The impact of cultural diversity on the management style in an example of Irish Retail Company

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Submitted to the National College of Ireland,
August 2018

Abstract

This work aims to present the phenomenon of managing diversity in the company and learning the key benefits of this topic. Another important aspect of this study was to learn about the impact of the cultural ethnicity of managers working in the small retail chain, where the survey was conducted using a questionnaire. During the research, the quantitative method was used, two types of questionnaires were distributed among employees, and separate for managers. Various studies have been conducted around the world to investigate this topic, but not much has been done in Ireland itself. The researcher wanted to get familiar with the topic and the fact that he was a member of one of the shops, he could thoroughly analyse how diversity is perceived in the workplace and how it can affect the choice of management style. Also, a researcher could analyse the impact of manager cultural ethnicity on management style used in a diverse workforce.

The cultural diversity may be an essential factor when it comes to the issue of management, so the purpose of this paper is to find out the results of the penetration of national cultures in organisational culture. The issue of cultural diversity is an essential area of the management. The literature and research explorations provide examples of many problems and conflicts in the background, which reduces the effectiveness of their work and a disintegrating effect on the other members of culturally diverse teams.

Organisational culture is the key to understanding the essence of management processes, as the concepts and practices of management created within a company cannot be unreflectively copied and successfully applied elsewhere.

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Acknowledgements

Firstly, I would like to thank my supervisor Pauline Kelly for all her support and expert guidance throughout my time completing this dissertation.

Secondly, I would like to thank the all participants who participated in the study by giving up their time.

Lastly, I would like thanks my family for their support throughout my studies, which has allowed me to successfully complete this master's programme.

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1. Introduction

The primary focus of this dissertation is to discover the impact of cultural diversity, mainly the country of origin and cultural background of the manager, on the workplace culture in three convenience stores in Dublin.

This study focuses on an opportunity to examine the management practices found in a small retail chain in Ireland where both managers and employees are from multiple countries. The essence and importance of the cultural factor in recent years are evidenced by numerous concepts and considerations, both on the theoretical level and those resulting from the exploration of many researchers. The cultural factor may turn out to be a significant determinant of a success or a failure of the company. Therefore the purpose of this paper is to present a study of the impact of cultural diversity on a management style, and are the results of the interpenetration of the cultures of the country of origin and the cultures of countries from which workers and managers are. Part of this study will also be a presentation of cultural problems, arising from the organisation itself, and about the problems characteristic in its employees, such as national identity, racism, ethnocentrism, stereotypes.

This paper will describe and identify reasons for diversity management in a retail environment. It will help us to identify the fundamental theories and concepts surrounding cultural diversity in the workplace. The appropriate approach to diversity in the workplace may allow us to use all of the employee's competencies while allowing them to develop their skills, preferences and personality traits. It also helps us to establish whether cultural diversity, based on the management's country of origin, has an impact on the management style of those managers. It is their knowledge of how companies operate in local economic conditions, management style, cultural specifics and approach to people with whom they cooperate, builds relationships which are necessary to carry out the tasks assigned to them successfully. Finally, we will determine how employees, perceiving these management practices while being themselves from culturally diverse backgrounds. Diversity management means noticing differences between people in the organisation and conscious

development of strategies, policies, and programs that create a climate for respecting and using these differences to achieve the organisation's goals. The primary goal is to create a work environment in which every employee felt respected and appreciated, thanks to which he/she can fully use his/her intellectual potential, which contributes to the organisation's success.

The motivation for the study arose initially from everyday observations and experience of the researcher in his place of work, the case study company. A problem was highlighted by many employees, who believed that management's treatment of them in the workplace, was dictated significantly by the country origin of the manager and the diverse culture in the workplace. Another motivation for this study was to find out whether there was a correlation in HR practices including training and development and diverse workforce, performance management and diverse workforce and also acceptance or rejection of cultural differences based on the diversity of the workforce.

Based on the research "The Costs and Benefits of Diversity" (2003) carried out on behalf of the European Commission, we can also identify some of the most significant benefits that companies have with an active cultural diversity:

- strengthening the value of culture within the organisation,
- strengthening the reputation of the company,
- increasing the motivation and efficiency of the staff,
- increasing employees' training and development.

Based on this study, we will try to determine which aspects of culture have a direct impact on the relationships between managers and employees and analyse the problem in small retail chains more deeply. Using a quantitative method, questionnaire, the researcher will ask a set of closed-ended questions. Which will measure through opportunities for training and development, application of the performance management process and individual's perception of management's acceptance or rejection or cultural differences. As mentioned at the beginning, the research objective of this study is to explore the specific. The advantages of using different varieties of diversity can be easily broken down into conceptual framework:

Performance Management is accurately assessed and transparent and constantly applied

Criteria for reward, opportunities for training and development is clearly articulated and transparent

Objectives are clearly articulated and aligned with managers /organisation objectives

Employees feel valued and treated regardless of cultural diversity

Managers culture/ ethnicity

Employees culture/ ethnicity

Figure 1. Framework breakdown

Impact of cultural diversity on workplace culture: a case study of staff awareness of cultural diversity in the small retail chain in Dublin.

The following questions need to be answered if we want to find an answer for the above primary research objective. Following questions are based on objective and literature review.

1. What are the benefits and limitations of the diverse culture of the company?

2. What benefits and limitations resulting from the diverse culture of employees?

3. What are the perceptions of employees regarding diversity in the workforce?

4. What impact has diverse culture on management performance?

2. Literature Review

2.1 Diversity Culture

Companies around the world are increasingly talking about diversity in the workplace. They are beginning to perceive differences among their employees as an opportunity to build a comprehensive team of specialists with different personality traits and competencies. Respecting the differences that exist between people is one of the fundamental values that modern companies should follow. (Kumra, Manfreid, 2012) This approach may not only foster employee integration but can also give companies a real competitive advantage. (Klarsfeld, 2010) According to the report "Diversity Matters" developed by McKinsey (2015), it appears that the creation of different teams, among others regarding age, gender, nationality or character traits, it directly affects the company's financial results. Companies who employ, both women and men, achieve an average of 15% higher revenues, and those are employing people of not only different sex but also different nationalities - up to 35%. Similar conclusions can be drawn from the PwC (2015) study commissioned by the ISS company, published in the report "Diversity adds millions to the ISS bottom line." Teams of different sex, age or nationality generate profits on average by 3.7 percentage points higher than homogeneous groups.

An important area of management in any organisation is the issue of cultural diversity. In the management literature, several types of research provide us with examples of culture in organisations. One of the most important terms in this field is national culture, which was defined by Hofstede (2005) as "collective programming of the minds" of people of a particular nationality. According to the author, people have a specific national character that represents their values, attitudes, and their cultural behaviour. These are the primary factors including the national culture, culture of the regional group, gender culture, generational culture, social class and organisational culture (Hofstede, Hofstede 2005). During the functioning of any organisation, national culture is what determines the organisational culture, which is a set of

values, their beliefs, and principles, which are the underlying patterns of behaviour of members of a given organisation. (Khan, Panarina 2017)

Literature draws attention to the fact that diversity management should be used primarily for building awareness and increasing acceptance of sociographic differences that occur in organisations, both observable like gender, age, race, ethnicity, and unobservable sense of belonging to social groups, approach to life, values, lifestyle. (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012) An important aspect is also the issue of using actual differences in achieving goals and achieving benefits for the organisation. In the context of striving to use diversity in achieving organisational goals, another concept appears in the literature - inclusion. (Prasad, 2001) While the concept of diversity refers to the characteristics that make people differ, and their consequences for perception and how to participate in organisational life, inclusion refers to the extent to which people in the organisation have access to relevant information and resources, are involved in group work and influence decision-making processes (Roberson 2006). According to empirical studies done by Shore et al. (2011), diversity and inclusion have an impact on workplace management. Inclusion at work aims at ensuring full participation in the functioning of the organisation for employees representing diverse groups. In particular, it ensures that each employee, regardless of the type of differences they can participate in, contributes, feeling connected and belonging, without losing individual uniqueness or having to give up their identity or part of themselves. Although the number of conducted researches is insignificant and there is not enough of them to illustrate the impact of inclusions, their literature review shows us how little has been done so far. We can also learn that inclusion is associated with job satisfaction thanks to the research carried out by Acquavita et al. (2009). The results of their research were to put more emphasis on organisational factors in the development of theoretical models of diversity, workplace inclusion, and job satisfaction. Research conducted by Roberson (2006) indicates that diversity is more often related to heterogeneity and the demographic diversity of participants in the organisation, while inclusion is more often understood through the prism of engagement and integration of diversity-related issues in organisational

systems and processes. The research mentioned above also indicates the shift of focus from the subject of diversity towards the problem of including employees in organisational life, but it is explained by a change in terminology, not changes in the substantive perception of phenomena. This shift can be understood in the context of the priorities set by companies within the scope of diversity management. Many businesses still understand diversity management as striving to achieve appropriate indicators, an example is the percentage of women in managerial positions. The percentage of representatives of minority groups in the company structure, the percentage of employed people with disabilities. These issues mainly concern the quantitative representation of minority groups, while the main benefits of diversity management are related to the change in the behaviour of the organisation's participants. (Thomas 2006)

An empirical study by Ravazzani (2016) in the Italian organisations on diversity management showed that there is still a hole in research on this subject in Europe. Her research was aimed at understanding how organisations approach and try to implement procedures in their companies. Although the research was conducted only on the Italian market, the results were clear that even with changing factors like the type of workforce and increasing ethical understanding for the diversity of the company, it is more and more concerned with diversity management.

By understanding the organisational culture, we can understand a specific way of looking at the reality in which we live. The specificity of this view results from sharing the same beliefs and values that were developed by members of the organisation during the joint implementation of tasks. (Cooke, Szumal 1993) This complexity and multidimensionality of the concept of organisational culture provoke many experts on this subject to try to resolve the question posed by S. Robbins (2007): "Does the organisational culture prevail over national culture regarding the impact on employees, or is the opposite?" (Jaghargh, Ghorbanpanah, Nabavi, Saboordavoodian, Farvardin 2012)

Research by N.J. Adler (Adler 1986) states that the behaviour of employees, the national culture affects more than the culture of the organisation. National

culture is the primary determinant of human behaviour in all spheres of social life, including economic life. Nations are not monoliths, but differences in them are much smaller than differences between countries. Factors such as religion, age, occupation or gender differ much less than belonging to a given national culture. (Meyer, 2014) For example, an Irish Catholic is first an Irishman and then a Catholic. It means that in general, he will have more in common with an Irishman of a different religion than with a Polish Catholic.

