

**ETHNIC CONFLICT: Does managing ethnic conflicts within the Irish work environment add value to companies?**

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# Dissertation Submission

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## **Dedication**

I am dedicating this thesis to all beloved people who believe in me and my capacity. First to my family, mum, dad and my sisters, who supported me when I decided to go abroad and try a different path. A big thank you to my friends in Brazil and others around the world, who are always with me, regardless of distance, supporting and always remembering me that I can do more than I really think I can. Unfortunately, I cannot thank everyone by name because it would take a lifetime but, I just want you all to know that you count so much.

I would like to dedicate and say a big thank you to Ludmila Braga, who helped me a lot in this paper. I will never forget your support, help and patience with myself. Thanks “my twin”.

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## **Abstract**

The follow dissertation aims to explore ethnic conflict in the Irish labour market and the added value of these professionals to these companies. The bibliography used were internet articles and books. The methodology applied was qualitative exploratory. A data collection was applied among several professionals performing leadership's role in the Irish market in order to gather concrete data on the subject. After analysing the data, it was able to conclude that professionals from different ethnic backgrounds add value to the Irish market, but conflicts go beyond ethnic differences and can occur in any field of diversity, including with people of the same ethnicity.

**Key words:** Ethnic; conflicts; leadership; labour market; workplace.

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# **1 Introduction**

## **1.1 Overview**

The proposed research topic is “ETHNIC CONFLICT: Does managing ethnic conflicts within the Irish work environment add value to companies”.

Currently it is common to see companies around the world disclosing in their reports, performance results which includes their employee’s level of satisfaction, development and also how inclusive they are. In the majority of these reports, the term inclusion means that in that company, there are men, women, homosexuals, foreign and other various back grounds that are taken into account. However this is not restricted only to multinational companies, medium sizes and small businesses, as they have to deal with inclusion, which can be more challenging for them than to large companies.

This research is focused in the ethnic which is part of the diversity that these companies have to manage on a daily basis in order to keep their employees measures aligned with the company’s metrics. Whether, large, medium or small, conflicts will always arise, because of different reasons, but in the case of ethnic conflicts, if well managed, these could add value to companies.

Ireland is a country with a range of opportunities, because of their tax incentives in order to attract large companies. Due to this strategy, a substantial number of the most renowned companies in IT, pharmacy, food and others industries have decided to set their branches and factories in Ireland, increasing the demand for workers with specific skills. In order to meet this demand, Ireland opened its borders to professionals from other countries, by setting up a list of critical skills, which contemplate the professions that the labour demand is higher than the labour supply.

Therefore, as a result of the necessity of skilled professionals, ethnic differences in an Irish workplace is a reality and ethnic conflicts part of the issues to be managed by Irish companies leaders.

## **1.1 Research Purpose**

The purpose of this paper is to identify how the ethnic differences can impact an Irish workplace environment. In addition, how the company's managers and leaders face the benefits or issues, if any, that may arise from these different backgrounds. By exploring what is really relevant to the companies, its managers and employees, this research attempts to demystify the history behind the scenes.

Following these thoughts, a survey was conducted with a range of company's leaders in order to explore the perspectives of these professionals in relation to ethnic diversity in Ireland. To do so, three questions were addressed objecting to clarify what strategies were adopt by these managers in relation to what has been discussed in the available literature.

- 1) How important / relevant the foreign professional is to the Irish economy? What is the job demand for these professionals?
- 2) Which are the 5 main ethnic characteristics that can impact the integration of these professionals in Irish companies?
- 3) How do these companies manage the conflicts created as a result of these interactions and what are the values added to the company?

## **1.2 Significance of the Study**

This study examines an area that has developed substantially because of the increase of new companies and their job opportunities in Ireland. Companies are aware of the necessity of planning their future and how their businesses are going to survive through further generations. Globalisation is the reality and ethnic cannot be a barrier anymore.

The reason for choosing this topic is that, personally, I worked abroad and I could experience ethnic difference and its conflicts, which are part of the business routine. These conflicts cause a significant impact, positive or negative, to the businesses, and also to their team managers and their employees.

Therefore, this study is relevant in terms of exploring how the ethnic's impact could be managed in an Irish company's workplace and how to keep the employee engagement, organisational culture and efficient results by managing multicultural team.

## **1.3 Research Objective**

The overall aim of this study, as specified in the research purpose, is how the ethnic's differences can impact an Irish workplace environment. The research objectives are:

- 1) Identify what are the individuals differences from contrasting countries and how this can affect the Irish workplace environment, if any;
- 2) How the managers/leaders/employees can manage these differences in a workplace environment, avoiding conflicts and stress by the time;

- 3) Multicultural conflict: avoidance and accommodation/obliging of conflicts because they placed high value on tradition, security and conformity; Cultures emphasize competing/dominating or collaboration/integrating styles of conflict management because they place high value achievement, stimulation and self-direction;
- 4) Independent Variable: Culture – individual and group;
- 5) Dependent Variable: Conflict resolution; avoiding; managing; environment;
- 6) Check the existing bibliographical on cultural diversity, conflict and conflict management;
- 7) A number of studies have shown the increase of conflicts resolution affected by culture in the past years and this study aim to find what type of conflicts are in the companies and how the ethnic can affect that.

For the author, the answer will take managers and leaders perspective, in the Irish workplace environment into the context of technics, tools and approaches identified in the literature review in order to validate their efficiency.

#### **1.4 Structure of the Study**

This study was structured into five chapters, as follows:

1. Introduction: Chapter one provides background information of the object of this study, as well as a brief explanation of the context that the study relates to. The chapter emphasises the motivation of this study and its significance. In addition, the research questions and the objectives are outlined. A presentation of the research structure is provided assuring an easier follow up.
2. Literature Review: this chapter critically reviews significant literature on topics pertaining to the context of the study, particularly in Ireland. The concepts covered in the literature reviews in similar studies are vital in order to validate the findings and discussions.

3.      Methodology: this chapter focuses in the research strategies and techniques applied in the study, as well as justification. It provides sections which describe the research strategies, sources, ethical issues, data collection and data analysis.
4.      Presentations of Findings and Discussions: this chapter shows the study findings from the survey that was conducted. Empirical findings from the literature review are also presented for comparative purposes between data collected and theories.
5.      Conclusion: In the last chapter, the results obtained through the analyses above are measured against with the research objectives aiming to identify the objectives achieved. Based on the findings and the analysis, suggestions were made in order to give to readers the sense of importance of good ethnic conflict management in Ireland.

## **2 Literature Review**

### **2.1 Overview**

The literature review chapter commences by explore the origin of the Ethnic concept by approaching the broad topic where this concept is inserted, which is diversity. Once the concept of ethnic was identified, this author brought it into the Irish workplace environment by exploring three variables, general ethnic impact at workplace, organisational culture concept and the environment of work in Ireland. From the combination of these three variables, this author expected a raise of conflicts, which is explained separately. On the following topic, all the variables were combined and how this could be managed and resolved, its benefits and challenges were demonstrated.

### **2.2 Diversity**

Diversity “is defined in the dictionary as ‘a state of unlikeness or ‘the condition of being different’. Diversity refers to all of the ways in which people are different. This includes individual, group, and cultural differences” (Bucher, 2010).

According to Reiners (2019b):

The number of factors that define diversity is truly unlimited. Throughout an individual’s life, the unique biological and genetic predispositions, experiences and education alter who they are as a person. These nature vs. nurture interactions are what diversify and evolve the human race, allowing individuals to connect and learn from each other’s differences.

The concept of diversity includes acceptance and respect. The significance of that is to understand that each individual is unique, and recognizing our individual differences, which can be dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious

beliefs, political beliefs, or other ideologies. This concept can be explored in many different ways, such as in a safe, positive, and nurturing environment. It is about understanding, tolerance, embracing and celebrating the rich dimensions of diversity contained within each individual (Queensborough, 2020).

More than 20 years ago R. Roosevelt Thomas Jr, (1996) argues that diversity concept “is not a synonymous with differences but encompasses differences and similarities”. He defines diversity as a mix of differences and similarities because in his point of view, there is no specific way to treat one without the other. If a decision has to be made, this decision maker will take into account the differences and similarities of people and their backgrounds and not only the differences, as both are complex to deal with.

We can say that diversity is nothing more than a set of differences and variety of characteristics and qualities existing in every group of people, whether at school, the company, church or anywhere. The coexistence and acceptance of these differences develop us as human beings, and constitute us as a society. Within the work environment, diversity is important so that the organization can guarantee the team is capable of offering the company a universe of possibilities for developing new knowledge. This gives organizations more knowledge and skills. This set, if well managed, leads to competitive advantages for the company. Thus, an organizational culture that considers diversity as a strategic part of the organization, favours the growth and innovation of people and their entire network of relationships, which includes other companies. A healthy work environment still makes it possible to exchange experiences between people with different profiles. Consequently, the organizational environment becomes motivating and capable of transforming the business, giving it a new meaning, and this creates more value for the company's products and services. However, diversity in a company is something that needs to be built up gradually, so that

everyone can be engaged through dialogue. This ensures the maintenance of the necessary actions, so that, this culture has consistency and continuous results.

“Expanding diversity in the workplace is frequently viewed as a positive way to inject fresh ideas into an otherwise stagnant environment, and incorporating new perspectives can help members tackle problems from a number of different angles.” (Phillips, 2010)

### 2.2.1 *Types of diversity*

There are various types of diversity, most of them treated as differences, and all of them contribute considerably to the development of society, as well as to the corporation world. New concepts, perspectives, culture can generate conflicts but also can increase the creativity by presenting other ways to do or understand business. The most common types of diversity found in literature are:

#### **Disability**

“There are various types of disabilities or chronic conditions included here, ranging from mental to physical”. Currently, the majority of the companies, depending on their geographical location and regulations, have to have reasonable accommodations to help people with disabilities to integrate into the workplace, beginning from their hiring process to installation of ramps for wheelchairs, mental health support, among others (Reiners, 2019a).

#### **Gender**

Reiners (2019) said that “sex and gender can be used in the traditional sense of male and female employees”. The battle between genders never stopped, however, in order to achieve a 50-50



balance between employees who identify as male and employees who identify as female poses a major challenge. Reiners, (2019) also affirm that as gender is increasingly redefined, the term “gender diversity” may be more appropriate, because of the multiple variations in gender and sexual orientation nowadays.”

## **Age**

This concept is still very relative as there is no pattern to define which age would be the best to execute one type of task to another. Esty (1995) cited, more than 20 years ago, that workers into their 40’s would not be able to keep up with the technology and because of this younger workers were preferable and at the same time, experience was very important and expected from older workers instead of some younger workers, even if they were very skilled. Maybe, at that time this would be a big issue as that generation was part of a technological transition. However, in contemporary times, this can be easily questionable, once results are the focus.

## **Religion**

“Religion constitutes a totality of commonly held beliefs and rites oriented toward the realm of the sacred or supernatural. In this sense, every religion is thought to be a social in its origins and in its effects.” (Fuchs, 2012, p. 75-235)

It is the person in his individuality who expresses himself in religious terms. Some experience striking, some observation in the course of nature, some fear, anguish or hope are the generative focus of religion. It is the interior of the person who makes the seed of religion, but it is social life that builds it on communicative forms. As for this genealogy, one can think in more strict terms theologically, saying that at the core of the person is the God himself who reveals himself, unleashing faith that leads to religion.

## **Cultural**

Culture is a “collective programming of the mind that distinguishes the members of one group or category of people from others” Hofstede Insights (2019) and involves the social structuring of both the world outside of the self and the internal world. This concept refers to widely shared practices and too commonly held “assumptions and presuppositions that individuals and groups hold about the world” (Ayruch *et al.*, N.D., p. 131-145).

Cultural diversity presents multiple elements such as languages, traditions, familiar organisations, politics, and behaviours, among others that define features of a human group in a specified location. According to Bucher, (2010), culture is a way of life including what individuals learned, shared and transmitted from one generation to the next and this had a profound influence on the identity of each person.

