sound articulation at the right pace to ensure understanding. This also holds true in cases where the company language base is other than English and they hire English native speakers.

17. Name:
Participant 7.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
Finance.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
Portuguese, English and Spanish.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English - Especially when it comes to a multicultural environment, working with people from all over the World.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The lack of knowledge and empathy to understand the diversity of the world and respect each other's culture.
25. Have you ever experienced a cross-cultural conflict event?
No
26. If you have, could you please describe it (and anonymize the details accordingly)?
N.A.
27. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
Communication is key to set expectations and engage all participants to contribute on a project.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 5.
32. Do you have any other comments regarding this research?
No.

Interview 8

17. Name:
Participant 8.
18. Mother tongue:
English.
19. What is the current sector that you work on:
Other.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
French.
22. What language do you speak on your daily bases?
English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English because it's a universal language.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Different perspectives on a situation because of differences in background and values
25. Have you ever experienced a cross-cultural conflict event?
Yes.
26. If you have, could you please describe it (and anonymize the details accordingly)?
I have spent time in Russia working with an Irish charity. I once attended a meeting in Moscow with the CEO of our charity (an Irish woman) and a local organization. The

attendees from the local organization were 4 women and one man who was the most senior person from that organization. At the start of the meeting, this man ignored our CEO and directed his opening remarks to me. He said: Before we begin, I just want to say that I prefer to deal with men.

27. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Because clear communication is vital in avoiding and resolving conflicts and this requires a deep understanding of how language should be used.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

3.

32. Do you have any other comments regarding this research?

I think that simple guidance on how to avoid cross-cultural conflicts in the workplace would be very valuable.

Interview 9

17. Name:

Participant 9.

18. Mother tongue:

French.

19. What is the current sector that you work on:

Other.

20. Position:

Managerial.

21. Which language are you more comfortable in speaking in apart from your native language?

English.

22. What language do you speak on your daily bases?

French and English.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

English. I work on international NGO with international donors, and people from all over the world. Everyone speak (more or less) English, so it's the common language. I think this language is easy to learn compared to French or Spanish (the 2 others main languages used in my sector), that's why it's chosen. I also think that American culture (music and cinema) is so diffused in the world compared than any other country, that people know some words easily.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

Communication. I mean, if you don't ask to your colleague how he does (for anything) in his culture, and you don't explain how you do in yours, lot's of things which are natural for you could hurt the other and you could be hurt by the attitude of the other for something so natural for him. The only way is communication and to don't hesitate to explain to the other why you are hurt and ask to him to do the same with you

25. Have you ever experienced a cross-cultural conflict event?

Yes.

26. If you have, could you please describe it (and anonymize the details accordingly)?

My European colleagues (from France, Italy, and Belgium) and I are very direct and speak loud. Some of my African colleagues (from Cameroon, Burkina Faso, Ivory Coast and Burundi) are more discreet and sometimes think that we are not respectful. So it takes time to explain that it's not a question of respect but just a way to speak out.

27. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Words help to express oneself! And more you are able to express yourself, less you'll have misunderstanding with others.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

5.

32. Do you have any other comments regarding this research?

No.

Interview 10

17. Name:
Participant 10.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
Business/ Banking.
20. Position:
Not managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
Portuguese.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because it's a worldwide common sense that its economic and historical strength make this language in a first class position.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
The fear of something different may threaten your position or your job itself.
25. Have you ever experienced a cross-cultural conflict event?
No.
26. If you have, could you please describe it (and anonymize the details accordingly)?
N/A.
27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.

Linguistics techniques could be useful and promote transparency among work counterparts.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 5.

32. Do you have any other comments regarding this research?

The understanding of cross-cultural conflicts is a key factor for xenophobic issues prevention.

Interview 11

17. Name:
Participant 11.

18. Mother tongue:
Bosnian.

19. What is the current sector that you work on:
Advertising & Marketing.

20. Position:
Not managerial.

21. Which language are you more comfortable in speaking in apart from your native language?
English.

22. What language do you speak on your daily bases?
English.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Lack of inclusivity.

25. Have you ever experienced a cross-cultural conflict event?
No.

26. If you have, could you please describe it (and anonymize the details accordingly)?
No.
27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
Easier expression and better communication.
30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.
32. Do you have any other comments regarding this research?
No.

Interview 12

17. Name:
Participant 12.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
IT, Software & Computers.
20. Position:
Not managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
English, Portuguese and Italian.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English. May not be the most spoken language in the world, but is the mother tongue of the internet and computer technology, an omnipresent globally language.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Languages and culture differences resulting in a lack of communication.
25. Have you ever experienced a cross-cultural conflict event?
Yes.
26. If you have, could you please describe it (and anonymize the details accordingly)?
Lack of recognition from a manager concerning the employee's origin. People from the same country as him had better opportunities, unlike all the foreigners.
27. Have you ever considered leaving a job due to conflict or miscommunication?
No
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
A clear, objective and unbiased communication, in my opinion, are the key factors to avoid conflicts.
30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.
32. Do you have any other comments regarding this research?
Great research topic, well done Daniela!