The difference between national and organisational culture is that the former is part of our mental programming, we acquire it in the first ten years of life in the family, the environment in which we live, in school. We encounter organisational culture at the threshold of adulthood or after it is exceeded, when our values are already established. (Hofstede, Hofstede 2005)

Therefore, organisational culture is the key to understanding the essence of management processes, as the concepts and management practices created in an organisation in each country cannot be duplicative copied and successfully used elsewhere. (French, 2007) It means that in the face of cultural diversity we cannot accept two extreme approaches – ethnocentric, which can manifest itself in the behaviour and attitudes of the person. It means that person attitude towards something or someone, their values and ways of thinking are the best. An expression of ethnocentrism is also the perception of one's own culture and country of origin as superior to others, discrimination of culturally different social groups, recognition of domestic behavioural patterns, behaviour or management as only proper and effective everywhere. (Crang, Tolia-Kelly, 2010) According to D. Matsumoto (2003), ethnocentrism is a tendency to perceive the world through the prism of its cultural filters. Research carried out by Patrick and Kumar (2012) confirms that the most common barriers in cooperation with foreigners are ethnicity, as well as the functioning of stereotypes and prejudices, and discrimination.

Culture is alive because it lives as long as there are people. They create it, change it, modify it. Cultural changes pass not only linearly, one by one, but they clash with each other, adding something, throwing something away from existing elements. (Cox, Blake, 1991) The sources of diversity inherent in a

human being may be: gender, belonging to the social class, ideology to be adhered to, a system of values promoted in the social circle from which a given person originates, but also from a religion he believes. Religion has a significant impact on shaping and strengthening cultural patterns. Often, they find justification in it, for example, American pragmatism has its roots in the doctrine of Puritan Protestantism. (Groschl, 2011)

From cultural problems, identity and its sources are also important. It is the person who decides about the human ability to adapt to different cultural conditions and is the most exposed to cultural influences. (Fitzsimmons, 2013) Identity is consciousness about itself; it is a product of knowledge that "me" or "we" have a unique feature that distinguishes me from you, from us, from them. The human identity is not a structure of unchanging representations of oneself, but it changes under the influence of emotions and knowledge. The central values on which the entire identity structure is based are the most resistant to changes. The external influence of identity is the most influential, constituted by such categories as a society, law, culture, and social groups. (Quintanilla, Ferner 2003)

The change of identity occurs when we lack a known social context. People working abroad often complain about difficulties associated with social life, loneliness and miss their friends and family. When they lose their usual surroundings, they have doubts and their existential problems. (Fitzsimmons, 2013) The sense of cultural differences between people raises the phenomenon of cultural dissonance in which people become aware of the difference between their cultural reactions in each matter. It is a contradiction of cultural content presented in the form of human attitudes and behaviours, ways of thinking, styles of consumption imposed on the individual by different cultures, which he is subject to at the same time. (Fisher-Yoshida, Geller, 2009)

Cultural problems in workplace diversity management can include racism, which is a group prejudice, based on racial affiliation. Two people belonging to the same race can be very similar physically, but distinctly different when it comes to the cultural conditioning of their thinking and behaviour. The fact that

we were born with certain physical or biological traits does not necessarily mean that we will assimilate culture. (Kumra, Manfreid, 2012)

Ethnocentrism means that our attitude towards something or someone, our values and ways of thinking are the best. Ethnocentric believes that different attitudes, values of universally finding in other cultures are not as good as ways of thinking or acting. An expression of ethnocentrism is the perception of one's own culture and country of origin as superior to others, discrimination of culturally different social groups, and recognition of domestic behavioural patterns, behaviour or management as only proper and effective everywhere. It is essential, therefore, whether we are aware of our ethnocentrism. (Browaeys, Price, 2011)

Stereotypes and prejudices are firmly rooted in the consciousness of every human being and change in an evolutionary rather than a revolutionary pace. Stereotypes are generalised beliefs about groups of people, especially their psychological and personality traits. (Roberts, Kim, Cha, 2014) Positive stereotypes can be distinguished (e.g., Germans are hard-working and reliable) and negative stereotypes (e.g., Poles are thieves and drunkards). The radical voice of S. Huntington in his concept of "clash of civilisations" argues that people would rather die in defence of their cultural code, programming in dramatic wars than to modify their stereotypes about "others."

An essential antidote to all kinds of discrimination, stereotyping or racism in managing different cultures is cultural relativism, which means that no culture has an absolute criterion that would entitle it to give superiority or inferiority to products of another culture. (French, 2007) Relativism does not mean a lack of rules either for oneself or one's society. However, it requires refraining from hasty assessments in the case of contact with other groups and societies. Proper assessment of cultural differences is possible only when instead of applying our norms to other individuals, groups, or societies we will examine the exact nature of differences, their sources, and consequences.

Stereotypes and prejudices will be such inhibitory factors. The first ones are beliefs about individual social groups, as a result of which certain predispositions, skills or behaviours are assigned to them - usually

depreciating. These convictions have the character of subjective opinions, which are rarely verified or reflected. This prejudice is, in turn, an attitude that results in an emotional attitude toward particular groups, perceived through the prism of simplified, stereotyping cognitive schemes. (Roberts, Kim, Cha, 2014) Stereotypes and prejudices are a fact, also on the labour market. Correctness is pure - if a given social group is more heavily burdened with negative stereotypes, it encounters greater difficulties related to taking up and maintaining employment. Implementation of diversity management policy requires confronting stereotypes about various employee groups and eliminating those mechanisms that work against them in the workplace. (French 2007)

In dealing with other people, cultural flexibility is essential - awareness of the existence of cultural filters that distort, turn and colour the images we see. Also, it facilitates the understanding that representatives of different cultures have different filters that distort the image of the world in different ways, and each of the cultural groups considers their version of reality as and real as we recognise ours. Cultural flexibility also allows us to deal with emotional reactions, moral judgments, and personality assessments - we must learn to go beyond our reactions, sometimes cynical, and look from the perspective of another person. (Matsumoto 2007)

When it comes to multiculturalism and management problems, most problems are based on existing differences and how they can contribute to streamlining the problem-solving and decision-making process. The principle of equal treatment must be recognised as a primary condition for diversity at the individual level. It can be translated into benefits for the entire organisation. Difficulties in communication, the aeration of conflicts and the ever-smaller ability to integrate the employee can perceive the team as a less and less attractive perception of the organisation as a decent workplace. (Homan, Knippenberg, Van Kleef, De Dreu 2007) The equal treatment of each employee and all members of the group is a fundamental process based on the example of work equivalence. It should be counteracted by such an attitude of attitudes at the level of employees as well as from managers. It is necessary to provide everyone with a sense of self-confidence and recognition

in the organisation. Such tools should be managed in the way of a strategic policy of diversity in the company. It is worth noting at this point that in the first place this means eliminating cases of discrimination from the workplace and fulfilling obligations resulting from the provisions of the Labour Code imposed on employers. (Preeti 2014)

An important aspect will be the use of the potential for the diversification of the labour market and the increasingly important use of the potential of diversity in the organisation. Communication and relationships related to the organisation can be one of the most critical areas when it comes to success in managing a diverse team. (Thomas 2004) It is worth to pay attention to several aspects if we want to manage successively. Persons who are in leadership positions in the company must support the idea of equal treatment and ensure that their attitude, behaviour can be more consistent with company development. Different ways of expressing and the way they communicate with other employees can be an example of the professional development of them. Understanding managers' differences resulting from the diversity and equal treatment of each employee and the possibility of expressing their opinions, results from the understanding of the idea of workplace diversity.

2.2 Managing Diversity

Issues related to diversity management have been of interest to both academic researchers and management practitioners for several decades. Particularly much work on this subject appeared in the United States (Thomas 2004). It was due to demographic changes, mainly changes in the age structure and immigration, social changes, growing role of women and economic changes with the dominant role of the globalisation of markets and growing inequalities in income. However, it was not until the nineties, when transnational corporations accelerated their development, many managers noticed that diversity is a fact and that the culture of the organisation must include the needs of very different employees. (Schneider, Barsoux, 1999) In short, managers are currently struggling with the problem of how to adapt the culture of the organisation to multicultural issues, how to skilfully manage cultural

diversity. The primary issue here is the search for the best strategy for matching cultures in the face of mergers of enterprises and the proper development of a standard value system that can become the backbone of a multinational organisation around which it is permissible to express a difference of opinion. The diversity of expectations on the part of the environment forces the organisation to differentiate tasks and to respond differently to these pressures. (UNESCO 2008) These reactions and tasks become the participation of various employee groups, which necessarily shape separate cultural patterns, adequate to the place, role, and conditions of the implementation of the tasks of a given employee group. In this context, the existence of subcultures in the organisation does not testify to the weakness of the organisation's culture.

Diversity between people affects how people behave, feel, act and how others perceive them. It also affects how people do their work. Taking them into consideration can allow organisations to use all the skills and abilities inherent in a team of employees and thereby achieve optimum results both in quality and quantity of work. (Thomas, 2004) We may perceive that as a primary objective in the management of diversity. In other words, the management of diversity in all activities of the organisation is to consider and optimise the use of diversity in the workplace. According to literature describing the management of diversity, we can define it as all the activities of the organisation that aim to consider and optimises the use of diversity in the workplace (Kumra, Manfreid, 2012). Diversity management means noticing differences between people in the organisation and conscious development of strategies, policies, and programs that create a climate for respecting and using these differences to achieve the organisation's goals. The primary goal of diversity management is to create a working environment in which every employee felt respected and appreciated also can fully realise intellectual potential, which can translate into job satisfaction. This requires a fundamental change in the thinking of many managers and the adoption of an attitude characterised by openness and understanding. Accepting for the occurrence of different identities, diverse, individual needs and expectations of members in a given organisation and perceiving them regarding valuable values that

should be skillfully managed. Skillfully combine them into teams that, while respecting HR practices, will cooperate at every level of the organisation. In practice, this also means the organisation's openness to new employees from outside, conscious acquisition of diverse, often unique knowledge, skills, and experience that can be brought by newly employed people. The concept of diversity management is closely related to taking actions aimed at equality of employees and counteracting discrimination and is also a reflection of the contemporary approach to human capital management. On the one hand, it is developing the awareness of leaders, managers, and employees, on the other, implementing procedures and initiatives in the field of recruitment, structure changes, training and career development programs aimed at increasing diversity among employees.