Culture is the set of beliefs, behaviours, interests, values, thoughts, language and all that we are taught from children according to our ancestors. And these cultural beliefs and differences can create many conflicts in a multicultural environment.

## **Ethnic**

In accordance with Reiners (2019a), “an ethnic group is composed of people whose perceived cultural markers are deemed socially significant”. Yet, according to Reiners, (2019a), ethnic groups differ from one to another in terms of language, religion, customs, values, and ancestors, these variables could also be cited as culture, as per above definition. Bucher, (2010) also said that ethnicity “is defined as the consciousness of a cultural heritage shared with other people”.

### **2.3 Ethnic diversity at the workplace**

According to Tomasello (2014), 2014, “Employing a diverse workforce – and managing it effectively – not only satisfies legal and ethical obligations, but is also beneficial for business. A diverse workforce enables companies to achieve benefits by gains in worker welfare and efficiency, reduction of turnover costs, fewer disputes and grievances, accessibility improving to new and diverse customer markets, higher productivity and increasing of revenue, innovation, development of new products and services, improved enterprise reputation management, greater flexibility and adaptability in a globalized world, more efficient risk management (e.g. legal risks due to non-compliance), prevention of marginalisation and exclusion of categories of workers, improving of social cohesion, a more positive reputation, and at a macro level, poverty reduction and political stability.

These benefits above are more likely when companies go beyond just meeting the minimum requirements such as ensuring legal compliance and good reputation. Companies are rewarded when they recognize both the social and cultural complexities inherent in embracing diversity. It is known that all the advantages above are not related directly to ethnic, however, all of them could easily be applied to any type of diversity, including ethnic or a combination of them. As it was cited before, it is about the mix of the differences and similarities.

### **2.4 Organisational Culture & Leadership**

‘A corporate culture boom’ was cited by Rowlinson and Procter, (1999), who argued that this expression became known in the 1980’s when Japan’s companies were succeeding. At that time, it

was attributed to their Organisational Culture. This subject suffered a lot of criticism, with some authors treating the studies in this area as unreliable as it was based on manager perspectives. Furthermore, they attributed the creation of Organisational Culture to their founders' actions.

Organisational Culture was aligned to leadership and the importance of a founder's values and culture weighs on the company as a whole, even if there are sub-cultures installed. There are different types of organisational cultures, once they are based on their founder's value as cited above. Rowlinson and Procter, (1999) observe culture as a variable that influences a firm's success, as well as endorsing the importance of the founder's culture for the company.

Organisational commitments, higher performance, loyalty, lower absenteeism, team motivation and burnout reduction can be attributed to work engagement, as argued by Soni and Mehta, (2019). Work engagement, in turn, results from good Organisational Culture, which is a major concern for business organisations, particularly for HR managers. Soni and Mehta, (2019) believed "if satisfied with organisations' corporation social responsibilities commitments, employees hold a positive attitude towards their organisation".

Therefore, corporation social responsibilities can be pointed to as a crucial tool in motivating engagement at work, influencing employee's attitudes and behaviours, as well, for practicing inclusion and for managing employees from different backgrounds. In other words, managing employee's satisfaction and motivation is a challenge as there are numerous variables that needs to be combined with efficiently. As part of these variables, leadership plays an important role in the organisational culture as they can be played by the founders cited above, managers or anyone in the companies which are going to impact the combination suggested.

Armstrong (2013) defines leadership as a person who is “focuses on the most important resource; people. It is the process of developing and communicating a vision for the future, motivating people and gaining their engagement”.

Still in this context, Kruse, (2013) said that leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. Notice that it does not mean to be a manager, but leaders are the people who influence others, which can be crucial when dealing with ethnic diversity.

Yet according to Kruse, (2013) the key elements of this definition for leadership are that it is more about social influence than authority or power. It requires others, and that implies they do not need to be “direct reports”, no personality traits, skills, or titles, there are many styles, many paths, to effective leadership. In his article on leadership it includes goals and not only influences without a planning outcome. To sum up, this definition, there are so many different academic definitions out there. However, leaders generally are able to maximize the efforts, which connect leadership back to organisational culture and employee engagement.

Leaders could use social influence to organise others efforts, however, this influence could be extremely positive if utilized to maximise efforts and results, but also can have a negative influence if it generates conflicts because of the diversity of opinions and individuals involved in the whole process.

Prentice, (2004) defines leadership as “the accomplishment of a goal through the direction of human assistants”. He also stated that “the man who successfully marshals his human collaborators to achieve particular ends is a leader”. Following his thoughts, a great leader is the one who can do

whatever needs to be done, from time to time dealing with a variety of circumstances. As an example, these circumstances can be their own or others background, skin colour, age, gender or ethnic, but skilled leaders can still motivate people under any circumstances.

As mentioned by Armstrong, (2013), “a leader takes people where they want to go. A great leader takes people where they do not necessarily want to go but ought to be”. However, according to Rosenbach *et al.*, (2012), a good leader must be an eminently above-normal in emotional intelligence which, added to the technical skills, can add greatly to the role of a good leader. The author also points out that without this emotional intelligence, even if one specializes in the best courses in the world, one will still leave much to be desired in one's role as a leader. Below, it is listed the five components of emotional intelligence at work mentioned by Rosenbach *et al.*, (2012) as extremely important in this role of a good leader:

	<b>Definition</b>	<b>Hallmarks</b>
<b>Self-Awareness</b>	The ability to recognize and understand your moods, emotions and drives, as well as their effects on others	<ul style="list-style-type: none"> <li>- Self-confidence</li> <li>- Realistic self-assessment</li> <li>- Self-deprecating sense of humor</li> </ul>
<b>Self-Regulation</b>	The ability to control or redirect disruptive impulses and moods	<ul style="list-style-type: none"> <li>- The propensity to suspend judgment – to think before acting</li> <li>- Trustworthiness and integrity</li> <li>- Comfort with ambiguity</li> <li>- Openness to change</li> </ul>
<b>Motivation</b>	A passion to work for reasons that go beyond money or status	<ul style="list-style-type: none"> <li>- A propensity to pursue goals with energy and persistence</li> <li>- Strong drive to achieve</li> <li>- Optimism, even in the face of failure</li> <li>- Organizational commitment</li> </ul>
<b>Empathy</b>	The ability to understand the emotional makeup of other people	<ul style="list-style-type: none"> <li>- Skill in treating people according to their emotional reactions</li> <li>- Expertise in building and retaining talent</li> <li>- Cross-cultural sensitivity</li> <li>- Service to clients and</li> </ul>

		customers
<b>Social Skills</b>	Proficiency in managing relationships and building networks	<ul style="list-style-type: none"> <li>- An ability to find common ground and build rapport</li> <li>- Effectiveness in leading change</li> <li>- Persuasiveness</li> <li>- Expertise in building and leading teams</li> </ul>

Table 1: Five Components of Emotional Intelligence at Work (Rosenbach *et al.*, 2012)

As a result, future leaders will actually be more diverse, bringing a variety of perspectives to the organisations, and organisations will consistently maintain their values and principles. However they will improve their ability of being inclusive as time passes by. Of course, values and thoughts can disagree, bringing different perspectives and innovation, but the most important factor is that organisations are united internally with their values, people and leadership.

#### 2.4.1 Leadership styles

According to Armstrong (2013), "leadership style is the approach manager's use in exercising leadership". There is a consensus that the most valuable resource is the human resource and it can be seen that different managers exercise different styles when leading. According to the author, it cannot be said that there is a correct or ideal leadership style. Everything will depend on the factors of adaptation, such as the structure of the organisation, the type of team led and the characteristic of the leader, that is, the leadership styles are the different ways that a leader can act. They concern the strategies utilized to motivate, organise and interact with their leaders. An additional defining point is that a leader does not necessarily require to be in a position of authority for him to lead. All it takes is for him to create a motivating environment and to give employees freedom to act autonomously (Choukah, 2018).

There are 6 leadership styles in the organisational environment: visionary leadership, coaching leadership, affiliative leadership, democratic leadership, pacesetter leadership and commanding leadership. Below, Choukah, (2018) gives a brief explanation of each style.

### **Visionary leadership**

This is the kind of leadership that usually occurs when there is a change of management. This is the leader who demonstrates their navigation skills and permits autonomy to those people to innovate in order to achieve their goals, even if this leads to mistakes, which is acceptable in this style of leadership.

### **Coaching leadership**

In leadership coaching, the leader works to identify skills and acts to help his subordinates release their development potential. The leader seeks to motivate professionals, creating a climate of cooperation, trust and growth.

The leader encourages a positive vision of the future in the group and works so that each leader recognizes their expectations, evaluates them in relation to current performance and seeks to capitalise on their strengths and encourages them to work on their points to develop. In this process, the leader demonstrates a genuine interest in increasing the performance of his subordinates, encouraging each member to establish action plans to ensure performance improvement. The leader follows the individual evolution and gives feedback to keep the leader in line with the projected results.



### **Affiliative Leadership**

This kind of leadership is most common when there is a need to regain an environment where there has been a breach of trust among employees. The focus of this professional is to maintain a balanced climate, allowing people to communicate at liberty, recognizing their team and uniting the groups.

### **Democratic Leadership**

Leaders working with this style are open to participation, suggestions and team contributions towards a result. This is even encouraged. Democratic leaders are always concerned about the satisfaction, well-being and motivation of the team. They seek to stimulate good relationships, open communication and employee development. This style of leadership works very well in teams with a high level of maturity. In addition, it is effective in situations where the leader does not feel secure for certain decisions and requires contributions from others.

### **Pacesetting Leadership**

In this kind of leadership, a quick solution to the problems is expected. The pacesetting leader mobilizes the team towards a common vision, focusing on the final objectives, but without saying how each individual should get there. The targets are set by the leaders and are expected to be met no matter what they have to achieve. This leader holds the power of decision and his subordinates must be content with orders, with little room for questioning or suggestions.

Subordinates subject to pacesetting leadership tend to develop strong tension, frustration and aggressiveness among themselves, and in general, they also manifest self-protective behaviours. In the execution of tasks, they do not show satisfaction and only work more intensely in the presence of the "boss". In the absence of the boss, people tend to go beyond feelings and frustrations.

Because of these negative effects, it is indicated that this kind of leadership should be avoided in the organisations.

### **Commanding leadership**

In this style, the leader demands the fulfilment of an immediate order, expecting full compliance with what has been requested. This style is most effective in times of crisis or when it is necessary to help control a problem teammate when all other alternatives have failed.

The problem with operating it is that commanding styles can alienate people and stifle flexibility and inventiveness. Unable to act on their own initiative, people end up losing responsibility for their performance. The coercive leader needs to have emotional self-control, which can create an image of insensitivity and leave deep traumas in his team.

Once again, this style should be used only rarely, in situations where it becomes absolutely indispensable.

## **2.5 Irish workplace environment**

According to INIS (2020), "the labour market is a term used to describe the relationship between the workplace (available employment) and the workforce (people, aged 16 and over, who are working or are available to work)". A labour market is said to be healthy if there is a balance between the availability of work and enough professionals to supply it. The majority of countries around the world struggle in achieving or maintaining a balanced labour market. The figure below demonstrated the population by labour market status in Ireland.