Interview 13

17. Name:
Participant 13.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
Other.

20. Position:
Not managerial.

21. Which language are you more comfortable in speaking in apart from your native language?
English.

22. What language do you speak on your daily bases?
English.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

English is the most important language in verbal communication. In fact, the English language is nowadays the international language in my sector, the civil aviation. With the expansion of air travel in the 20th century, there were safety concerns about the ability of pilots and air traffic controllers to communicate efficiently and with minimum misunderstandings. In 1951, the International Civil Aviation Organization (ICAO) recommended that the English language should be universally used for international aeronautical radiotelephony communications. Despite being a recommendation only, ICAO aviation English was broadly accepted in the aviation community and has been widely used worldwide.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The main cause of a cross-culture conflict is the fact that language is not just a tool or technical label for conveying concepts, because it incorporates values and beliefs and carries cultural, social and political meanings. It speaks of a particular social reality that may not have a conceptual equivalence in the language into which will be translated.

25. Have you ever experienced a cross-cultural conflict event?
Yes.

26. If you have, could you please describe it (and anonymize the details accordingly)?

When flying to some South America cities as Santiago, Quito, Lima and Buenos Aires, it's not unusual to see misunderstandings between pilots and air traffic controllers for the reason that in this scenario, on the one hand we have a pilot (which is native Portuguese speaker) and on the other hand an air traffic controller (which is a native Spanish speaker) both trying to communicate and double check instructions in English which are not their native language. As a matter of fact, miscommunication has been an important factor in many aviation accidents. Examples include the Tenerife accident in 1977 (583 dead) and the 1996 Charkhi Dadri mid-air collision (349 dead). The crew of Avianca Flight 52 failed to impart their critical fuel emergency to air traffic controllers which led to their fatal crash (73 dead). We can conclude that communications, or the lack thereof, has been shown by many accident investigations to play a significant role.

27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
Definitely yes. The linguistics may help a lot because the same words can mean different things in different cultures. For instance, the words we choose matter.
30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
4.
32. Do you have any other comments regarding this research?
No.

Interview 14

17. Name:
Participant 14.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
Other.
20. Position:
Not managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because is a universal language which you can use to communicate all over the world.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

I believe that misunderstandings due different languages can cause a lot of conflicts.

25. Have you ever experienced a cross-cultural conflict event?

Yes.

26. If you have, could you please describe it (and anonymize the details accordingly)?

I am responsible for creating ocean freight quotation to my customers and most of the time that I need to present an import quotation, I need support from other countries. The most challenging trouble for me is that other countries don't understand the Brazilian restrictions and laws, and it's difficult to explain in another language.

27. Have you ever considered leaving a job due to conflict or miscommunication?

No.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Many people are opened to understand what you mean, but sometimes you face a situation that people are not trying to understand you.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

3.

32. Do you have any other comments regarding this research?

No.

Interview 15

17. Name:

Participant 15.

18. Mother tongue:

Brazilian Portuguese.

19. What is the current sector that you work on:

IT, Software & Computers.

20. Position:

Not managerial.

21. Which language are you more comfortable in speaking in apart from your native language?

English.

22. What language do you speak on your daily bases?

Portuguese.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

Nowadays it seems like everyone is learning English as it is the world's most widely spoken language, mainly for business.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

I do believe that misunderstanding are recurring on workplace environment due lack of an effective communication with stakeholders of different cultures focused on a mutual understanding of those cultural differences in order to build a competitive advantage in international business.

25. Have you ever experienced a cross-cultural conflict event?

No.

26. If you have, could you please describe it (and anonymize the details accordingly)?

Selected "No" in previous question.

27. Have you ever considered leaving a job due to conflict or miscommunication?

No.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

No.

29. If so, please explain why.

Selected "No" in previous question.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

32. Do you have any other comments regarding this research?

No.

Interview 16

14. Name:
Participant 16.
15. Mother tongue:
Portuguese.
16. What is the current sector that you work on:
Other.
17. Position:
Managerial.
18. Which language are you more comfortable in speaking in apart from your native language?
English.
19. What language do you speak on your daily bases?
Portuguese.
20. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
Portuguese is a global language.
21. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Maybe the different accents and pre concepts about some cultures.
22. Have you ever experienced a cross-cultural conflict event?
No
23. If you have, could you please describe it (and anonymize the details accordingly)?
No I did not.
24. Have you ever considered leaving a job due to conflict or miscommunication?
No.
25. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
26. If so, please explain why.

Yes, when the communication is good you can express yourself better, and not risk creating confusion with what you said.

17. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

18. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
5.

19. Do you have any other comments regarding this research?
No.

Interview 17

17. Name:
Participant 17.

18. Mother tongue:
Brazilian Portuguese.

19. What is the current sector that you work on:
Law or Legal Sector.

20. Position:
Managerial.

21. Which language are you more comfortable in speaking in apart from your native language?
English.

22. What language do you speak on your daily bases?
English and Portuguese.

23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

The most important language in verbal communication nowadays is English, as it is the most common language to speak to anyone across the globe. Most researches appoint this language as the universal language for communication in all aspects.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

There are many factors that could cause a cross-culture conflict in a workplace environment such as: values, beliefs, the numerous ways different people were raised which definitely have a strong impact on their characters, a certain procedure/norm they believe is the most accurate according to their level of education and one of the most important cause

in my opinion is their experiences in life which can affect all the points mentioned previously.