Diversity management is a versatile managerial process that aims to create a work environment in which everyone benefits. Of course, this entails changes in the culture of the organisation, that is why to manage diversity should be adequately prepared and treated as a process of change in which all the entities important for the organisation must be involved. This process requires time and effort, money, and energy. (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012)

In managing diversity, it is critical to ensure that the organisational system, policy, and practice of the organisation do not bring more significant benefit to one group at the expense of the other. (Romanenko, 2012) The principle of social inclusion is aimed at ensuring full participation in the functioning of the organisation by employees representing diverse groups. An inclusive work environment should reflect the social environment in which the organisation functions or for which it operates. (Quintanilla, Ferner 2003) For example, if it is an organisation operating in an expatriate district, representatives of this group should be included in the team of employees of the organisation. Social inclusion is also the extent to which an employee is accepted and treated by others as a person who belongs to the entire team involved in a given project. In practice, inclusion is precisely the assurance of each employee of the impact on the tasks carried out. (Morley 2018)

Diversity policy implemented in modern companies can significantly improve the effectiveness of communication and positively influence the building of flexible, more open attitudes and encourage sharing of knowledge. (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012) In the conditions mentioned at the beginning of transformations in the labour market, it is essential to building a work atmosphere in which all members of the task teams, not only their leaders, will feel well. The low efficiency of small team members in the rankings or their insufficient involvement may fail in a quite massive undertaking. Care for a pleasant climate of cooperation is expressed not only by paying attention to personal culture and how employees are treated, but also by deepening their willingness to understand their expectations and needs. (Nazarian, Atkinson, Foroudi, 2017) Undoubtedly, the diversity policy can contribute to the comfort of work of persons belonging to minority groups - women employed in occupations in which men, ethnic minorities, people with disabilities, persons with different sexual orientation were traditionally dominated.

The role of the working atmosphere becomes the more significant, the more complex the area is activities of managers in organisations, their ability to directly contact employees and influence the career development of employees. Taking care of the atmosphere in the team and excellent communication becomes one of the critical roles of managers. However, these tasks are difficult to complete if there is no support from the appropriate company personnel policy and such approaches to shaping culture organisation. Therefore, one may risk the statement that diversity policy can be an essential factor stimulating the development of companies operating within the global economy. (Schneider, Barsoux, 1999)

In recent years, there has been increasing evidence proving in favour of employers' implementation of diversity policy programs. (Hunt, Layton, Prince, 2015) In the literature on the subject, we can distinguish several advantages of the diversity policy. We can distinguish here the improvement of productivity among employees with a diverse viewpoint and perception of specific problems at the organisation level, which may lead to better results and the discussed increase in productivity. Increased creativity is also a considerable

advantage for employers, where diversity among employees can help and improve the quality of problem-solving, understanding, and gaining new markets to be competitive in an increasingly demanding market. The next advantage which is continuously repeated is the increase in crew morale and job satisfaction which helps in gaining better results in retaining the staff, and less absenteeism and less employee turnover. (Morley, 2018)

A legitimate question arises when we are presenting this benefit. Why diversity management remains mainly in the sphere of good slogans and theoretical ideas? Why is the use of this management concept in their everyday practice not visible enough? When attempting to answer, first, we should realise that very often right, and valuable theoretical recommendations are not used in practice, because different laws govern the organisational reality. A typical good or a social interest has no meaning. (Dobbin, Kalev, 2016) Such phenomena as a high level of unemployment, multi-subjectivity, getting a job thanks to contacts, and connections, and not due to the knowledge and qualifications they have. We can also notice that in the so-called "family businesses" the opportunity to take up a job or get the same salary is very rarely a reflection of the policy of equal opportunities. Employees cannot establish trade unions there; they do not go out on the streets in protest manifestations of discrimination, reduction of employment, or demanding increases. It is also difficult to see the equality of opportunities in public institutions, which by law are obliged to use open and competitive calls for vacant positions, where it is common practice to set contest criteria for previously selected candidates, to promote managerial positions of people with connections. (Ardeleanu, Josan, 2011)

The counterweight to these questions will be the example of the Dublin Bus company, which can boast a high degree of development and commitment to the well-being of the employee. The Equality Authority mentions Dublin Bus in Ireland as a company of best practices. Its members include employees from over 50 countries. In 2003, the company created a unique action plan for diversity. It concerned the issues of respect and dignity in the workplace, the balance between work and private life, disability and broadly understood diversity. Its application resulted in the creation of effective management policy

within the company. Dublin Bus is a state-owned company that actively promotes equality and diversity, as well as a culturally and ethnically diverse workplace. The intercultural working group takes care of the inside of the company by drivers and ethnically diverse employees. It is also the initiator of many projects to support and promote a culturally diverse workplace. Also created a select panel of equality and diversity in which composition consists of 40 employees trained in this direction whose task is to provide support to managers, trade unions and employees in stressful situations. Due to the high satisfaction of employees from its employer, the company has gained an excellent reputation which increased the increase of applications on the part of people with disabilities and those belonging to ethnic minorities (Keil, 2007).

The fundamental step to take further actions aimed at increasing the benefits of differences between employees will be the analysis of human capital in the aspect of diversity. In this context, we understood the concept of diversity management. In many definitions, it emphasises the possibility to achieve the many benefits translate into an improved competitive advantage through appropriate measures considering the diversity of employees (Armstrong, Flood, Guthrie, Mkamwa, 2010). Their analysis of quantitative data from the manufacturing and service organizations in Ireland confirms that the practice high-performance work system associated with positive business results and finds that the practices diversity and equality management system are positively associated with higher labor productivity and innovation of the workforce and lower voluntary turnover of employees (Armstrong, Flood, Guthrie, Mkamwa, 2010). Achieving these effects through activities in the area of diversity, however, it is not an easy matter. Organizations must meet this process many conditions, and above all, apply a comprehensive approach to the changes. As regards the conditions, they relate to situations in which people from different social groups have equal employment opportunities in a given company and then to participate fully in its development. Organizational effects can play a crucial role. Their analysis can be carried out from two perspectives: short- and long-term. The fundamental problem for organisations in this perspective may be to show the direct links of effects to activities carried out in the area of diversity. The presented approach to the

effects of diversity management is just one of many examples of them found in the literature on the subject. For several decades, scientists have been trying to show the effects of diversity management about the level of an individual, a team or the whole organisation (Jayne, Dipboye 2004), (Jackson, Joshi, Erhardt 2003), (Simons, Rowland 2011), (Nielsen, Nielsen 2013). Empirical studies confirm selected complexes.

Based on research conducted by Jayne and Dipboye (2004), diversity alone does not guarantee immediate benefits for the organisation. However, by achieving a diverse workforce and effective management, it can bring benefits. The study provided valuable information and can help in the Human Resource Management department to gain benefits and help in avoiding diversity problems.

Table 1 shows a summary of the studies used by Simons and Rowland (2011) and shows us a general overview of the methods that have been used and the results of empirical studies based on nine studies conducted in the past thirty years. They had tested a wide range of different definition and understanding of diversity, some focused on functional diversity, some of the social diversity, and some tried to integrate both perspectives. Studies have been studied in many different lights, and the main topics could come to light thanks to the multiple analysis. The main topics that were selected for analysis in this study included the precise definition of diversity and selection of types of diversity and typology (Simons, Rowland 2011).

Table 1: Summary of studies examined by Simons & Rowland (2011)

Author, Year	Study Methodology and Topic	Setting, Population and Sample	Summary of Key Findings
Rynes and Rosen (1995)	Survey method exploring diversity issues within multiple organisations, especially focusing on the success of diversity training programs	Human resources professionals from American firms (n = 785)	The adoption of diversity training was positively statistically correlated with top management support, organisational size, and prioritisation of diversity based objectives and staffing. Thus, these factors were associated with increased likelihood of diversity training adoption
Jehn, Northcraft and Neil (1999)	Multi-method field study intended to identify major impacts of different types of diversity, including social category, value, and information diversity	Workgroups in a household moving goods firm (n = 92 groups, 545 employees	Information and social Category diversity within the workgroup had positive outcomes (including increased efficiency and morale) but value diversity negatively affected intention to remain
Richard and Kirby (1999)	Laboratory study designed to elicit understanding of how justification of diversity programs impacted acceptance and performance of diversity programs	Upper-division undergraduate business students (n = 93)	Use of organisational justice as a justification for diversity programs did improve hiring outcomes (where improvement was defined as a degree of success in hiring diverse candidates, but did not address skill levels of qualifications of candidates) but did not improve actual performance of these programs
Bunderson and Sutcliffe (2002)	Mixed method comparison of different conceptualisations of functional diversity within the literature and their effects on the outcomes	Workgroup sites from a Fortune 100 company (n = 45 teams)	The differentiation of functional diversity between dominant functional diversity and intrapersonal functional diversity had different effects on information sharing and performance. When considering dominant functional diversity, information sharing and performance was improved. However, when considering intrapersonal functional diversity, information sharing and performance was negatively affected.