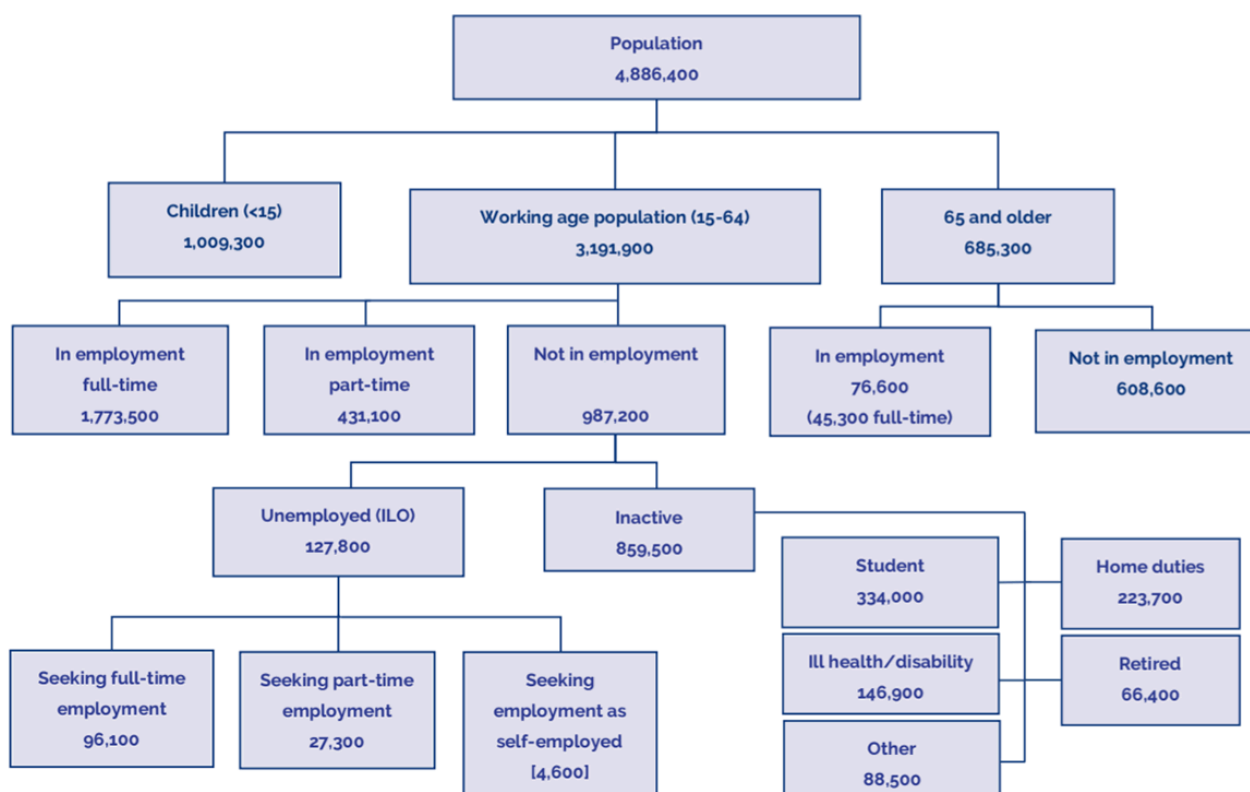


Figure 1 - Population by Labour Market Status (ILO defined) Quarter 4 2018

Recent years have seen a continued growth in employment in Ireland increasing the numbers of persons employed year after year. Growth can be witnessed mainly in sectors such as construction, accommodation and food, and education.

# National Skills Bulletin 2019



National Skills Council

**SOLAS**  
learning works

**2.25 million**  
people employed in Ireland in  
2018 (annual average)

Overall **increase in employment** in 2018  
**63,000 persons**  
(annual average) compared to 2017

## Employment Change by Sector

Increased in:

- administrative support (+11,000)
- education (+11,000)
- construction (+10,600)

Declined in:

- agriculture / industry / ICT

Q4 2017-Q4 2018

## Employment Change by Occupation

Strongest growth in:

- professional occupations (+23,300)
- skilled trades (+16,600)

Fall in the number of persons employed as:

- farmers / personal services

Q4 2017-Q4 2018

## Earnings

Hourly earnings increased across all sectors in the year between quarter 4 2017 and quarter 4 2018

## Inward Migration

**11,300** NEW EMPLOYMENT PERMITS  
up from 9,400 in 2017 (20% increase)

Overall, inward migration continues to exceed outward migration, resulting in positive net migration of 33,800 persons, a net increase of 10,600 persons coming into Ireland since 2017.

**128,800**

people unemployed in q4 2018

The number of unemployed declined by 15,000 since quarter 4 2017

The **unemployment rate** (annual average)

2018	2017
<b>5.8%</b>	<b>6.7%</b>

## Unemployment by Previous Occupation

In quarter 4 2018, the unemployment rate for those previously employed in skilled trades stood at 2.6%. This compares to a rate of 13% in quarter 4 2013.

## Recent Job Hires

**425,000** recent job hires in 2018. Elementary and professional occupations had the highest numbers but profile of hires varies

For **elementary occupations**, those recently hired in 2018 were primarily:

- young (53% were aged 15-24)
- had attained **higher secondary/ FET education** (53%)
- were in **part-time roles** (58%)
- employed in the **accommodation & food services** sector (51%).

Those recently hired in 2018 in **professional occupations** primarily:

- held **third level qualifications** (92%)
- were aged **25-34 years** (40%)
- were in **full-time positions** (83%)
- employed in the **education, health, ICT and professional activities** sectors.

Source: SLMRU analysis of CSO data

Figure 2: Overview of the Irish Labour Market 2019

Furthermore, an increase in inward migration was observed, including an increase in the number of new employment permits being issued, which indicates that Ireland has indeed re-established itself as an attractive place to work, which can be viewed on the graphic below:

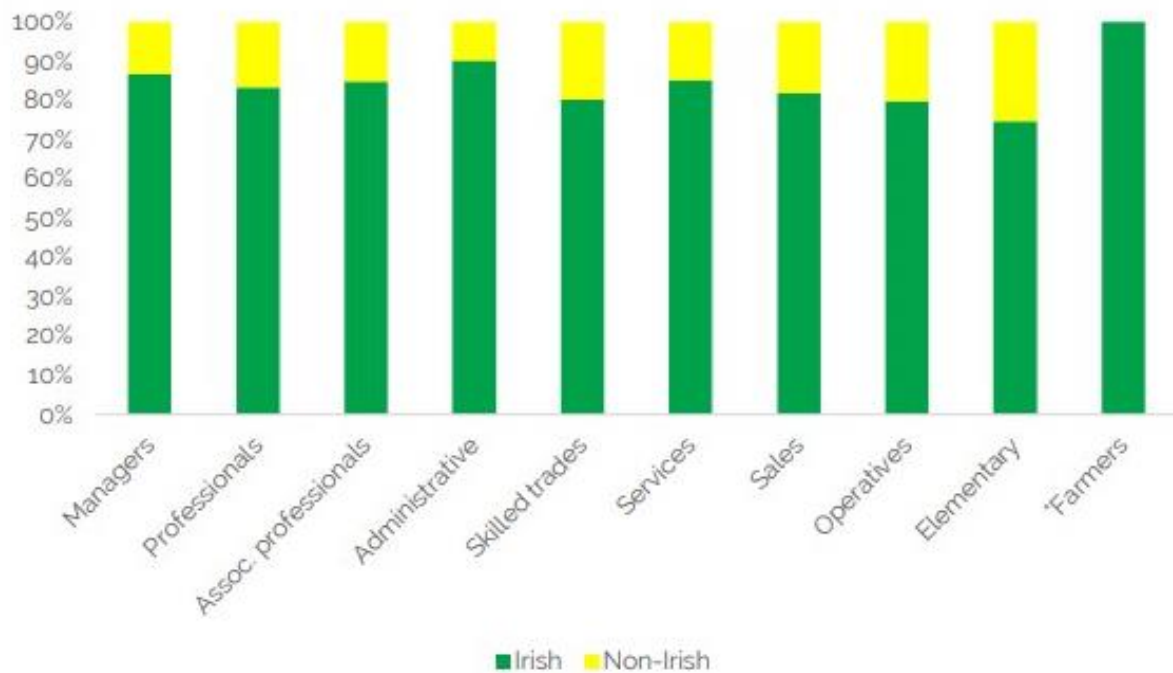


Figure 3: Employment by Nationality and Broad Occupational Group (%) Quarter 4 2019

According to Hunter (2012), “Immigration refers to the movement of people into a particular country, such as immigration into the UK from Europe”. In order to regulate it and attract highly skilled professionals to the Irish labour market and encouraging them to take up permanent residence in Ireland, the Irish Immigration department (INIS) has an option of Critical Skills Employment Permit, which replaces the Green Card type employment permit.

Occupations such as ICT professionals, professional engineers and technologists are catered for under this type of employment permit. Department of Business, Enterprise and Innovation and admin, 2020 state that eligible occupations are determined in line with the regular analyses of the Expert Group on Future Skills Needs with regard to the labour market requirements in respect of strategically important skills. There is a list of eligible occupations where the Critical Skills Occupations List is set out.

The Critical Skills Employment Permit is attractive for a number of reasons, such as permit holders can apply for immediate family reunification from the Irish Naturalisation & Immigration Service of the Department of Justice and Equality and once their dependants/partners/spouses are resident in the State they are eligible to seek any employment and apply to the Department of Business, Enterprise and Innovation for a Dependant/Partner/Spouse Employment Permit which is currently issued free of charge and they also may apply to the Irish Naturalisation and Immigration Service for permission to reside and work without the requirement for an employment permit upon completion of the Critical Skills Employment Permit's duration.

The industries that mostly attracted foreign workers to Ireland were the ICT sector which includes technology and telecommunication which can be seen in the graphic below:

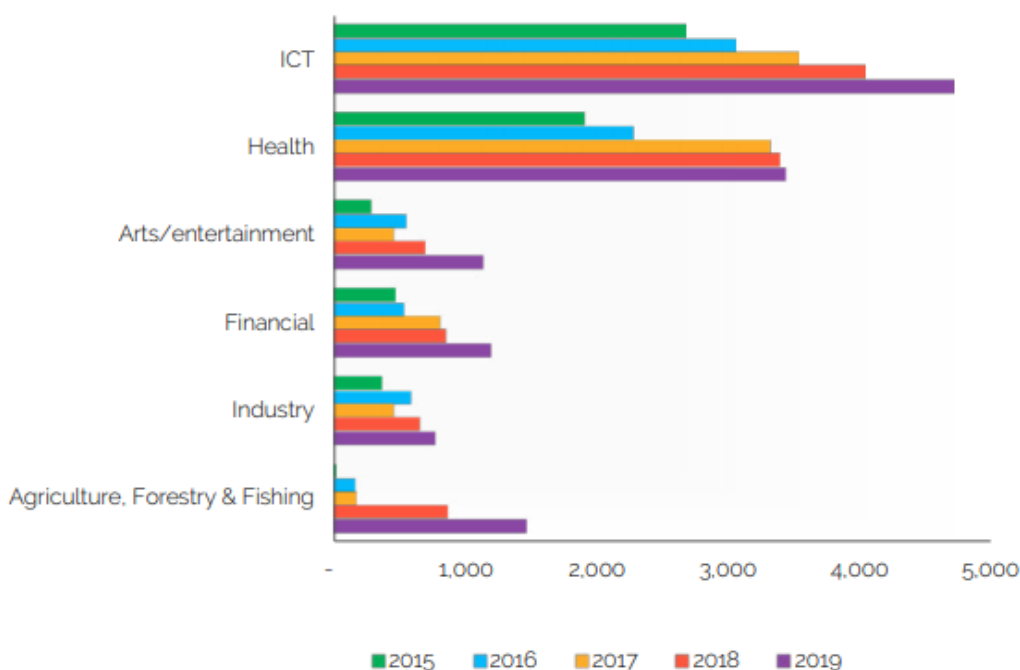


Figure 4: New Employment Permits for Selected Sectors (2015-2019)

The combined effect of positive net migration and sustained natural increase resulted in an overall increase in the population of 64,500 for the second consecutive year, bringing the population estimate to 4.92 million in April 2019, according to Central Statistics Office (2019).

The combination of this data demonstrates the Irish Labour market opportunities to workers with different nationalities and consequently, contrasting ethnics. Despite of all the challenges and bureaucracy surrounding these work relations, it continues to increase what does not make the ethnic diversity a barrier.