25. Have you ever experienced a cross-cultural conflict event?

Yes.

26. If you have, could you please describe it (and anonymize the details accordingly)?

When dealing with legal matters you can come across many different conflicts due to cross-cultural because the parties can be used to have their knowledge to a certain legal system in their home country and when trying to resolve an issue under an unknown system the conflict begins. Their beliefs on what is right and wrong have a strong role to play part in this conflict as well because when analyzing the different causes mentioned above every individual has their different opinion on a matter based on them.

27. Have you ever considered leaving a job due to conflict or miscommunication?

Yes.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Most people tend to translate their words from their mother tongue by thinking firstly on how they would say in their language to the language being used in order to communicate themselves which can cause miscommunication, misinterpretation and can also involve further conflicts. They also try to formulate written communications that are not appropriated due to its structure and words.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

5.

32. Do you have any other comments regarding this research?

I would like to add that people nowadays should definitely be more careful when trying to communicate themselves by verbal and non-verbal communication methods. Taking into consideration the social media interactions and how people tend to use informal language to communication on them, it can lead to problems when trying to communicate in their workplace environment especially when avoiding the usage of a formal language.

Interview 18

17. Name:

Participant 18.

18. Mother tongue:
German.
19. What is the current sector that you work on:
Engineering.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
German and English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Different experience and cultural background/understanding. Or hierarchical thinking.
25. Have you ever experienced a cross-cultural conflict event?
Yes.
26. If you have, could you please describe it (and anonymize the details accordingly)?
Working in Saudi Arabia. How the Saudi client treated the workforce and also the forge in management of the main contractor. Workforce has been treated like slaves. Not acceptable.
27. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
No.
29. If so, please explain why.
Not applicable, I think a general better acceptance of different backgrounds and the willingness / ability for compromise could do more than detailed linguistics. However, using the right words at the right time will also help.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 3.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment? 3.
32. Do you have any other comments regarding this research?
No.

Interview 19

17. Name:
Participant 19.
18. Mother tongue:
Lithuanian.
19. What is the current sector that you work on:
Business/ Banking.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English and Russian.
22. What language do you speak on your daily bases?
English and Lithuanian.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Not listening what other people want to say.
25. Have you ever experienced a cross-cultural conflict event?
Yes.
26. If you have, could you please describe it (and anonymize the details accordingly)?
Lack of understanding and disrespectful words other people that have difficulty speaking verbal English.

27. Have you ever considered leaving a job due to conflict or miscommunication?
No.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
It would refuse problems and conflict in general. Will be much better if building team and trust in team.
30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
2.
32. Do you have any other comments regarding this research?
No.

Interview 20

17. Name:
Participant 20.
18. Mother tongue:
Portuguese.
19. What is the current sector that you work on:
Advertising & Marketing.
20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English.
22. What language do you speak on your daily bases?
Portuguese / English
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?

For me English, because I can communicate with my clients most of new prospects out of my country.

24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?

The understanding/communication.

25. Have you ever experienced a cross-cultural conflict event?

No.

26. If you have, could you please describe it (and anonymize the details accordingly)?

I haven't.

27. Have you ever considered leaving a job due to conflict or miscommunication?

No.

28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?

Yes.

29. If so, please explain why.

Sometimes we try to express ourselves translating native expressions to other language or using different tones. It can be received in a wrong way by the other person. Knowing how to express in different situation can be useful to not let these kind of mistakes happen.

30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 4.

31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?

4.

32. Do you have any other comments regarding this research?

No.

Interview 21

17. Name:

Participant 21.

18. Mother tongue:

Portuguese.

19. What is the current sector that you work on:

Finance.

20. Position:
Managerial.
21. Which language are you more comfortable in speaking in apart from your native language?
English and Spanish.
22. What language do you speak on your daily bases?
Portuguese and English.
23. What language do you think is most important in verbal communication nowadays?
Why do you feel that way?
English, because of globalization and the fact that it is the standard language for business purposes.
24. In your opinion, what could be the main cause of a cross-culture conflict in a workplace environment?
Lack of understanding and empathy.
25. Have you ever experienced a cross-cultural conflict event?
No.
26. If you have, could you please describe it (and anonymize the details accordingly)?
Didn't have.
27. Have you ever considered leaving a job due to conflict or miscommunication?
Yes.
28. On reflection, do you think a better use of linguistics would help reduce or prevent conflict?
Yes.
29. If so, please explain why.
Problems with communication are strongly linked to conflicts, so a better understanding of each other's point of view with clarity is essential to avoid conflicts.
30. Using a scale of 0=not at all important to 5=very important, what is the relevance of verbal communication skills in your work place environment? 5.
31. Using a scale of 0=not at all important to 5=very important, what is the relevance of non-verbal communication skills in your work place environment?
3.
32. Do you have any other comments regarding this research?
No.