Zanoni and Janssens (2004)	Interviews with human resource managers in order to determine discourses surrounding diversity in the organisation	Flemish human resource administrators (n = 25)	Contrary to most organisational studies regarding the understandings of diversity, discourses provided by study participants indicate that power is a major component in the definition of diversity used in the organisation by active human resources management professionals and leaders.
Jehn and Bezrukova (2004)	Statistical analysis of compensation levels of workgroups based on diversity factors	Workgroups in a Fortune 500 information processing firm (n = 1,528 teams, with an undisclosed number of individual employees)	Workgroup strategy had a significant moderating effect on compensation for workgroups depending on the type of workgroup strategy (stability, growth, or customer-oriented) used within the team Q's operations.
Gonzales and Denisi (2009)	Statistical analysis at the organisational level to determine demographic diversity effects on firm effectiveness	Units of a national restaurant chain (n = 28)	Diversity climate is found to be key in the building of positive organisational identification
Pitts, Hicklin, Hawes and Melton (2010)	Meta-analysis of existing survey data in order to determine drivers for adoption of diversity management programs in public administration	Public school superintendents in Texas (n = 586)	Diversity management is driven by environmental favorability, institutional isomorphism (social similarity) and environmental uncertainty, but these efforts have different effects
Stergaard, Timmermans, and Kristinsson (2011)	Econometric analysis of the relationship between diversity and innovation using two linked surveys that combined the demographic composition of the firm and results of an innovation study	Danish firms with more than 20 employees (n = 1775)	Study used social diversity characteristics only, including age, gender, ethnicity, and education. Education and gender were positively associated with innovation, age had a negative association, and ethnicity had no effect.

Diversity management generates not only specific benefits for the organisation, but also challenges, or even difficulties related to its implementation. (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012) Many factors may be inhibiting newly introduced solutions in the field of diversity management policy. The organisation should create a decent work environment to appreciate employees individual skills and used to achieve the company's goals requires proper personnel management and development of an organisational culture conducive to diversity. The experience of companies and organisations introducing diversity management shows that there is no universal strategy in this respect. The solutions adopted depend on many factors, both from the specificity of the industry and socio-cultural conditions. At the same time, however, despite the multiplicity of solutions adopted, there is a basic set of necessary actions that determine the success of ventures. (Kumra, Manfreid, 2012)

The decision on the application of the diversity management policy as part of the day-to-day management of the organisation lies within the competence of the senior management. (Schneider, Barsoux, 1999) They are decision-making people who are also responsible for the strategic development of the organisation. In the decision-making process, however, opinions and comments made by middle management are not always taken into account, which is de facto responsible for the implementation of diversity management within the direct management of employees of particular work teams. (Browaeys, Price, 2011) Giving up the obligation to manage diversity on the middle management team as well as care for a high standard of solutions in this area does not always go hand in hand with offering appropriate forms of support by the organisation. (Kumra, Manfreid, 2012) Managers directly involved in diversity management activities should be adequately prepared for their implementation. This support should be reinforcing, convincing to the idea of managing diversity, shaping proactive attitudes in this area and appropriate skills that can be used as part of the current employee management.

Socio-cultural patterns occurring in the country may be affiliated with difficulties from the diversity management. (UNESCO 2009) These patterns

are very much in line with the socio-cultural context within which the organisation functions. Socio-cultural patterns clearly define what behaviours or actions are perceived as a generally applicable norm, and therefore are desirable and expected in society as well as in the workplace. Therefore, the diversity management policy in an organisation should be particularly sensitive to that diversity that goes beyond the existing patterns. (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012)

Like any idea, the concept of diversity management also has its critics. Prasad and Mills (1997) indicate that diversity can have many meanings that may be contradictory: from the proportional representation of different groups to eliminating prejudices or discrimination. Authors can also question the value of programs promoting diversity, accusing their authors that they do not affect actual discrimination. Organizations have many universal norms and values that make up the organisational culture. The homogeneity of this culture and the resulting similarity of rules, such as behaviour or expectations as to the level of work, make it almost impossible for an organisation to consider all the diverse, multicultural preferences. As an example can be given the decision of the French authorities that did not permit to wear Muslim headscarves by students during school hours.

Even if we assume that this criticism is somewhat justified, it is worth paying back a note that the advantages above and benefits of managing diversity is more than possible defects. In the current conditions of the global economy, all organisations face the need to increase their flexibility, efficiency, and competitiveness. This challenge applies to every level of the organisation - from the production process and relations at the production level, to technical solutions and management styles. (Giddens 2006) It is not about managing diversity as another fashion that some people accept, and others do not notice. The point is that diversity management should become a new tool for optimising the organisation management, the more so effective management of employee diversity is of great importance not only in the institutional and economic dimensions but also in the social dimension. (Yang 2005)

3. Research Methodology

3.1 Introduction

This chapter describes and explains the rationale for methodology and techniques used in this study to gather all information's which can help answer the research question and allow accomplish the primary objective of this study. All the research, regardless of the purpose they are supposed to help, owe their effectiveness to the existing compliance with its methodological requirements. The method is a research project consisting of activities of a different nature. Consecutively, the method of conducting the research must reflect the purpose and subject of the study.

As outlined in the introductory chapter, the primary purpose of this research is to find out the impact of cultural diversity, mainly the country of origin and cultural background of the manager, on the workplace culture in three convenience stores in Dublin, with a culturally diverse workforce.

Specifically, it attempts to find out which variables, from the country of origin of the manager, the influence of diverse workforce, or the management style in diverse workforce have the most significant influence in workplace culture whit respect to HR practices such as management performance, training and development, knowledge sharing, discussions, and feedback mechanism. Also, we must include and mention here employee satisfaction levels in the workplace, more generalised practices such as inclusion in decision-making, stereotypes, and prejudices in the workplace, inclusive work environment, and effectiveness of communication in the diverse workplace.

3.2 Research Strategy

In reading the literature and mapping the underlying assumptions, the researcher has decided the best approach for this dissertation was the use one company, with some stores in the Dublin area, each of which had a different manager with different cultural background and diverse workforce in each store.

The choice of case company was an easy decision as the researcher, through employment, has first-hand experience of the case company. Especially in his workplace where the whole process of recruitment and selection and building workplace culture from the beginning of store opening. The case company has three outlets, each of which has a distinct management style and a diverse workforce. All three were open at different times; employees are set only in their workplace, there is no employees transfer between stores. All are independent by management style in their place. This combination of a small retail chain with their own culture and management style gives the researcher a particular choice of case company a good fit for this analysis.

Concerning the choice of quantitative approach in case study research, a researcher might review data from other in this example shops, gather and compare them to finalise the answer for the central question. "When time and resources are limited, a quantitative approach may be more appropriate. This is because quantitative research often involves instruments, such as questionnaires and tests, to measure specific variables. These instruments typically produce useful data in short time periods with a reasonable investment of personnel and materials." (Hancock, Algozzine 2006)

Concerning the research, the researcher was interested in uncovering the relationships that exist between managers and employees concerning their diversity policies, application of human resource practices and programmes to ensure inclusivity. In particular, there was a concern with the role and influence of one's culture as a critical influencer of manager behaviours and the consequences for management practice about employees. The researcher was also interested in understanding how employees perceived these practices. Using the case study approach allowed to develop clear insight into the realities of manager-employee relationships in the case company.

3.3 Research Objectives

Understanding the research problems by the researcher is a fundamental condition for undertaking all scientific exploration that determines the purpose and scope of the research objectives. The overall research objective of this

study is to examine whether the country of origin and cultural background of the manager have an impact on the workplace culture in a culturally diverse workplace. More specifically, the study looks at which variables have the most significant influence on the research topic, within specific categories, with corresponding objectives, as follow:

1. To explore the influence of the country of origin of the manager on management style.

2. To examine the influence of diverse workforce, or the management style in the diverse workforce have the most considerable influence in workplace culture whit respect to HR practices such as management performance, training and development, knowledge sharing, discussions, and feedback mechanism.

3. To analyse implications for management regarding diverse management style.

The purpose of the first objective is to analyse and try to understand if there is any influence on management style in a workplace and workplace culture from manager country of origin, and the relation between these variables in the first objective. The second objective aims to investigate HR practices used in the diverse workplace, critically understand the meaning of using them in the organisation. The third objective refers to implications and limitations of findings in this research, understanding how these practices work in real life and refer to diversity management.

3.4 Research Instruments

As the research undertaken in this study was mostly exploratory, the case study approach of analysis was chosen as the most appropriate method. This research was particularly true given the desire to understand how the issues unfolded at ground level. Furthermore, the use of questionnaires with managers and employees in each of the three stores was an only possible way to uncover the dynamics and relationships both between and across the stores.

The following stages were included in the preparation of the questionnaire: formulating the problem, formulating the questions, setting up the instructions for the respondents, preparing the final version of the questionnaire. The information that is going to be obtained during research determines the main problem to be solved. The manual contains information on who is conducting the research, what the primary purpose of the research is, how to respond to each question, to what extent anonymity was guaranteed. Formulating questions is integrally related to the stage of placing the problem. The questionnaire used closed-ended questions, which give ready answers, thought out in advance by the researcher. The subjects only choose from the suggested answers. The answers are chosen so that they generally exhaust all possible solutions that may arise about the question posed and they facilitate the researcher's work and further analysis. The questions include five types of answers that allow respondents to respond to a given problem. The questionnaire used a 5-level of Likert scale with ready-made responses from "Strongly Agree" - "Agree" - "Neutral" - "Disagree" - "Strongly Disagree." There were also control questions that in advance give only two possible answers. The first was the question about the respondent's ethnicity; the participants had to let the researcher know which ethnic group he came from to power then group and analyse the questionnaires at this angle, the possibilities were 2, "Irish" or "Non-Irish." The second question in the questionnaire was a question allowing to find out about the company's future training in cultural diversity. Possible answers were 2, "yes" or "no."

The research was done in three stores, with the same questionnaire administered to each store. The questionnaire was used to gain insight into the specific policies and practices within each store. By conducting the questionnaire, the main reason for this approach was to get as many responses in the limited time available. The quantitative approach seems to be the best solution in this case because the company's case study can help us find more information about the approach to diversified management. Questionnaire in quantitative approach will give us more information about management style, workplace culture, and understanding the influence how these processes have an impact on individuals in the workplace.