## **2.6 General conflicts at workplace**

Conflict is “an event, circumstance, person, or personal characteristic that stands in the way of a character pursuing a goal, even if that goal is simply survival. Without conflict, many argue that there could be no forward-moving plot in a narrative. Certainly, the plot would not be very compelling if a character never met with opposition or challenge”. (K12 Reader, 2020)

Conflict is an interpretative behaviour and cultural process. Psychocultural dispositions, deep-seated, socially constructed, internal representations of self and others, shape a culture’s style of interaction with others and interpretation of behaviour.

The same objectives, differences cultural/mind and difficulty to change some situation can create conflicts in a multitude of locations, especially in a workplace environment. (Fundamentals of organisational behaviour)

When we discern the word “conflict”, we immediately associate it with discord, disagreement, dissonance, controversy, or antagonism. However, it can be a really good way to get some opportunities to change positively. People rarely have identical goals and interests. Differences in goals and interests produce conflict. In addition to the difference in interests, it may be necessary for deliberate interference from one of the parties involved. If there is high quality management, the company and employees can benefit with these conflicts.

#### 2.6.1 *The Origin of the conflicts*

There are certain conditions that tend to generate conflict. Conflict exists when one party – individual or group – attempts to achieve its own goals interconnected with some other party and this party interferes with the other that seeks to achieve its goals.

Interferences may be active (action to cause obstacles, blockages or impediments) or passive (omission).

Thus, conflict is much more than mere disagreement: it constitutes active or passive but deliberate interference to impose a block on the other party’s attempt to achieve its objectives. Often the conflict arises only through a look, a gesture or even a lack of attitude.

#### 2.6.2 *The five stages of conflict*

In the first stage, the "Latent Stage," the people who are in conflict are not yet aware that a conflict may exist. For example a project may have been turned in late to a client, but the manager is not aware of it yet so the participants are not aware there is a conflict brewing. The "Perceived Stage" is when the people involved in a conflict become fully aware that there is a conflict, such as when the manager discovers that the project has been delivered late and goes to speak to the employee about it. During the "Felt Stage" stress and anxiety are felt by one or more of the participants due to the conflict, and this leads to the "Manifest Stage," during which the conflict can be observed. The Manifest Stage can take a number of shapes including: e-mails, phone calls, phone messages, face-to-face meetings, or



any situation in which the conflict could be observed. The final stage is the "Aftermath Stage," which takes place when there is some outcome of the conflict, such as a resolution to, or dissolution of, the problem (Conflict Management, n.d.)

In the article "Top 5 stages of organization conflict", Sinha (2015) presents the stages of a disagreement:

**Latent Conflict:** This is the stage at which the potential factors for the onset of a conflict are visualised. It is divided into 4 types – Competition for scarce resources, drive for autonomy, divergence of goals and role conflict.

**Perceived Conflict:** This is the phase in which the participants are aware that a conflict exists, but the latent conflict has not acted. It can be considered a conflict because of a communication failure or misinterpretation of the facts exposed.

**Felt Conflict:** This is the stage where the parties begin to feel and recognise the existence of conflict, making the environment and people tense and anxious.

The reasons for the conflict to be felt can be: i) Inconsistent demands and anxieties - those involved feel a need to expose this discomfort in order to maintain the internal balance and, ii) when there is a bond of individuals in this relationship.

**Manifest Conflict:** At this stage, the conflict becomes open, can be observed by everyone around them, and becomes increasingly aggressive, so that answers are charged to the subject under discussion through discussion, sabotage, and even physical violence (in a less aggressive way as seen in police fights, for example).

Conflict Aftermath: This stage presents the repercussions on the resolution of the conflict. It can be positive or negative and can have future results, based on how it was resolved.

### 2.6.3 *Cause of conflicts*

Conflicts can be considered useful because of their role in people's lives, whether positive or negative. Dealing with conflict involves working with groups and trying to break some of the prevailing stereotypes in the organization, knowing that these same strategies should be repeated periodically.

According to Bell and Hart, in an organisational environment (the subject of this paper, however, these causes can be applied to other environment as well), there may be 8 main causes of conflict. They are:

### 2.6.4 *Lack of resources*

Lack of necessary resources can cause conflicts between employees and leaders. If employees feel that there is a lack of resources needed to perform their work, competition will occur for the resources available. Employees who are unable to acquire what they need to complete their jobs will start to blame the management for lack of resources.

### 2.6.5 *Personalities difference*

Contributors are different on many points. Not always, they will be organized equally; will have the same time management and communication. When employees cannot understand or accept differences in personalities, conflicting situations arise in the workplace.

For example, an employee may have an extrovert personality that results in saying what comes to mind, even if the timing is inappropriate. A collaborator with this trait can offend a colleague who does not have the same personality type. The co-worker may feel as if the other is rude or has no authority to deal with him in such a direct manner.

#### 2.6.6 *Perceptions*

It is important to be clear in the interpretations of the organization's objectives, methods and responsibilities. Care should be taken with what is heard and what is understood, so that there is no divergence of information, since a misperception of these and other topics can lead to conflicts in organizations.

#### 2.6.7 *Goals*

Normally, personal and organizational goals are different from each other and often, for fear of not being able to achieve what we are aiming for, nor matching what the company expects from us, we do not “show our letters”. This can also happen if the goals of other co-workers’ conflict with yours. We must be able to articulate our goals, or we may be in conflict at least without knowing why they are happening.

#### 2.6.8 *Pressure*

Nowadays, the world revolves around deadlines, meeting goals, being the best ever, meeting society's standards, having money, traveling, working harder and harder, facing new challenges, and so on. There are pressures to complete tasks in a timely manner so as not to disappoint others and ourselves. However, many things are not just up to us, and when it is up to someone else within

the same organization, it can lead to conflicts, for example, once the other person does not deliver on time, it will become a domino effect, generating more pressure to the next steps.

#### 2.6.9 *Power*

It is suggested that many (or all) people in the world would like to obtain power over a situation. In organizations this is no different. Craving a management position, being promoted to a better position, taking on new responsibilities, taking part in a major Project, etc, are some examples of ambition for power. In all cases, the individual should contemplate about how this may impact on their personal life or the lives of those around them. If so, stepping back to ponder if achieving that power is something you need to demonstrate to someone or an external environment that you are capable of.

#### 2.6.10 *Values*

Values are the basis of our behaviours, personality, how we learn to deal with different everyday situations and how we will approach problems. Certainly, these values are different from person to person or group of individuals, for example, differences in values over a generation gap – Generation X has very different values from Generation Y – and the non-acceptance of these differences can generate major conflicts within organizations and society as a whole.

Co-workers can mutually insult each other's values and experiences.

#### 2.6.11 *Policies*

We can say that policies draw a resemblance to values, but we have no control over them. These are norms imposed on us as a society and organization, where we are unable to do much to change them, and this only happens when people change. There are several examples of policy changes, but they only occurred with large social movements. Of course, not everyone will agree with the policies or changes that apply, but to live in a pleasant environment, we must adapt to the system using interpretations that align with their values.

Each cause of conflict can be managed with skill and technique. It is up to the leader to be alert and act as quickly as possible to reduce or eliminate the cause of conflict.

### **2.7 Benefits and challenges of ethnic management at the workplace environment**

Homogeneity is not a popular characteristic in the companies anymore. Diversity becomes more popular, the new, more attractive and differences are now connected to creativity and success than ever. All these changes over the last years; terms such as globalisation, diversity, inclusion and social responsibility have diluted the form of managing people. Currently, results are not only identified by the profit, a range of others performances measures have been seen as important as profit in the business community.

Ethics which according to Jones, George and Hill, (2000) “are moral principles or beliefs about what is right or wrong”, has been applied to every strategy and decision making processes. The stakeholders of the majority of the companies are extremely worried about the reputation of companies that they are investing in.

There is a lot of pressure put on managers in relation to diversity management in general, as there are additional aspects that are not only the employee's satisfaction to take into account, ethical and legal issues are significantly important in this case as well. Jones, George and Hill, (2000) warned managers in relation to equality of opportunities, the importance of diverse people receives fairly and just treatment, discrimination, bias, stereotypes, among others. The same author mentioned the importance of these professionals as a competitive advantage to the companies. Their contribution can be crucial, once the diversity of employees is aligning to the diversity of customers.

Some of the businesses benefits of having workers from different backgrounds, cited by Jones, George and Hill, (2000), are that they can provide different perspectives to companies that are dealing with customers that also have different backgrounds and perspectives as well, they can improve the decision making process by presenting different points of views and different approaches to problems They can possess a better understanding of the market needs and much more, depending on the environment that these workers are inserted in.

In terms of organisational environment, a diverse workplace presents more respectful and emphatics individuals, as well a mutual contribution can develop an environment more motivational and stimulating. When the work environment represents a variety of cultures, backgrounds, and ways of thinking, employees feel more comfortable in being themselves. The article (Lee, 2019) believes that this situation leads to happier and more productive employees, which on the other hand, if employees do not feel like they can be themselves at work, they are more likely to feel rejection and not perform their best work, which also can result in conflicts generation.

It is worth pointing out here some of the aggregated values the organizations, according to some authors:

### **Improve results for the organization**

There are several studies that present very favourable figures for the implementation of diverse environments in organizations, but Lee (2019) cites a paper prepared by McKinsey, where he shows that 35% of the 366 public companies analysed had a higher financial return after ethnic and racial diversification in the workforce. This is because a workforce that embraces diversity aggregates, promotes, and unites the team in its professional routine, generating more productivity and results.

In a diverse environment, people are more empathetic. This favours a more motivating and stimulating organisational environment, in which respect and mutual contribution prevail.

### **Less internal conflicts**

As mentioned above, a workplace where people can be themselves, without fear of rejection, becomes a lighter environment, so people tend to be more productive and create less conflict between them (Lee, 2019).

Companies that maintain diversity gradually build up a culture of respect, which becomes part of the culture and values of the organisation.

This leads to an improvement in the coexistence between people and makes the work routine more peaceful, fostering a positive organizational climate.

### **Lower turnover rate in the company**

With a positive organisational climate, the trend is that there is less staff turnover, as people recognise in that environment a place of growth, both personal and professional (Go, 2019).

This represents a great gain for companies. After all, a large number of dismissals generate high costs for organisations, both in terms of redundancy costs and new selection processes, hiring and training and development costs.

### **Greater company creativity**

According to Go (2019), "diversity in the workplace will often result in a much broader spectrum of creativity, from people with different backgrounds, skills and experiences". In this context, it is worth mentioning the relevance that Lee (2019) gives to the employability of heterogeneous groups in companies, since by the fact that people have different thoughts, the creation of new perspectives and creative solutions becomes much better, making it an innovative and motivating environment for workers, consequently raising the level of competitiveness of the company.

### **Expanded Talent Pool**

Some companies have a policy of keeping only select groups of employees (e.g. hiring only men for management or leadership positions) and "discarding" other people with different profiles. This can lead to greater difficulty in getting good professionals, since it is becoming increasingly scarce to select talent only in homogeneous groups (Blackman, 2017).

The mixing of professionals of different diversities can bring the organization the possibility of hiring great talents, making it a heterogeneous place, more creative and motivating.



### **Improved attraction and retention of staff**

When the company has the philosophy of hiring people from different backgrounds, it tends to be more attractive to the most diverse types of professionals, since there is inclusion and these employees start to feel more comfortable with the welcoming environment and feel less afraid of the fact that there is a rejection in this sphere (Blackman, 2017).

### **Increase confidence**

Any environment in which people feel comfortable being who they are and where they can act without being discriminated against, are places where there is, as mentioned above, an increase in the search for vacancies and where people will feel more confident to act and be, most of the time, even more productive (Go, 2019).

### **Boosting employee engagement**

Still in the context of trust with regard to inclusion, the more diverse the environment, the greater the engagement among people, since they will feel more comfortable to develop themselves personally and professionally, as well as feel comfortable to help the working partner, thus there will be an involvement among people and groups within the organization (Go, 2019).