3.5 Ethical Considerations

In the planning and preparation of the research questionnaire, the main activities were focused on formulating objectives and research questions, thoroughly rethinking the strategy and selecting appropriate methods and techniques for data collection suited to it and the research issues. With all diligence, the participants' privacy and willingness to participate in these studies was taken into account. In advance, it was ensured that all participants could receive additional information about the study and can contact the investigator at any time. They will be able to express their informed consent to participate in this survey and will be informed about maintaining complete anonymity while conducting the survey and further data analysis. The data collected during the examination will be confidential and will be collected accordingly by the principles of personal data protection.

3.6 Data analysis and case study data interpretation

For data analysis in this research, the SSPS programme was used to analyse all variables. Also, Word Excel was used to get more vital information is from questionnaires. All questions were inputted into the programme to produce cross-tabular reports and measure questionnaire reliability assessment.

The analysis of data involved reviewing and categorising the findings from each questionnaire into specific components of the research objectives. This phase was completed directly after receiving all the questionnaires from each shop. Having completed analysing the findings across the stores into the same categories, with the creation of additional categories based on differences.

Data analysis in case studies is the most challenging part of this research. Difficulties usually arise from a significant amount of information, which results from the fact that the research problem should be formulated very generally. The analysis of data includes, among others, the creation of detailed descriptions helpful in formulating categories according to which the studied phenomena will be classified. Data is analysed to see if they match specific categories. Descriptions and categories help the researcher deal with many

data, especially in the initial stage of analysis and protect him from drawing premature conclusions. Each case should initially be separately analysed so that we can see the emerging unique patterns and dependencies, which in turn may be the basis for creating a general model of the phenomenon. One way to look for a general picture of the phenomenon involving all cases is to pair them and compare them. Comparing cases reduces the risk of false claims based on inadequate information.

Case study research is complex and diverse. The course of the research process, characteristic of a case study, including combining different stages, perspectives, and research methods and overcoming the accepted patterns of thinking and acting, results in increasing the chances of new ideas and creative solutions emerging, and, as a result, building an innovative theory. The necessity to overcome the accepted patterns of thinking and reconcile the often seemingly contradictory perspectives means that contrary to some views, case studies often lead to the creation of a theory that is more accurate than in other types of research. The theory arising from the case study can also be easily tested, thanks to precisely formulated concepts and hypotheses. It is created in the interactive process of data collection and analysis. Because the creation of the theory is based on the analysis of empirical data, the probability of its validity is significantly increased. In empirical studies, empirical data are used to test hypotheses formulated by a researcher's literature and considerations.

3.7 Participants Sample

The questionnaire took place in three retail shops in Dublin, where was overall 45 employees plus seven management staff, and there are six nationalities within the company. Two different questionnaires were used to conduct this research. One was used for employees where we have had six sections. The individual sections were preceded by a question about the ethnic origin of the participants and were addressed to employees and managers to carry out this analysis.

Sections specified in the questionnaire are:

1.Objective settings and performance management.

2.Manager-employee relationship.

3.Criteria for reward, training, and development.

4.Cultural diversity in the workplace.

5.Manager cultural ethnicity.

6.Employee cultural ethnicity.

The second questionnaire form was used for managers of the company and have had same six sections like in employee's questionnaire, but the questions were aimed at assessing themselves and not like an employee's questionnaire where they assessed managers.

Two weeks before the questionnaire was released to all participants on paper in all three shops, Store Managers were asked to put the information letter on the notice board. That was a brief message that participation in this survey is voluntary. The decision to participate in this study is entirely up to them. They can refuse to take part in the study at any time without affecting their relationship with the researcher of this study. They can refuse to take part in the research or exit the survey at any time without penalty. They are free to decline to answer any question they do not wish to answer for any reason. All participants were informed that they have a maximum of seven days to complete this survey. Once the researcher receives all questionnaires, SPSS statistical programme will be used to analyse all data. After all, data are included in the statistical software; the researcher will be able to analyse through cross-tab reports and percentage tab reports to conclude findings and analysis of the research.

4. Findings and Analysis

4.1 Introduction

This chapter presents the analysis and results of the questionnaire carried out in three stores operating in the same retail chain in Ireland. Each shop is managed by independent Store Manager, who is solely responsible for all aspects of operating their convenience store. Each manager is also responsible for his staff, all policies and procedures, HR nature aspects and creating a unique relationship with employees. Researcher job was to examine, based on this case if there is any influence on the part of the cultural manager of ethnicity on the management style used in each store. Questionnaires were appropriately divided and distributed between employees as well as separate questionnaires were distributed among the management team. Between 45 employees and managers in all three stores overall, there were 32 people altogether who took part in this research, respectively 26 employees and six managers. Data from the above study was analysed by using statistical software SPSS and Word Excel to find answers to many research objectives. All data was inputted into the statistical programme and then analysed using cross-tab to find out relationships between variables. Based on the results of the research questionnaire, we could also find some answers to several questions, the whole purpose of this research work was. In this chapter, results will also be analysed to examine the answers to each of the research questions.

Table 2 depict the results of frequency in ethnicity between employees; we can see some Irish participants and Non-Irish participants. Over 75% were Irish citizens, and Non-Irish were less than 25%.

Table2. Frequency Table in employee's questionnaire

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Irish	20	76.9	76.9	76.9
	Non-Irish	6	23.1	23.1	100.0
	Total	26	100.0	100.0	

Table 3 depicts the value of Cronbach's Alpha value in reliability assessment which measures our employee's questionnaire. The reliability of the scale gives us information on how much the questionnaire was accurate in our study, which gives us the result of the correlation coefficient between questions within the scale. Value of 0.746 it is an acceptable result for this research.

Table 3. Cronbach's Alfa

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.750	24

Table 4 depicts overall situations in results of Irish and Non-Irish participants together, and the percentage of their answers. We can see how staff from three different shops were answering questions using Linkert scale, and how their answers were more likely similar. Having a five-valued variable and a balanced scale is more beneficial. Increases the sensitivity of the scale, is consistent with the logic of the construction of the question addressed to the respondents and the logic of the measurement. However, it does not always improve the conditions of statistical analysis, especially for small sample sizes. The prepared questionnaire was addressed to the employees of three stores in the small retail chain. The characteristics of the target group were defined in advance, and the questionnaire included questions about the diversity of employees in the company and their ideas about ethnicity. At the beginning of the questionnaire, the researcher put a question about the participant's ethnicity to see how each group have answered, and then to see if there are any connections or discrepancies in their answers between them.

Table 4. Overall percentage results of Irish and Non-Irish participants

Q	Total	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree	Total
Q1a	26	69%	31%	0%	0%	0%	100%
Q1b	26	58%	35%	8%	0%	0%	100%
Q2a	26	50%	35%	15%	0%	0%	100%
Q2b	26	65%	31%	4%	0%	0%	100%
Q2c	26	42%	54%	0%	0%	4%	100%
Q3a	26	31%	38%	27%	4%	0%	100%
Q3b	26	27%	27%	31%	4%	12%	100%
Q3c	26	19%	35%	27%	8%	12%	100%
Q3d	26	31%	46%	19%	4%	0%	100%
Q4a	26	50%	38%	12%	0%	0%	100%
Q4b	26	58%	27%	4%	4%	8%	100%
Q4c	26	23%	15%	12%	42%	8%	100%
Q4d	26	65%	31%	4%	0%	0%	100%
Q5a	26	4%	12%	15%	35%	35%	100%
Q5b	26	0%	12%	19%	38%	31%	100%
Q5c	26	4%	8%	12%	35%	42%	100%
Q5d	26	12%	12%	42%	27%	8%	100%
Q6a	26	42%	46%	12%	0%	0%	100%
Q6b	26	4%	42%	27%	15%	12%	100%
Q6c	26	23%	31%	27%	12%	8%	100%
Q6d	26	92%	8%	0%	0%	0%	100%
Q6e	26	27%	27%	35%	8%	4%	100%

4.2 Employees Questionnaire Analysis

Using cross-tab reports from SPSS software, in section 1, Management performance the researcher was able to produce a clear picture of how the participants answer the questions regarding their cultural ethnicity as well as analysing and evaluation of given results. Employees were asked in this section to indicate how they will measure in the level of agreeableness performance of their managers. Respectively in question, 1a and 1b performance were evaluated as positively. We can notice that participants with Irish ethnicity have a positive attitude towards their managers irrelevant to their ethnicity, 15 "Strongly Agree" answers form 20 Irish participants. The same situation happens with Non-Irish participants, where they all answer positively on the below questions. That is a good indicator of how employees are assessing management performance in all three stores, and there is a high indicator of agreeableness. Next, there was a performance management evaluation where the clear majority marked options "strongly agreed" or "agreed" with the question and positively assessed it. None of the Non-Irish participants strongly agree with question 1b where they were asked about are they reasonably assessed with a performance by their manager.

Table 5. Results from question 1a

Q1a. In my job, I am clear about the tasks I need to perform and what my manager expects of me.				
		Strongly Agree	Agree	
ethnicity	Irish	15	5	20
	Non-Irish	3	3	6
Total		18	8	26

Table 6. Results from question 1b.

Q1b. My performance is fairly and accurately assessed.					
		Strongly Agree	Agree	Neutral	
ethnicity	Irish	15	5	0	20
	Non-Irish	0	4	2	6
Total		15	9	2	26

In section 2, Manager-employee relationship the researcher was looking to measure the manager-employee relationship. Employees were asked to evaluate how managers are comfortable with their managers addressing issues, listening to any staff concerns, and creating a right place to work for them. Scores were also positive, and more likely "strongly agree" with their answers, from tables below we can see that Irish, and Non-Irish participants evaluated positively their relationship with their managers, which can give us an impression of good relations between them in the company. With the mixture of ethnicity in management staff, we can notice they all were positively assessed by their employees. That could be a good indicator of right policies and managers good work ethics in the company.

Table 7. Results from question 2a.

Q2a. My manager effectively manages workplace issues that arise.					
		Strongly Agree	Agree	Neutral	
ethnicity	Irish	12	7	1	20
	Non-Irish	1	2	3	6
Total		13	9	4	26

Table 8. Results from question 2b.

Q2b. My manager is committed to making the company a good place for me to work.					
		Strongly Agree	Agree	Neutral	
ethnicity	Irish	15	4	1	20
	Non-Irish	2	4	0	6
Total		17	8	1	26

Table 9. Results from question 2c.

Q2c. My manager ensures that I am comfortable voicing my opinions and concerns.					
		Strongly Agree	Agree	Strongly Disagree	
ethnicity	Irish	10	9	1	20
	Non-Irish	1	5	0	6
Total		11	14	1	26

In questionnaire section 3, the criteria for reward, training and development were measured by employees. Questions related to job-related development, 3a, 3b, and 3c had a mixture of responses, not everyone agrees, and we can see they keep their answers as a "Neutral". In question 3c Non-Irish participants negatively evaluated their career progression in the company, we can see in the findings that four answers out of 6 were negative. Non-Irish participants cannot see the fair and transparent process for their career in the company; it may be the reason of stereotypes dominant in the environment or too little faith in their ability to break through in their career path. The reason may also be too small scale in which these three stores operate and too few jobs positions available to them in this company. Only question 3d had more positive feedback, in which 20 out of 26 answers for question-related to manager support in employees' training and development needs.

Table 10. Results from question 3a.

Q3a. I am satisfied with job-related training and other courses done within the company.						
		Strongly Agree	Agree	Neutral	Disagree	
ethnicity	Irish	8	6	5	1	20
	Non-Irish	0	4	2	0	6
Total		8	10	7	1	26

Table 11. Results from question 3b.

Q3b. I am satisfied with my opportunities for professional growth within the company.						Strongly Disagree	
		Strongly Agree	Agree	Neutral	Disagree		
ethnicity	Irish	7	6	5	0	2	20
	Non-Irish	0	1	3	1	1	6
Total		7	7	8	1	3	26

Table 12. Results from question 3c.

Q3c. I believe there is a fair and transparent process for a career in the company.						Strongly Disagree	
		Strongly Agree	Agree	Neutral	Disagree		
ethnicity	Irish	5	9	5	0	1	20
	Non-Irish	0	0	2	2	2	6
Total		5	9	7	2	3	26

Table 13. Results from question 3d.

Q3d. My manager supports me in my training and development needs.						
		Strongly Agree	Agree	Neutral	Disagree	
Ethnicity	Irish	8	9	3	0	20
	Non-Irish	0	3	2	1	6
Total		8	12	5	1	26

In section 4, cultural diversity in the workplace the researcher tried to determine the degree of familiarity of the company's employees regarding the concept of diversity in the workplace. Questions were to determine the scope and knowledge of various opinions on how cultural diversity affects employees' relations, the workplace environment and the challenges it creates if of course, they are any according to their opinion. More questions in this section were directed towards assessing the company regarding its participation in the management of diversity.

Question 4a, 4b and 4c have a positive feedback, all participants agree that cultural diversity has a positive impact on the company and creates a favorable environment for all of them, also most of them cannot see cultural diversity as a challenge for employees, we can assume that they feel no difference when it comes to diverse workplace. To look closely at question 4c, we can see from the table that with 50% of respondents cannot see diversity as a challenge. Still, almost 40% have a different opinion in this area. More likely Non-Irish employees seen this still like a challenge, with 35% of Irish employees who agree with this statement with their Non-Irish colleagues.

Question 4e were they all could express their opinion on any further educational training on cultural diversity, almost 60% do not need any pieces of training, were Non-Irish were divided half and a half in their answers, and Irish participants were more likely to give "no" answer.

Table 14. Results from question 4a.

Q4a. Cultural diversity in the workplace contributes to a positive environment for employees.					
		Strongly Agree	Agree	Neutral	
Ethnicity	Irish	13	5	2	20
	Non-Irish	0	5	1	6
Total		13	10	3	26

Table 15. Results from question 4b.

Q4b. Ensuring an inclusive culture for all employees has a positive effect on the overall company.							
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	14	4	0	1	1	20
	Non-Irish	1	3	1	0	1	6
Total		15	7	1	1	2	26

Table 16. Results from question 4c.

Q4c. Cultural diversity in the workplace creates challenges for employees.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	5	2	2	10	1	20
	Non-Irish	1	2	1	1	1	6
Total		6	4	3	11	2	26

Table 17. Results from question 4d.

Q4d. My company treats all employees, regardless of cultural ethnicity, with fairness and respect.		Strongly Agree	Agree	Neutral	
ethnicity	Irish	14	5	1	20
	Non-Irish	3	3	0	6
Total		17	8	1	26

Table 18. Results from question 4e.

Q4e. Do you feel the company should provide employees with education and training on cultural diversity?		Yes	No	
Ethnicity	Irish	8	12	20
	Non-Irish	3	3	6
Total		11	15	26

In this section, Manager cultural ethnicity participants were asked about their opinion on managers ethnicity, what effect has on their performance, ability to make effective decisions, and if they ethnicity has any impact on cultural diversity in the workplace. Most employees disagreed with statements that the manager's ethnicity may be related to his or her career or professional development, it was strong 70% of "Disagree" and "Strongly Disagree" answers of all respondents. Again, Non-Irish had a different opinion than Irish employees, 3 out of 6 agreed with the question, one was neutral, and two disagree with the below statement. There was strong agreeableness in question 5b, and 5c were employees also disagreed with the question of

whether cultural ethnicity affected decision-making but was divided equally in opinions about the positive or negative influence of a manager's ethnicity on a diverse workplace.

Table 19. Results from question 5a.

Q5a. The cultural ethnicity of my manager affects his/her effectiveness and performance.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	0	1	3	8	8	20
	Non-Irish	1	2	1	1	1	6
Total		1	3	4	9	9	26

Table 20. Results from question 5b.

Q5b. Managers' opportunities for development and career progression are limited by their cultural ethnicity.		Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	1	3	9	7	20
	Non-Irish	2	2	1	1	6
Total		3	5	10	8	26

Table 21. Results from question 5c.

Q5c. The cultural ethnicity of manager has an effect on his/her ability to make effective decisions.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	1	0	2	7	10	20
	Non-Irish	0	2	1	2	1	6
Total		1	2	3	9	11	26

Table 22. Results from question 5d.

Q5d. The cultural ethnicity of my manager directly supports or inhibits cultural diversity in the workplace.							
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	3	2	8	6	1	20
	Non-Irish	0	1	3	1	1	6
Total		3	3	11	7	2	26

The last section, number 6 of the questionnaire was addressed with an emphasis on the opinion about the cultural ethnicity of the employees. The critical question was questioning 6a and 6d where we can learn that a significant number of participants in the questionnaire positively assess work at this level with different ethnic cultures. With three neutral answers in question 6a, 88% of participants agree on the statement. Nobody answers unreasonably in this question, and it can be concluded that there are no prejudices regarding the cultural ethnicity of other employees. In question 6b, 46% agree with challenges in communication and collaboration in the workplace, follow with 27% neutral and 27% who disagree with the statement. In question 6c there was a mixture of answers when it comes to the express opinion on benefits in the workplace when it comes to cultural ethnicity, the answers were strongly emphasised on the positive aspect of this question. Question 6e is also interesting for analysis and interpretation because the majority of participants from the Irish ethnicity decided that the company could do something more when it comes to integration with other cultures, where Non-Irish were more neutral with their answers and were not as favourable as their Irish friends. Would their prejudices and stereotypes could influence and convince them to give such an opinion about integration?

Table 23. Results from question 6a.

Q6a. I believe it is favourable to work with people from different cultural ethnicities.					
		Strongly Agree	Agree	Neutral	
Ethnicity	Irish	10	8	2	20
	Non-Irish	1	4	1	6
Total		11	12	3	26

Table 24. Results from question 6b.

Q6b. Employees from different cultural ethnicities experience challenges in communicating and collaborating in the workplace.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	1	7	6	4	2	20
	Non-Irish	0	4	1	0	1	6
Total		1	11	7	4	3	26

Table 25. Results from question 6c.

Q6c. Being from different cultural ethnicities creates benefits in the workplace.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	5	6	5	2	2	20
	Non-Irish	1	2	2	1	0	6
Total		6	8	7	3	2	26

Table 26. Results from question 6d.

Q6d. All employees, regardless of cultural ethnicity, should be treated equally.		Strongly Agree	Agree	
Ethnicity	Irish	19	1	20
	Non-Irish	5	1	6
Total		24	2	26

Table 27. Results from question 6e.

Q6e. Do you feel the company should help with integration between different cultural ethnicities?		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	6	6	6	1	1	20
	Non-Irish	1	1	3	1	0	6
Total		7	7	9	2	1	26

4.3 Managers Questionnaire Analysis.

Table 28 depicts the results of frequency in ethnicity between managers, and we can see some Irish participants and Non-Irish participants. There are 50% Irish citizens, and 50 % of Non-Irish taking part in the questionnaire.

Table 28. Frequency Table in manager's questionnaire

		Frequency	Percent	Valid Percent	Cumulative Percent
Ethnicity					
Valid	Irish	3	50.0	50.0	50.0
	Non-Irish	3	50.0	50.0	100.0
	Total	6	100.0	100.0	

Table 29 depicts the value of Cronbach's Alpha value in reliability assessment which measures our manager's questionnaire. The reliability of the scale gives us information on how much the questionnaire was accurate in our study, which gives us the result of the correlation coefficient between questions within the scale. Table 5 is stated a Cronbach reliability value of 0.653. To increase overall scale reliability, exclusion of Q6e (**Table 30**) results in a much improved overall reliability score of 0.737 (**Table 31**).