### **Strengthening the employing brand/Improve the reputation**

In an article on the advantages of promoting diversity in organizations, Blackman (2017) cited the fact that many companies can be negatively impacted by the lack of hiring professionals from different ethnic groups, which can end up "tarnishing" their reputation in the market.

In another article, published in The Irish Times (Cotter, 2018) points out that:

Business is becoming increasingly global, so any company that hires employees who can speak different languages or come from different cultures can prove to have a

major advantage over competitors. These employees can represent the company to foreign clients and can help management identify opportunities they may not have considered previously.

That is, valuing diversity initiatives within companies can be used to enhance the organization's reputation as an employer brand for all its stakeholders. Consequently, it also generates important competitive differentials for the company.

There are a variety of issues connected to the ethnic diversity that can initiate conflicts, such as stereotypes, different perceptions, ethnocentrism, prejudice, power and so on. In this research the approach is focused on the ethnic issues, however it is important to emphasize that all the situations cited above can be applied to any diversity issue, including ethnic. However, ethnocentrism is very specific and has to be explained.

Ethnocentrism refers to the assumption that our way of thinking and acting is naturally superior to any other, stated Bucher, (2010). This author also cited a survey that was conducted at that time with 47 different countries and asked them if they agree or not to the sentence, “Our people are not perfect, but our culture is superior to others” and the results showed that in 20 countries, almost 50% of the numbers of the countries researched, more than 70% agreed to the statement. Things are changing rapidly, however, this resource is still applied after 10 years.

Administrating problems of this nature is challenging and puts managers and leaders in a delicate position. Therefore, there are forms and actions that can be done to minimise this type of conflicts within organisations. Jones, George and Hill, (2000) argue that in order to manage diversity effectively, companies should increase their diversity awareness by providing accurate information about diversity, uncovering personal bias and stereotypes, assessing personal beliefs, attitudes and

values, and learning about another point of view, overturning inaccurate views and stereotypes about different groups and allows people to feel free to share their own opinions.

Once diversity awareness is improved, the interaction between managers and their subordinates have to be improved too. Jones, George and Hill, (2000) suggest that managers have to improve their diversity skills by implementing the actions below:

1) Understanding how cultural differences affect working styles.

To give an understanding of how cultural differences can affect working styles, managers and subordinates have to be educated about how people differ from each other, how they experience a diverging manner of thinking and how they communicate. As a result, this will assist in the development of a respectful atmosphere in the company.

2) Be able to communicate effectively with diverse people.

Professionals from different backgrounds may have alternative ways to communicate, separate language or accent, may use words differently, so they have to develop a superior way to communicate efficiently, avoiding conflicts of misunderstandings.

3) Being flexible.

Being flexible means to be open to different ways of doing things. Once the top management, the management team and their subordinates are aligned, managing diversity could be done smoothly and the best results can be extracted.

Still in this context, there are some other important challenges, mentioned by Lee (2019) in an article dealing with the benefits of implementing diversity in the workplace, which must be overcome in order to make the process as streamline as possible for both employees and organizations:

### **Align diversity practices with a unique organizational goal**

According to Lee (2019), there is no "manual for implementing diversity processes and practices" to be applied between one company and another, because what works in one company may not necessarily work in another. Aligning the company's culture with all employees may not make the company the most successful of all, but it will certainly help a lot in implementing the process.

### **Gender equality issues**

This is a challenge within organizations, since when there is inequality in the distribution of benefits by gender, there will be a difficulty in retaining talent within the company. Ensuring that this equivalence occurs from the selection process is very important so that the professionals already feel secure from the beginning and there is no demotivation and rotation (Go, 2019).

### **Moving from design to implementation**

This is the part of the process where ideas are taken from paper and made "real". At this point, it must ensure that the entire team is involved in the process and that everyone is embracing the ideas proposed (Lee, 2019).

### **Training Management**

As mentioned in the previous topic, the implementation of diversity in organizations does not happen if there is no collaboration and participation of everyone, especially managers, who designate a very important role in this process, since it has the function of making everyone interact and participate actively in the activities (Lee, 2019). The investment in training for these leaders is an especially important investment for them to be active.

## **Overcoming Bias**

There is a lot of research that shows that human beings, for the most part, and sometimes even with good intentions, make decisions based on their prejudices and beliefs (Lee, 2019). This can be a great challenge in the workplace since it has to be worked actively with the team.

## **Internal Resistance**

Some people are simply more resistant than others, for countless reasons, to accepting a movement or process in the organisation (Lee, 2019). Here, it is up to the leader to instruct the team, explaining the reasons for this implementation, as well as accepting to discern what these people have to say about this "non-acceptance", taking into account everything that is said when building the organisational culture, in order to integrate the entire workforce.

## **Communication Issues**

As Jones *et al.* (2000b) mentioned before as a suggestion to improve the interaction between leaders and subordinates, communication appears here as a challenge, because it is the way people exchange information within organizations and, because it is a diverse environment, each one can have their own interpretation for the same event. These failures can occur for several reasons: language barriers, emotions, etc. On this topic, Lee (2019) cites some examples such as the fact that women are more polite to talk to men, as well as the procedure in which younger people, who operate alternative terms in which older people would use them, can cause a misunderstanding, which can lead to a decrease in productivity and even in engagement among people.

## **Generational differences**

The process of selecting people of different ages should be very well planned, taking into account all the disabilities that older people may have regarding technology and, as mentioned above,

current language (Go, 2019). This planning should also take place when the company decides to automate its internal processes and has older people on its staff. Training and even patience in the slowness of this learning must be taken into consideration.

## **2.8 Conclusion**

This literature review aimed to explain concepts that were considered relevant to the research objectives, and which may also influence the workplace environment in Ireland, when the management of companies is dealing with ethnic diversity.

The review approached the concept of diversity which is a general concept where ethnic diversity is inserted. Ethnic diversity was defined, as well as its potential conflicts. Another significant area covered in this literature review was opportunities for workers with different ethnics in Ireland, the rules from the immigration department, the participation of foreign in the Irish work market and the most demanding industries. Following these concepts, the literature review chapter covered the company's organisational cultures, leadership style and other significant variables that may contribute to further analyses.

Finally, this literature review identified conflicts and advantages when companies choose to work with a diverse team and how to manage these teams in order to add value to these companies.

### **3 Methodology and Research Design**

#### **3.1 Overview**

This chapter details the manner that this research was conducted in terms of methodology and strategy. Beginning with research strategy, where methodology and sample were explored, it also covers the data collection approach and ethical issues, ending with data analysis. The explanation provided for these topics aims to support this author's choices and ensure the reliability of the methods used and assure the methodology contribution to the research objectives questions.

#### **3.2 Research Strategy**

In order to develop this study, a research strategy was put in place. Initially, the research approach chosen was induction, which will emphasise in “gaining an understanding of the meanings humans attach to events” (Saunders, M., et al, 2007)

Continuing that, Saunders, M., et al (2007) cited the most used classification of research purpose in the literature of the research methods is the triple one of descriptive, explanatory, and exploratory.

- **Descriptive**

The descriptive study is more concerned with producing an objective description of a particular phenomenon, population or situation. This type of research does not intend to draw conclusions from it, only to describe it objectively.

- **Explanatory**

The Explanatory study takes a step further and investigates the reasons behind the occurrence of a particular issue, by exploring a causal relationship among fundamental variables.

- **Exploratory**

The exploratory study is a valuable exploration of conducting a study to gain a better understanding of a current issue/situation and gain insights into the topic in question.

Align with the research strategy and approach, this study covers an exploratory concept that, as explained by Saunders, M., Lewis, P. and Thornhill, A (2009), is a different perspective which could rise from the freedom to change the hypotheses and direction throughout the process. The strategy proposed was a qualitative research with a semi-structured survey.

It is important to define a sample that this survey will be addressed, the sample can also be called population as per Saunders, M., et al definition. Sampling techniques allow researches reduce the amount of data to be collected from a specific group rather than all the possible groups. This survey will take a sample of 10 people which are workers in the Irish environment and in pursuit of a management role in Irish companies.

In addition, due to the analysis that this author was focusing on, the respondent's freedom to reply confidentially has given to this research a better understanding of the issues approached, and a better connection with the research questions was expected.

The research questions of this study assessed an Ethnic conflict context and its potential influence in the Irish work environment, more precisely on the relevance of foreign workers and the existing



work demand for them. It also focused in what type of conflicts could arise from these relations, how they deal with them and if its outcomes generate value to Irish companies. For these questions, the strategy proposed were crossed with the information referred to in the literature review and the main information collected from the survey.

Aligned with the research philosophy, methods and paradigm, this study covers an exploratory purpose, as interpreted by Saunders, M., Lewis, P. and Thornhill, A (2009), the benefit of an exploratory study is that it's versatile and adaptable to change, giving freedom to the author to change their hypotheses and direction during the development of the study.

### **3.3 Justification**

The reason for this study arises from this author aiming of develops a professional career abroad. Based on her own experiences and discussions with people from different backgrounds and their reports, the curiosity to explore this subject and its impact becomes relevant and following that, feasible.

Further on, by studying dispute resolution, the conflicts that could arise from the diversity of people in the companies are a reality that becomes common and demanding. Leaders and key people need to be aware of the possibilities, benefits and challenges when they are managing these situations. Furthermore, some countries like Ireland pursue demand for types of professionals that encourage individuals from others countries migrate to Ireland to work.

Therefore, this study was motivated by exploring if the diversity of professionals generate conflicts and how these professionals are managed into their workplace in Ireland, In addition, how important they are in the addition of value process to the companies that they work for.

### **3.4 Collection Primary Data**

In order to have a better understanding of how the workers from different backgrounds and cultures could impact the workplace in Ireland. Its conflicts management and the value added to a company, a semi structure survey was conducted with different individuals, from different roles of leadership and, from different industries. The questionnaire aimed to extract the perceptions of these leaders regarding to their challenges and benefits when managing these workers, if any.

The primary data was collected by a semi-structured questionnaire that was sent to the participants through virtual survey. Interviews were discarded due to the current situation (Covid-19), which recommended practicing social distancing, and any physical contact shall be avoided.

The secondary data collected in this study was academic literature, significant researches done in books, articles and government data. This gives higher credibility to the information presented and allows the researcher to find convergent patterns.

#### **3.4.1 Sources**

As a primary source of data virtual questionnaire was conducted. The survey were sent by email and messages beforehand; this gives the participants more flexibility. The survey was sent to a sample of 20 people.

The other data source used for the literature review was books, articles and government data from on-line libraries and government websites.

#### 3.4.2 *Access and Ethical Issues*

This research was carried out through virtual questionnaire with the professionals from different roles, companies and industries, and because of that, a high ethical standard was adopted. To achieve this, the researcher took all necessary measures to establish that ethical standards were being addressed and the participants of this research were informed of their freedom in respond or not the survey and confidentiality.

This research shall keep to honesty and trust procedures that are coherent with the terms and conditions of the Independent College.

### **3.5 Approach to Data Analysis**

This research, as classified above, used a qualitative research method to collect data. Saunders, M., et al (2007, p. 470) referred to qualitative research as “all non-numeric data or data that has not been quantified” and gave to qualitative research a range of options in terms of collection data, which includes online questionnaires and literature.

The impact of the diversity of workers in the Irish workplace, as well their conflicts and values added to the companies were explored in a qualitative nature and analysed in order to find the

connection between the perception of the professionals who deal with the daily challenges and benefits generated from these interactions and literature.

The data analysis was organised in order to answer the research objectives questions. In relation to the first question that this study approaches, which is how relevant foreign professionals are to the Irish economy and what are the demands for them. This question was based on literature, reports from legal firms and government and also from the perspective of the respondents.

In terms of the second questions, which are the 5 main ethnic features that can impact the interaction of these professionals in Irish companies, it was identified on the survey and compared with what is available in the literature.

Finally, in the third question, which is how these companies manage the conflicts created as a result of these interactions and what values were added to these companies? The online survey was used in order to identify the leaders of these workers' perceptions.