Table 29. Cronbach's Alfa

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Reliability Statistics		
.653	.746	24

Table 30. Deleted item.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Ethnicity	53.0000	68.800	.000	.	.657
Q1a	53.0000	62.400	.740	.	.618
Q1b	52.3333	52.667	.760	.	.568
Q2a	53.0000	68.400	.044	.	.655
Q2b	53.1667	60.967	.976	.	.607
Q2c	52.3333	57.867	.931	.	.589
Q3a	51.3333	51.467	.732	.	.565
Q3b	51.5000	51.500	.769	.	.562
Q3c	51.8333	66.567	.140	.	.650
Q3d	52.3333	52.667	.888	.	.560
Q4a	52.5000	77.900	-.410	.	.731
Q4b	53.1667	68.567	.031	.	.656
Q4c	51.6667	60.667	.388	.	.624
Q4d	53.1667	60.967	.976	.	.607
Q4e	52.6667	73.467	-.648	.	.680
Q5a	51.6667	64.667	.072	.	.669
Q5b	50.3333	69.067	-.078	.	.681
Q5c	50.6667	71.067	-.169	.	.686
Q5d	51.1667	63.367	.221	.	.643
Q6a	53.1667	66.967	.221	.	.646
Q6b	53.0000	68.400	.044	.	.655
Q6c	51.6667	63.067	.251	.	.640
Q6d	53.3333	65.067	.587	.	.633
Q6e	51.5000	79.500	-.463	.	.737

Item-Total Statistics

Table 31. Cronbach's Alpha

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha		
.737	.779	23

Reliability Statistics

Table 32 depicts overall situations in results of Irish and Non-Irish participants together, and the percentage of their answers. We can see how managers from three different shops were answering questions using Linkert scale, and how their answers were not always similar. Having a five-valued variable and a balanced scale is more beneficial. Increases the sensitivity of the scale, is consistent with the logic of the construction of the question addressed to the respondents and the logic of the measurement. However, it does not always improve the conditions of statistical analysis, especially for small sample sizes.

The prepared questionnaire was addressed to the managers of three stores in the small retail chain. The characteristics of the target group were defined in advance, and the questionnaire included questions about the workplace diversity and their thoughts about ethnicity. At the beginning of the questionnaire, the researcher placed a question about the participant's ethnicity to see how they have answered, and then to see if there are any connections or discrepancies in their answers between them.

Table 32. Managers Questionnaire results

	Total	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	TOTAL
Q1a	6	50%	50%	0%	0%	0%	100%
Q1b	6	50%	0%	33%	17%	0%	100%
Q2a	6	50%	50%	0%	0%	0%	100%
Q2b	6	67%	33%	0%	0%	0%	100%
Q2c	6	17%	50%	33%	0%	0%	100%
Q3a	6	17%	17%	17%	33%	17%	100%
Q3b	6	17%	17%	33%	17%	17%	100%
Q3c	6	0%	50%	33%	17%	0%	100%
Q3d	6	33%	33%	17%	17%	0%	100%
Q4a	6	50%	33%	0%	0%	17%	100%
Q4b	6	67%	33%	0%	0%	0%	100%
Q4c	6	17%	17%	33%	33%	0%	100%
Q4d	6	67%	33%	0%	0%	0%	100%
Q5a	6	33%	0%	33%	17%	17%	100%
Q5b	6	0%	17%	17%	0%	67%	100%
Q5c	6	0%	17%	17%	33%	33%	100%
Q5d	6	0%	33%	17%	33%	17%	100%
Q6a	6	67%	33%	0%	0%	0%	100%
Q6b	6	50%	50%	0%	0%	0%	100%
Q6c	6	0%	50%	33%	0%	17%	100%
Q6d	6	83%	17%	0%	0%	0%	100%
Q6e	6	17%	33%	0%	33%	17%	100%

In this section, Management performance, managers were asked to evaluate what do they think about their performance regarding employees. Everyone agreed that his or her employees understand the instructions they have issued, question 1a, but in the second question 1b, when it comes to an equal assessment of his or her performance, he or she do not agree in the same matter. With three solid, definite answers, two managers kept answer neutral, and one manager disagrees with the statement. We can ask ourselves why they have such a prejudiced assessment of their employees and what exactly affects this.

Table 33. Results from question 1a.

Q1a.In my role as a manager, my employees are clear about the tasks they need to perform and what is expected of them.				
		Strongly Agree	Agree	
Ethnicity	Irish	1	2	3
	Non-Irish	2	1	3
Total		3	3	6

Table 34. Results from question 1b.

Q1b. Performance is fairly and accurately assessed for all of my employees equally.					
		Strongly Agree	Neutral	Disagree	
Ethnicity	Irish	1	2	0	3
	Non-Irish	2	0	1	3
Total		3	2	1	6

In section 2, Manager-employee relationship, the researcher was looking to measure the manager-employee relationship. Managers were asked to evaluate how they are comfortable with their skills of addressing issues, listening to any staff concerns, and creating a right place to work for them. Scores were also positive, and more likely agree with their answers, from tables below we can see that Irish, and Non-Irish participants evaluated

positively their relationship with their employees, which can give us an impression of good relations between them in the company.

Question 2a and 2b have all definite answers across Irish and Non-Irish managers, it looks like they feel positive and evaluating their management style in the workplace. In question 2c we can notice less confidence in how they agree with employees' position of comfortable voicing opinions to them.

Table 35. Results from question 2a.

Q2a. I can effectively manage issues that arise.				
		Strongly Agree	Agree	
Ethnicity	Irish	1	2	3
	Non-Irish	2	1	3
Total		3	3	6

Table 36. Results from question 2b.

Q2b. I am committed to making the company a good place for my employees to work.				
		Strongly Agree	Agree	
Ethnicity	Irish	2	1	3
	Non-Irish	2	1	3
Total		4	2	6

Table 37. Results from question 2c.

Q2c. My employees are comfortable voicing opinions and concerns.					
		Strongly Agree	Agree	Neutral	
Ethnicity	Irish	1	1	1	3
	Non-Irish	0	2	1	3
Total		1	3	2	6

In questionnaire section 3, criteria for reward, training and development were measured by managers. Questions 3a linked to job-related development, where answers were more negative in managers point of view, 2 Irish and 1 Non-Irish manager disagree with satisfaction for training for employees within the company. Q3b, opportunities for employees for professional growth had half, and half responses and the last two questions had more positive feedback with managers believing in clear career progression and also positive

feedback in company's support for employees regarding training and development needs.

Table 38. Results from question 3a.

Q3a. I am satisfied with job-related training and other courses for employees within the company.						
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	1	0	0	2	0	3
	Non-Irish	0	1	1	0	1	3
Total		1	1	1	2	1	6

Table 39. Results from question 3b.

Q3b. Opportunities for employee professional growth within the company.						
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
ethnicity	Irish	0	1	1	1	0	3
	Non-Irish	1	0	1	0	1	3
Total		1	1	2	1	1	6

Table 40. Results from question 3c.

Q3c. I believe there is a fair and transparent process for career progression in the company.				
		Agree	Neutral	Disagree	
ethnicity	Irish	2	1	0	3
	Non-Irish	1	1	1	3
Total		3	2	1	6

Table 41. Results from question 3d.

Q3d. The company support the training and development needs of employees.				
	Strongly Agree	Agree	Neutral	Disagree	
ethnicity	Irish	1	1	1	0	3
	Non-Irish	1	1	0	1	3
Total		2	2	1	1	6

In section 4, Cultural diversity in the workplace the researcher tried to determine the degree of familiarity of the company's managers about the concept of diversity in the workplace. Questions were to determine the scope and knowledge of various opinions on how cultural diversity affects employees' relations, the workplace environment and the challenges it creates if of course, they are any according to their opinion. More questions in this section were directed towards assessing the company regarding its participation in the management of diversity.

All question has positive feedback, all managers have agreed that cultural diversity has a positive impact on the company and creates a favourable environment for all of them. Also, most of them cannot see cultural diversity as a challenge for them, so we can assume that they feel no difference when it comes to the diverse workplace. In question 4a, one Non-Irish manager strongly disagrees with cultural diversity as a contribution to the favourable environment, and in question 4c, two managers agree with cultural diversity in the workplace as a challenge for them, two were neutral in their opinion, and two again disagree with the statement. There is no clear answer to that question, and we cannot say anything on that matter. Managers were also asked to do they feel that the company should provide any extra pieces of training in cultural diversity, 5 out of 6 were negative in their answers, they do not feel any need for extra training.

Table 42. Results from question 4a.

Q4a Cultural diversity in the workplace contributes to a positive environment for the company.					
		Strongly Agree	Agree	Strongly Disagree	
ethnicity	Irish	1	2	0	3
	Non-Irish	2	0	1	3
Total		3	2	1	6

Table 43. Results from question 4b.

Q4b. Ensuring an inclusive culture for all employees has a positive effect on overall company performance.		Strongly Agree	Agree	
Ethnicity	Irish	1	2	3
	Non-Irish	3	0	3
Total		4	2	6

Table 44. Results from question 4c.

Q4c. Cultural diversity in the workplace creates challenges for me.		Strongly Agree	Agree	Neutral	Disagree	
Ethnicity	Irish	0	1	0	2	3
	Non-Irish	1	0	2	0	3
Total		1	1	2	2	6

Table 45. Results from question 4d.

Q4d. My company treats all employees, regardless of cultural ethnicity, with fairness and respect.		Strongly Agree	Agree	
Ethnicity	Irish	2	1	3
	Non-Irish	2	1	3
Total		4	2	6

Table 46. Results from question 4e.

Q4e. Do you feel the company should provide employees with education and training on cultural diversity?		Yes	No	
Ethnicity	Irish	0	3	3
	Non-Irish	1	2	3
Total		1	5	6

In this section, Manager cultural ethnicity, managers were asked about their opinion on their ethnicity, what effect has on their performance, ability to make effective decisions, and if they ethnicity has any impact on cultural diversity in

the workplace. Managers with Non-Irish ethnicity disagreed with statements that their ethnicity may be related to his or her career path or professional development. Irish managers where more likely keep answer neutral which could mean that they have no opinion on this topic. They all also disagreed with the question 5c of whether cultural ethnicity affects decision-making, four answers disagree with the statement. Question 5d on the side of the positive or negative influence of a manager's ethnicity on a diverse workplace, answers were distributed across all scale with more emphasis on the negative part of the answers.

Table 47. Results from question 5a.

Q5a. As a manager, my cultural ethnicity influences my effectiveness and performance.						
		Strongly Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	1	2	0	0	3
	Non-Irish	1	0	1	1	3
Total		2	2	1	1	6

Table 48. Results from question 5b.