### **3.6 Conclusion**

This chapter was structured based on the research methods of literature. As this is entirely a qualitative study the approach in this research is considered inductive as the theory was constructed from the data collected instead of a deductive approach that creates the theory beforehand and then analyses the data.

The strategy of this study was based on a concept of exploration. It focuses on --- exploring leader's perceptions in relation to their management in a specific situation involving different ethnic issues and advantages, in addition to the relevance and demand for these workers in Ireland.

The choice for collection of the data is through multiple methods, as the data is collected through various sources, such as, literature, reports, survey, and other relevant documents in the public domain.

This chapter concludes by explaining the data analysis approach and strategy, detailing how it was being conducted, the sample used and justifying the choice of thematic analysis and its importance to the author.

## **4 Presentation and Discussion of the Findings**

### **4.1 Overview**

As presented previously, this is an exploratory research that in order to achieve its research objects used as a main source, the literature review and a semi structure survey conducted a sample of 11 respondents. The findings shown below were the results of this survey and the comparison of the survey results to academic concepts.

### **4.2 Findings**

The questionnaire was prepared using the Survey Monkey platform and contained a mix of 7 open and closed questions and the information was collected between the 13th and 21st of October, 2020, among 11 interviewees from different business industries.

The communication platforms were e-mail and WhatsApp, which, in addition to being more agile, it is still the most suitable due to the pandemic of COVID-19 and the social distance recommended for this period.

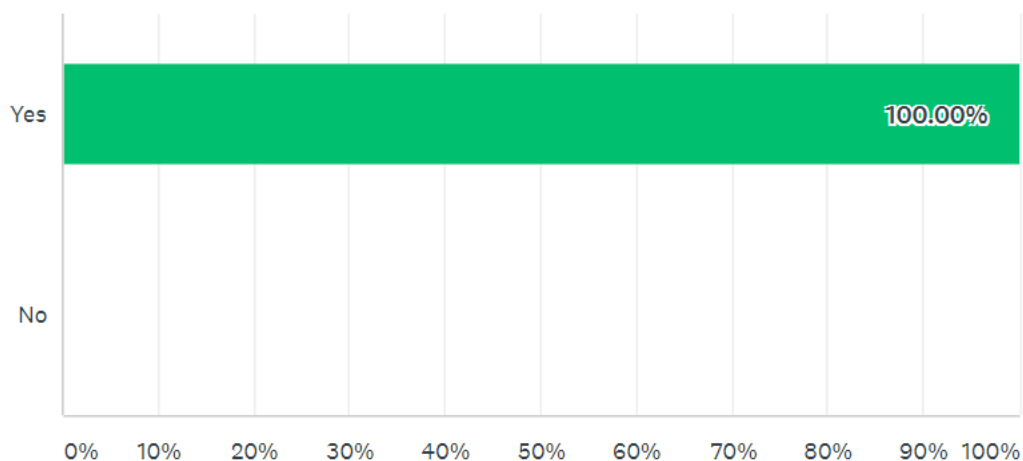
#### **The relevance of the foreign professional to the Irish economy and their demand**

The first question was “what your business industry is and what is your role in the business?” was looking to identify the respondent’s background such as industries and roles. The responses presented various types of industries such as: IT, Marine Industry, Internal Marketing, Telecommunications, Sales Lead, Hospitality, Transport and Logistics Operations, Road Making

and food and beverage. Regarding to the roles, mostly of the respondents plays roles like manager, leaders or even captain, which are currently leading diverse teams.

The second questions were if they have ever had the experience of work with anyone from another ethnic group. The response was unanimous, everyone has or had a worker from a different background in their teams.

**2. Have you ever faced an ethnic issue in your work environment with workers of different background?**



Graph 1: Work with anyone from another ethnic

According to these two answers, all the respondents had some experience with people from different ethnicities, which led this author to believe that, regardless of their ethnicity, these professionals are important in the Irish work market and in a range of different industries.

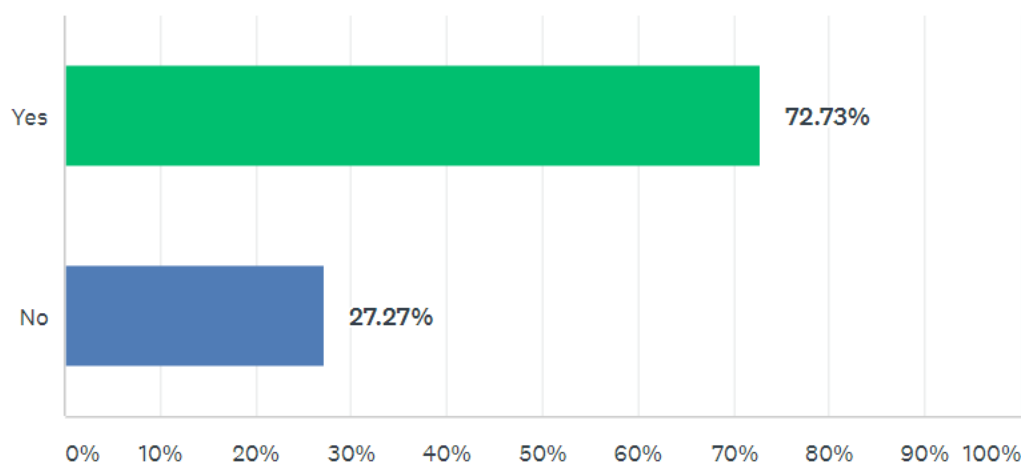
In the literature review, INIS (2020) released that the most attractive industry for foreign workers in Ireland, are the IT, telecommunication, financial, and others types of industries, which can be seen in the answers from the survey respondents. Subsequent evidence of the work demand for

foreigners, can be seen in the literature review where the Department of Business, *et al.* (2020) informed the existence of a critical skill visa, which aims to attract highly skilled people to work in Ireland, as well as part of the Euro zone, professionals from others countries in Europe are welcome. The unanimous answer reveals that foreign workers are present in all types of the industries approached in the survey and showed that foreign employees have a very considerable share on the Irish labour market.

### **The 5 main ethnic characteristics that can impact the integration of professionals in the Irish companies**

The below graphic aimed to identify if the ethnic groups generates issues in the work environment and not all people witnessed or faced some type of issue in the workplace, however, the vast majority, had the experience of conflicts with professionals from different backgrounds.

#### **3. Have you ever faced an ethnic issue in your work environment with workers of different backgrounds?**

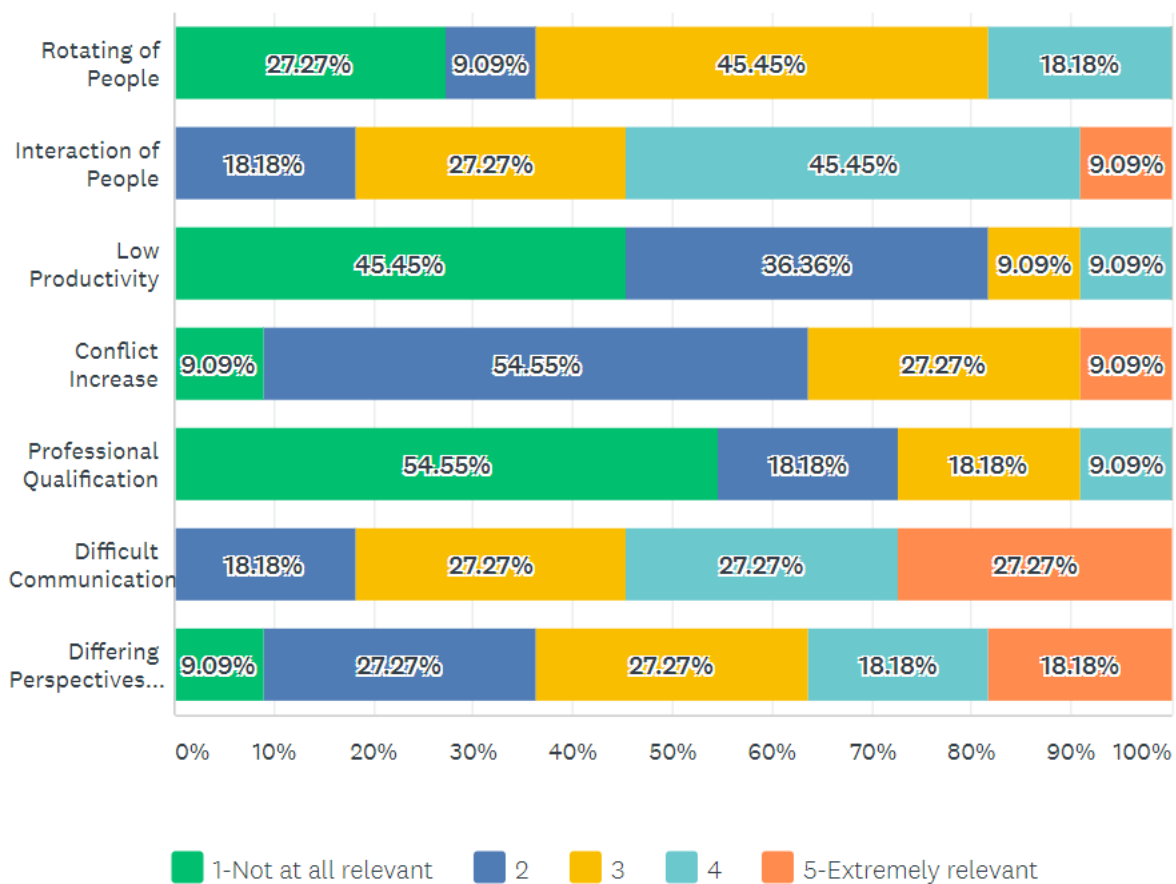


Graph 2: Ethnic issue at the work environment with workers of different background



Aiming to enumerate five characteristics of issues generated by foreign workers that could impact a work environment, this author asked the respondents to classify some issues according to their relevance. See graphic below:

**4. On a scale from 1 (not at all relevant) to 5 (extremely relevant), please, classify the following issues according to their relevance:**



Graph 3: Classification of relevance of issues according to their occurrences

In question 4, we present some of the main problems that, according to our previous studies, occur more frequently in the work environment due to ethnic differences. The question had more than one possible answer, with several options to choose from. The respondent could choose the problems in the organizations, according to their experience/relevance.

In the first question, our issue was the “Rotating of people”, and over half of our interviewees (63%) answered that the dismissal and replacement of professionals with new hires was either a "relevant" or “extremely relevant" problem. This leads this author to believe that change of people in the work environment is more frequent than imagined, and also could be expensive. In the literature review, Soni and Mehta, (2019) said that organisational commitments, higher performance, loyalty, lower absenteeism, team motivation and burnout reduction can be attributed to work engagement. They also believe that if satisfied with organisations’ corporation social responsibilities commitments, employees hold a positive attitude towards their organisation, avoiding changing their employers.

The second issue was the “Interaction of people”, where 5 of interviewees selected that this was “occasional” or “relevant” issue. This is a relatively high number, not least because, it is a key process within an organization, since all employees must be engaged and aware of all the goals of the organization and how they can help to further develop and present the expected results. At this point, we can verify some of the four challenges studied previously (Lee, 2019): overcoming bias, internal resistance again communication issues and, it believed the most important of all, training management, since, when management is prepared to work with professionals in a general manner and, in particular, of different ethnicities, these problems tend to be alleviated and/or stopped within organizations.

The “Conflict increase” numbers also calls our attention here. However, positively, since it was classified as a completely irrelevant problem (9%), without much relevance (54%) and/or occasional (27%). Almost all respondents pointed out that the fact that companies have employed professionals from other ethnic groups does not result in the growth of conflicts, which

demonstrates to us that the theory is consistent with daily practice. According to the bibliography studied (Lee, 2019), the interaction between different ethnicities creates a peaceful environment among employees.

Interestingly, “Low Productivity” was pointed out as a problem with little relevance (45% of respondents) as well as the “Professional qualification” (54% of respondents). This leads us to believe that these are not obstacles when deciding to hire foreign professionals with interviewees confident that they are qualified to perform the service to which they were hired, regardless of the industry. We can link these results with the literature (Lee, 2019) that reveals to us that foreign professionals create an even more creative environment, consequently, bringing better results to organizations.

Of the seven questions asked, it is clear that “Difficult communication” is the most problematic, with 54% of the interviewees indicating that this was an issue of high relevance at the organisations where they worked (27% relevant and 27% extremely relevant). It can be said that this is a very critical point that must be addressed in organizations, in order not to affect the work environment, as well as, not to impact the results presented by them in the company. In our bibliographic research, one of the authors points out communication problems as a major challenge (Fraser Dove, 2019). The first language barrier and age / language difference used by companies may be some of the factors that lead to a failure in communication between individuals.

Finally, we have the “Differing perspectives and Opinions”, where we obtained a very balanced result. The same percentage of interviewees (36%) indicated that this was either not a very relevant problem in their organisation, or of considerable relevance. Our warning here is in the responses where this was considered to be an “occasional” problem in a multi-ethnic environment. Our

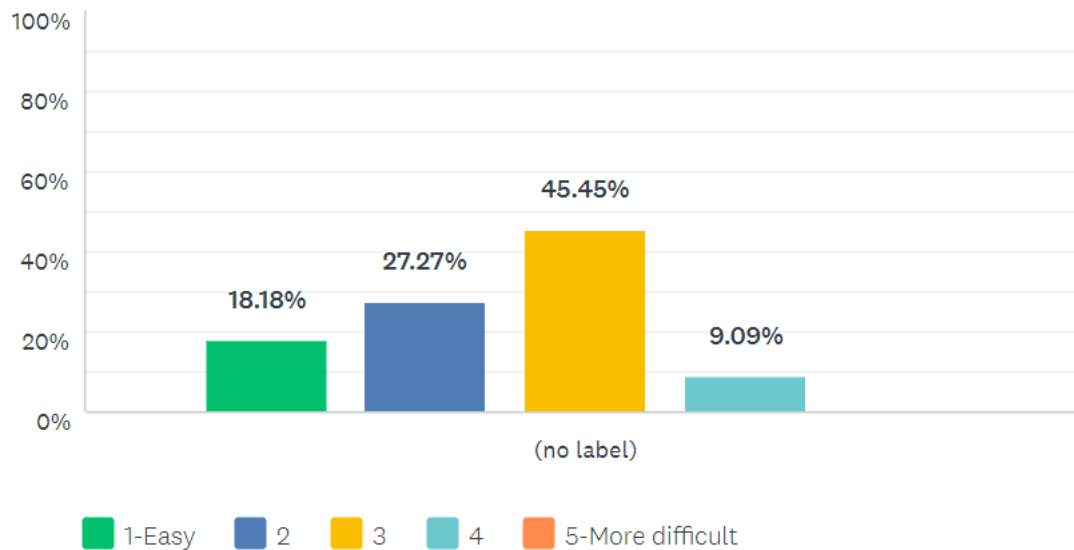
literature points out that this topic can be a great challenge in hiring people of different ethnicities, since we are dealing with people who, of course, already have different techniques of behaving and thinking, especially when it comes to ethnicities, cultures and different styles of living (Lee, 2019).

Based on all the literature research, it was believed that the minimum number of ethnic characteristics that could impact on the integration of these professionals in Irish organisations would be 5 or more. However, after applying the field research and compiling the data, only 3 were verified, these being: failure of communication between the parties, whether due to the lack of fluency/difficulty in the language, or for emotional reasons and requests for days off and sick leave. This result was a great surprise in the conclusion of this work, since it was believed that characteristics such as interaction, low productivity, qualification, among others, since these difficulties were pointed out in another issue within the research.

### **The management role when managing ethnic conflicts and benefits to the company**

In question 5, the respondents were very neutral regarding the difficulty in managing professionals of different ethnicities. Approximately 45% of respondents told us that the administration process for these people is easy and another 45% say that this process is “moderate” with foreign professionals. Not least, 1 of our interviewees warns that it is difficult to work with professionals of different ethnicities. As we have seen in our literature (Lee, 2019), we have yet another challenge to deal with in organizations. It can be argued that when there is a trained and qualified professional, this process does not become easy in itself, however, it can be less time consuming, since, together, they can solve what could be considered “a problem”.

**5. How difficult do you find to manage these professionals? (Classify from 1 to 5, where 1 is easy and 5 is more difficult**



Graph 4: Difficulty in managing professionals of different ethnicities

Question 6, “when you manage them, classify a few types of conflicts according to their occurrence”. This is an open question, where our interviewees had the chance to tell us a little more about the problems they face in this process of supervision and management of personnel, as well as, in maintaining the results of the organization.

In general, the biggest problem mentioned as a routine occurrence within the work environment would be the failure of communication, as we could see before in the question 4, between the parties, whether due to the lack of fluency/difficulty in the language, or for emotional reasons. Another problem identified as recurrent would be requests for days off and sick leave.

Following question 6, question 7, “however, identify minimum 3 advantages that you have experienced while you work with them”, was also open so that our interviewees could mention the added values of these professionals in organizations. One of the most presented points was

"bringing new perspectives to the organization", whether through new customers, different ideas and process views, new ideas for the presentation of new projects, or in the proactivity for carrying out work in the companies. The massive knowledge and experience of living in a different country was also a point raised, as well as, encouraging other cultures to enjoy the organization and the ethical work to which they are always engaged. In this question, we can apply 2 of our bibliographies, as it mentions about the superior results for the organization and creativity between the times. When people are motivated and engaged with their jobs and their colleagues, the work atmosphere are friendlier, which make people feel comfortable and motivated to bring new ideas and innovation to the companies.

In this question, one of the interviewees raised a very interesting point, emphasizing that, regardless of race, culture, colour, religion, age or ethnicity, problems between people will always occur, since people have different beliefs and goals from each other and this can lead to disagreements and conflicts. At this point, a good leader and a good communication process tend to be extremely important, as the situation can be controlled on time in order to avoid taking large and stressful proportions.

"After 20 years of working with different ethnic groups it's hard to pick specific ethnic conflicts and then order them in level of occurrence, I will say in general it was not a problem anywhere I worked. It's just another challenge you have to deal with. Most of the time conflict is not as a result of ethnic background more due to difference of opinion of two people who happen to be from different places. But other issues like, less social interaction with the team due to different ethnic background, deferent meanings interpreted from the same comment resulting in conflict. Different core beliefs causing conflict, racism would also be a factor although I would have to say it was rare in my opinion<sup>1</sup>.

Thus, it can be argued that, according to the questions we utilized as a basis for this study, employees of different ethnic groups do incorporate considerable value to Irish companies, but it is important to point out that, even if this was the object of this study, to discuss only about conflicts

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<sup>1</sup> Respondant 10 – Survey answer 21.10.2020, 5.23AM.

between people of different ethnic groups within an organisation is a minor issue. The magnitude of conflicts within companies goes beyond this diversity. It can occur because of so many other differences, such as cultural, race, sexual orientation among so many others cited in this work as those that occur most in the organizational environment and others that have not been cited because it is a very wide list (34 types of diversity have been found at the workplace). Another detail is that some conflicts may even appear in environments where race similarity is predominant.

### **4.3 Discussion**

As a context of this research, diversity was the macro concept used. Although, this author narrowed this concept to the ethnic diversity, which in accordance with Reiners, 2019a, they are “an ethnic group that is composed of people whose perceived cultural markers are deemed socially significant”. These ethnic groups differ from one to another in terms of language, religion, customs, values, and ancestors.

Subsequent concepts that were explored and complement this research was the concepts of organisational culture, leadership, conflicts and the diversity management. These variables played an important role in diversity management, conflicts and benefits, are results of the management style, values of the companies, its founders and leaders. In addition, the individual opportunities to each worker, the potential of development and satisfaction will influence in their behaviour.

In order to discuss the results of this research, a matrix was developed to combine the variables cited above, and also to have a better view of this research objective.

Capon, (2004) explained that SWOT stands for strengths, weaknesses, opportunities and threats, and an analyses of these give an overview position of a company. Although, this research does not apply to a specific company, it cited internal and external problems as well as threats and opportunities for companies that embrace diversity. In cases of a SWOT analyses, the results would be much more complex and additional data would be required. However, a matrix analyses can present this research problematic efficiently, as per below:

<b>Straightness</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Creativity</li> <li>- Lower turnover</li> <li>-Less internal conflicts</li> <li>- Better results</li> <li>- Reputation</li> </ul>	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Ethnocentrism</li> <li>- Prejudice</li> <li>-Poor training management</li> <li>- Internal resistance</li> </ul>	<ul style="list-style-type: none"> <li>- Professional development</li> <li>- Culture exchange</li> <li>- Personal experience improvement</li> <li>- Job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity to adapt to new environment</li> <li>- Visa</li> <li>- Interpersonal relationship</li> <li>- Difficulty to align diversity practices to unique organisational goals.</li> </ul>

Table 2: SWOT analyses

According to Jones *et al.*, (2000) there is a lot of pressure put on managers in relation to diversity management in general, as there are other aspects that not only relate to the employee's satisfaction to take into account, ethical and legal issues are significantly important in this case as well. In this case specifically, poor training of the management team, internal resistance and communication would be the most relevant weaknesses. Under pressure, to ensure results, threats such interpersonal relationship and the difficulty to align diversity practices to unique organisational goals could harm the management performance and compromise company's results.



In the survey, internal resistance and adaptability were perceived in two answers from the survey open questions as specified below:

“Attitude to sick leave. The lady in question was Eastern European and took almost six times more sick leave than the local workers<sup>2</sup>.”

“Timetable days off<sup>3</sup>.”

“Time off<sup>4</sup>.”

In another perspective, Jones, George and Hill, (2000) warned managers in relation to equality of opportunities, the importance of diverse people receives fair and just treatment, discrimination, bias, stereotypes, among others. These are directly related to the professional development, according to the opportunities cited above.

In the literature review a variety of issues connected to the ethnic diversity were connected to conflicts, such as stereotypes, different perceptions, ethnocentrism, prejudice, power and so on. This definition presented in the literature agrees to -- some of the weaknesses presented above, however the perception of some of the respondents stated that it is not an ethnic problem, but the most of the conflicts cited could be generated by any worker, independent if they are from a different background or not.

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<sup>2</sup> Respondent 7 – Survey answer 16/10/2020, 7.04PM

<sup>3</sup> Respondent 5 – Survey answer 16/10/2020, 5.31PM

<sup>4</sup> Respondent 1 – Survey answer 13/10/2020, 11.10AM

It can be recalled here the quote of one of the interviewees in the research, where the person points out that, in his more than 20 years of experience in the labour market, working with different ethnic groups, he was able to verify that the problems do not always occur because of ethnic clashes – since this can occur between people of the same ethnicity – and so, because of the difference of opinions of these people, as well as the lack of understanding between what is being said by one person and what is being interpreted by the other. In other words, conflicts will always occur in organisations since all people have different thoughts and goals from each other.

After all, the diversity can be managed if enough information is given to the team and also if the companies are supportive. Jones, George and Hill, (2000) argue that in order to manage diversity effectively, companies should increase the diversity awareness by, providing accurate information about diversity, uncovering personal bias and stereotypes, assessing personal beliefs, attitudes and values, and learning about another point of views, overturning inaccurate views and stereotypes about different groups and allowing people to feel free to share their own opinions.

Therefore, possessing the capability to communicate with diverse people and being flexible can assist managers and leaders to develop a better way to communicate, motivate and guide these workers in order to avoid conflicts and instead, aggregate value to the companies.

#### **4.4 Conclusion**

This chapter discussed the data collection, by the survey and it had the objective of raising and explaining the results, as well as responding to the points proposed in the specific objectives of this paper.

In this verification of results, some points that had already been raised in chapter 2 were identified through the bibliographical references; however, some others of great importance were used in the analysis of the collected data, since, the result was as expected, there were some new opinions and some important details to be considered, such as strengths, weaknesses, opportunities and threats.

## **5 Concluding Thoughts on the Contribution of this Research, its Limitations and Suggestions for Further Research**

The aim of this paper was to find information and verify the importance of the employee from different ethnic groups in the Irish labour market, in addition to their demand in that market. Secondly, to identify the 5 most impacting characteristics of these professionals, and finally, how Irish organisations can manage the conflicts created by this interaction of ethnic differences and what values they add in companies. These questions have been included throughout this project and all points have been considered by this author.

### **5.1 Contributions and Limitations of the Research**

Undoubtedly, the labour market in Ireland is extremely attractive, both for natives and foreigners, who for the most part accept the challenge of "embarking on this adventure" with the aim of improving their lives and for the family and also for personal and professional development.

As anywhere in the world, we can encounter various barriers, such as mother tongue, processes, cultural differences, among others, accompanied by many reasons to give up, but when you aim for a goal, it will only be a few steps to "climb".

This study has highlighted the importance of foreign professionals in Irish companies and has proven successfully positive results in relation to the hiring of these people in organizations, as they can add values because of experiences residing in different environments, and can add values such as innovation, creativity, brand strengthening and, consequently, better financial results to these organizations.

However, in terms of limitations and after the completion of all the bibliographic and field research, it can be argued that due to the lack of a broader view of the process, only the opinion of the managers and leaders was taken into consideration. It was believed that only one managerial view was sufficient for data collection and analysis, but at the conclusion of the study there was a lack of information or there is not information available enough to compare the views of both parties. This perception could open more fields for discussion in data analysis. Another particularly important limitation to be considered here is the belief that conflicts in organisations can only occur because of ethnic diversity. In conjunction with this paper, it can be observed that these conflicts can grow beyond the ethnic motive for many other reasons, such as race, gender, sexual orientation, culture, age, among others, but mainly due to communication failures, regardless of diversity, since we are dealing with people and we all have different opinions, goals and backgrounds.

## **5.2 Recommendations for Practice**

As cited by several authors in the course of this research, I believe that the implication of ethnic diversity, as well as any other diversity in organizations, is of extreme importance, since it adds a multitude of benefits to companies: besides the financial benefit, I believe that inclusion and integration among different people implements results not only for organizations, but also for society as a whole. Therefore, I fully recommend this practice of diversification in Irish organizations.

## **5.3 Recommendations for Future Research**

As mentioned in item 5.1 as a limitation, only the opinions of leaders and managers were considered in this paper, which gave us a very restricted view of information. The suggestion here

for future projects would be to make a comparison between sides, employees, and employers, to evaluate their opinions and even for a new perception of ideas.

I can even suggest that a case study be conducted regarding companies of other nationalities, that includes Brazil.

## **5.4 Final Conclusion**

As a final conclusion of this research, it can be said that even if it was discovered that numerous different results from what was initially proposed, it was obtained an important contribution with this research, since in addition to being able to raise what are the points in favour of hiring professionals of different ethnic groups in Irish organisations and all the value added by them in this labour market.

## **5.5 Reflections**

The process of choosing a subject for a final dissertation is never straightforward. Can you imagine that you will have to write about a subject that you have limited knowledge or exploration of, in a country where it is not your origin and in a language that is also different from your mother tongue? Yes, the process becomes even more complicated and even a little "scary". But it is not impossible. Yes, there were many obstacles and numerous problems to find references, difficulty to find vocabulary to transcribe the ideas, but "here we are", finalizing this process and, regardless of the note of conclusion, surely, for me, it is a great victory, especially because I always believe I am not capable of something so great – even more in a different language.

The choice of my theme, conflicts over ethnic diversity, was based on a personal problem I have had in one of the many places I have worked since I decided to "venture" into an exchange to improve my English. I worked in a hotel as a housekeeper and had several differences, mainly because of our ethnic and cultural difference. My leader, who is Egyptian, was extremely methodical and did not accept any new line of reasoning that ran away from what he was used to. We often brought new ideas to the execution of the service, which led to the optimization of the process and he simply did not accept and said that we had to do as he had "taught us". Many times, he would accompany us from room to room just to make sure we were working according to what we had learned and not attempting to use our "new method".

At first, I believe that because of the need to work to keep me here, I was accepting, believing that it was really more productive and that "it should be that way because he said it was better", but as time went on, this was wearing me down, because none of the ideas that my co-workers or I had were valid, everything had to be in "his way". Anyway, a little over a year later trying to make it change someday, I resigned and went looking for a new opportunity in which I could work and present my ideas, that I could "be myself".

Immediately after my departure from the hotel, I enrolled for the Dispute Resolution course, in which I had the opportunity to immerse myself in many subjects to which I was totally unaware, mainly because, in my conception, I was more focused on the legal arena and that was my area of training and work for over 14 years.. This course opened my mind to new horizons and a new perspective of life, since it holds a very broad field of action, which can be applied inside or outside organizations.

The research process and all the preparation for the conclusion of this dissertation was slow and made me think, many times, how small the thoughts of some people can be - even mine, that I was able to see how many mistake I have prejudice about in some subjects - and the difficulty that we impose ourselves by simply believing that "since it is working this way, we will not change". This project is very small compared to how vast the issue of conflicts in organizations is because of diversities, but I am absolutely sure that this was just a (big) first step for many others that I will still have to take from now on.

The project has been dealt with in the Irish labour market, as it is my area of expertise at the moment and where I intend to operate for the next 2 years (or more), but I believe it will be very interesting to be able to apply it to the Brazilian market, which is much wider ethnically and culturally.

When I embarked on this exchange adventure, I could hardly imagine that I would be living here, discovering strength and a will for change that I never imagined I would have. Certainly, those were the most intense three years and seven months of my life. Longing for my family and friends, farewells to important people in my life - very significant losses - , celebrations and commemorations in which I could not participate among so many other things that I had to "lose" in order to "win" the opportunity of a better life in the very near future.

Today, I close this project very secure and content that I have overcome my fears as a person, to be aware that I am capable of much more than I believe on my own, and to be certain that new projects will begin very soon.



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## Appendices

### Appendix A – Survey

ETHNIC CONFLICT: Does managing ethnic conflicts within the Irish work environment add value to companies?

My name is Natalia de Resende Dias and I am a Master's student in Dispute Resolution at Independent College Dublin.

In order to conclude my studies, your opinion is crucial. Therefore, I am inviting you to answer a few questions from my survey, which will be very important to support my analysis.

Your participation is voluntary and confidential.

1. What is your business industry? What is your role in this business?

2. Have you ever had the experience of work with anyone from another ethnic?

- ☐ Yes  
☐ No

3. Have you ever faced an ethnic issue in your work environment with workers of different background?

- ☐ Yes  
☐ No

4. On a scale from 1 (not at all relevant) to 5 (extremely relevant), please, classify the following issues according to their relevance

	1-Not at all relevant	2	3	4	5-Extremely relevant
<b>Rotating of People</b>	<input type="radio"/> Rotating of People 1- Not at all relevant	<input type="radio"/> Rotating of People 2	<input type="radio"/> Rotating of People 3	<input type="radio"/> Rotating of People 4	<input type="radio"/> Rotating of People 5- Extremely relevant
<b>Interaction of People</b>	<input type="radio"/> Interaction of People 1-	<input type="radio"/> Interaction of People 2	<input type="radio"/> Interaction of People 3	<input type="radio"/> Interaction of People 4	<input type="radio"/> Interaction of People 5-

	<b>1-Not at all relevant</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5-Extremely relevant</b>
	Not at all relevant				Extremely relevant
<b>Low Productivity</b>	<input type="radio"/> Low Productivity 1-Not at all relevant	<input type="radio"/> Low Productivity 2	<input type="radio"/> Low Productivity 3	<input type="radio"/> Low Productivity 4	<input type="radio"/> Low Productivity 5-Extremely relevant
<b>Conflict Increase</b>	<input type="radio"/> Conflict Increase 1-Not at all relevant	<input type="radio"/> Conflict Increase 2	<input type="radio"/> Conflict Increase 3	<input type="radio"/> Conflict Increase 4	<input type="radio"/> Conflict Increase 5-Extremely relevant
<b>Professional Qualification</b>	<input type="radio"/> Professional Qualification 1-Not at all relevant	<input type="radio"/> Professional Qualification 2	<input type="radio"/> Professional Qualification 3	<input type="radio"/> Professional Qualification 4	<input type="radio"/> Professional Qualification 5-Extremely relevant
<b>Difficult Communication</b>	<input type="radio"/> Difficult Communication 1-Not at all relevant	<input type="radio"/> Difficult Communication 2	<input type="radio"/> Difficult Communication 3	<input type="radio"/> Difficult Communication 4	<input type="radio"/> Difficult Communication 5-Extremely relevant
<b>Differing Perspectives and Opinions</b>	<input type="radio"/> Differing Perspectives and Opinions 1-Not at all relevant	<input type="radio"/> Differing Perspectives and Opinions 2	<input type="radio"/> Differing Perspectives and Opinions 3	<input type="radio"/> Differing Perspectives and Opinions 4	<input type="radio"/> Differing Perspectives and Opinions 5-Extremely relevant

5. How difficult do you find to manage these professionals? (Classify from 1 to 5, where 1 is easy and 5 is more difficult)

☐ 1-Easy
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5-More difficult

6. When you manage them, classify a few types of conflicts according to their occurrence

7. However, identify minimum 3 advantages that you have experienced while you work with them

## *Appendix C – Answers question 6*

### **Uninformed**

10/21/2020 8:25 AM

After 20 years of working with different ethnic groups it's hard to pick specific ethnic conflicts and then order them in level of occurrence, I will say in general it was not a problem anywhere I worked. It's just another challenge you have to deal with. Most of the time conflict is not as a result of ethnic background more due to difference of opinion of two people who happen to be from different places. But other issues like, Less social interaction with the team due to different ethnic background, different meanings interpreted from the same comment resulting in conflict. Different core beliefs causing conflict, racism would also be a factor although I would have to say it was rare in my opinion

10/21/2020 5:23 AM

My organisation is a leader in equality and diversity so I rarely experience conflicts on this topic

10/20/2020 7:22 PM

### **Misunderstanding**

10/16/2020 7:06 PM

Attitude to sick leave. The lady in question was Eastern European and took almost six times more sick leave than the local workers.

10/16/2020 7:04 PM

### **Different emotions in ways of communicating**

10/16/2020 6:25 PM

### **Time off ,**

10/16/2020 5:31 PM

### **Communications**

10/14/2020 2:53 PM

### **Miscommunication due to language difficulties**

10/13/2020 10:02 PM

### **Timetable days off**

10/13/2020 11:10 AM

*Appendix C – Answers question 7*

Lower cost, commitment, professional

10/21/2020 8:25 AM

A different perspective on things, Different training methods in different countries, you get to meet people with massively different life experiences to yourself

10/21/2020 5:23 AM

Many differing backgrounds create a well rounded (covering all pov's) solution to problems and often the best possible outcome for a project

10/20/2020 7:22 PM

Variety of thought and perspective

10/16/2020 7:06 PM

Good attitude when present, excellent qualifications, bringing in new customers to the business

10/16/2020 7:04 PM

Help to bring different perspectives and ways of looking at problems and also different client insights

10/16/2020 6:25 PM

Bringing new ideas and perspectives into the workplace. Encourages other diverse cultures to join the organisation. A good work ethic

10/16/2020 5:31 PM

Hard working, proactive, organised

10/14/2020 9:55 PM

Very diligent,multi skilled,no demarcation

10/14/2020 2:53 PM

Diversity / learning about different cultures / gaining new perspective on dealing with work duties

10/13/2020 10:02 PM

engaged, interested and interactive

10/13/2020 11:10 AM