Q5b. Managers' opportunities for development and career progression are limited by their cultural ethnicity in this company.					
		Agree	Neutral	Strongly Disagree	
Ethnicity	Irish	1	0	2	3
	Non-Irish	0	1	2	3
Total		1	1	4	6

Table 49. Results from question 5c.

Q5c. The cultural ethnicity of managers influences his/her ability to make effective decisions.						
		Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	1	0	1	1	3
	Non-Irish	0	1	1	1	3
Total		1	1	2	2	6

Table 50. Results from question 5d.

Q5d My cultural ethnicity directly supports or inhibits cultural diversity in the workplace.						
		Agree	Neutral	Disagree	Strongly Disagree	
Ethnicity	Irish	0	1	2	0	3
	Non-Irish	2	0	0	1	3
Total		2	1	2	1	6

The last section, number 6 of the questionnaire Employee cultural ethnicity was addressed with an emphasis on the opinion about the cultural ethnicity of the employees. The critical question was questioning 6a, where we can learn that all manage answer positively in the questionnaire and evaluate positively work at this level with different ethnic cultures. Nobody answers unreasonably about this statement; it can be concluded that there are no prejudices regarding the cultural ethnicity of other employees. In the rest of the questions, managers agree with all statements, that cultural ethnicity creates benefits, and all employees should be treated equally. In the last question in this section Irish managers disagree with the statement that the company should help with integration between cultures and Non-Irish managers agree. A different point of view depends on your ethnic culture, and they see this issue differently.

Table 51. Results from question 6a.

Q6a. I believe it is favourable to work with people from different cultural ethnicities.				
		Strongly Agree	Agree	
Ethnicity	Irish	2	1	3
	Non-Irish	2	1	3
Total		4	2	6

Table 52. Results from question 6b.

Q6b. Employees from different cultural ethnicities experience challenges in communicating and collaborating in the workplace.		Strongly Agree	Agree	
Ethnicity	Irish	1	2	3
	Non-Irish	2	1	3
Total		3	3	6

Table 53. Results from question 6c.

Q6c. Being from different cultural ethnicities creates benefits in the workplace.		Agree	Neutral	Strongly Disagree	
Ethnicity	Irish	2	1	0	3
	Non-Irish	1	1	1	3
Total		3	2	1	6

Table 54. Results from question 6d.

Q6d. All employees, regardless of cultural ethnicity, should be treated fairly and equally.		Strongly Agree	Agree	
Ethnicity	Irish	2	1	3
	Non-Irish	3	0	3
Total		5	1	6

Table 55. Results from question 6e.

Q6e Do you feel the company should help with integration between different cultural ethnicities?		Strongly Agree	Agree	Disagree	Strongly Disagree	
Ethnicity	Irish	0	1	2	0	3
	Non-Irish	1	1	0	1	3
Total		1	2	2	1	6

5. Discussion

In this chapter, the primary focus will be on findings, if there are any, between research done now and previous researches. The questionnaire which was used for this study was decided not only because of the research objectives but mainly due to the research possibilities and the ease of conducting it in selected places. By determining the case study, which allowed highlighting and better recognise phenomena or processes being the subject of the study. Non-random selection of people for the study and voluntary participation in it allowed embracing members of the surveyed population with an excellent potential to provide reliable information. Thus, the research was idiographic, which means that the applications concern only the population studied. In anonymous research, 32 employees of the company from Dublin participated voluntarily, 75% of whom were Irish and 25% non-Irish, of which about 20% were managers, and about 80% were employees. Descriptive statistics were used to develop the results of this research. Two types of the questionnaire were given and divided between managers and employees, the questions were, however, equally targeted and had the intention of getting to know the opinion about the same problems, but from the perspective of the manager or the employee. Analysing employees and managers questionnaires, the researcher wanted to see the way of thinking and the point of view of those who are responsible for creating the atmosphere at work and managing this diverse workforce.

The first objective was to explore if there is any influence of the country of origin of the manager on his or her management style. First of all, all employees agree on the question about manager performance (69% strongly agree, 31% agree), irrespectively of their ethnic background and managers cultural ethnicity. Managers shared the same opinion with employees, and they also agree positively on their performance. The results of the research have led to the assumption that the level of diversity management in the surveyed company is high, and 60% of the surveyed employees do not see such a need for the employer to conduct training on cultural diversity. Questions from section 5 on the cultural ethnicity of the manager, 70%, 69% and 77% of employees, respectively, disagree with the theory that ethnicity

has any impact on the development and effectiveness of their managers' work. The interesting thing in the responses was from a staff of Irish ethnicity who does not agree with this statement, and the Non-Irish staff, however, were more agreeable with the fact that it has an impact on how they managed. This is an example like in Fisher-Yoshida, Geller (2009) that cultural differences matter. It is a cultural paradox in the form of human attitudes and behaviours, their ways of thinking, styles from different cultures. A different perspective on the problem from the perspective of ethnicity and the possibility of seeing things differently. In the present case, the situation can be interpreted in such a way that in the researched company there are not enough primary differences between the organisation managers, such as national and ethnic origin, cultural differences. Maybe it will not be limited in equal opportunities of such people, their sense of value, belonging and positively influence the use of their potential.

These studies also confirmed the similarity to the hypothesis put forward by Homan, Knippenberg, Van Kleef, De Dreu (2007) that the principle of equal treatment must be recognised as a primary condition for diversity at the individual level. It can be translated into benefits for the entire organisation. The results of this survey also showed a similarity as to the high degree of positive relations between employees and managers. The vast majority within 90% respond positively to the question of relationship and, as in the above work, it is the basis for noticing benefits when it comes to insecurity in the workplace.

Next question where the researcher was trying to find the answer was to examine the influence of diverse workforce, or the management style in the diverse workforce have the most significant influence in workplace culture whit respect to HR practices such as management performance, training and development, knowledge sharing, discussions, and feedback mechanism. In the literature of diversity management, (Kumra, Manfreid, 2012), (Danowitz, Hanappi-Egger, Mensi-Klarbach, 2012), (Romanenko, 2012) the most significant emphasis is on policies and procedures which can create an ideal environment for all employees (Romanenko, 2012). This thought was mentioned fewer times as a primary benefit for any organisation where they

must deal with a diverse workforce (Klarsfeld, 2010). The concept of diversity management is difficult to understand and synthesis, due to the broadness of the concept, which defines both the issue of equal opportunities in the workplace and the appreciation of diversity. It can also be suggested that this is undoubtedly one of the most popular business areas in which it is recommended to use the potential of employees representing various cultures, environment, gender. (McKinsey 2015), (PwC 2015). It can be assumed that a workforce consisting of people with different scales of diversity can lead to the organisation to a higher level of functioning. However, it should be emphasised that a diverse work environment is, on the one hand, a treasury of various knowledge and competencies, but on the other hand, we can find various personalities and various value systems, and thus different views, attitudes and ways of behaviour. At the same time, it can be noticed that the actual use of a broad talent base positively influences the achievement of the company's goals, however, it entails the risk of short process of managing diversified staff, which, due to existing differences, can be overcome by various conflicts and misunderstandings. From the above study, we can note based on the results of the survey that the participants have good relations with their managers. They assessed their relationship as a good, responding positively to the questions asked and agreeing with the statements in the survey on the duties fulfilled by the manager about them. They also spoke positively about the diverse workplace (88% employees overall), that cultural diversity is not a barrier for them (50% employees overall), that it does not create a challenge for them. At the same time, they agree almost unanimously that cultural diversity has a positive impact on the company's performance (85% employees overall). Thus, we can see the importance of the quality of personal relationships in the organisation in the face of diversity workforce. Building stable bonds is always a significant issue from the proper functioning of employee teams, whose cooperation is based on trust and tolerance. Therefore, it is reasonable to consider the correlation between diversity and interpersonal relationships in the workplace.

The third objective refers to implications and limitations of findings in this research, understanding how these practices work in real life and refer to

different management. The primary factor of every organisational activity is a sequence of a specific social interaction, which is a basis of professional relations. The bond between co-workers, or those considered in the line of the manager-employee, characterise interpersonal relationships in each company, defining its social order. Depending on organisational, as well as other categories of interpersonal relationships, grow based on lasting social ties, defining the sense of belonging to a group, tend to preserve the most critical group of conformities, as well as the awareness of common interests. The result of this statement can be a matter of building strong interpersonal relationships as one of the primary company objectives. As we can see from our case study research, where the results in the section of manager-employee relationship and manager performance were positive. Employees were confident in their opinions when it comes to evaluation of their managers. That is way among the factors responsible for the strength and quality of relationships with co-workers, we can first mention as mutual understanding, promoting open dialogue, showing empathy and kindness. In Danowitz, Hanappi-Egger, Mensi-Klarbach, (2012) was mentioned that proper diversity policies were as an important factor which can significantly increase employee's effectiveness of communication and positively influence the building of flexible, more open attitudes and encourage sharing of knowledge. Research conducted by Jayne and Dipboye (2004), and the findings from our questionnaire can show us similarity in approach to diversity in the workforce, and precisely through achieving positive results in the effective management of diverse workforce, can bring benefits for the company.

We must also point out the dangers arising from diversity, especially those directly affecting the quality of interpersonal relations. As mentioned in the literature, diversity fosters the creative exchange of ideas, which, however, carries the risk of conflicts and misunderstandings. It was evident that mutual understanding between people representing different systems of values, views, and thus different ways of behaving is a problematic matter. Differences in the perception of certain phenomena, other understanding of specific experiences, or even existing stereotypes can become the source of significant social conflicts in the organisation. This implies difficulties in

creating an atmosphere of trust and building bonds that are a pillar of social capital. Due to the existing differences between people and problems in effective communication, working in diverse teams can significantly lose on efficiency. People from different cultures use a separate style of verbal and non-verbal communication and have a completely different approach to their work. Noticeable is also personality differences, manifested in the individual level of expression and communication openness. The understanding of language specificity of young and inexperienced employees as well as older ones with abundant knowledge and long-term professional experience and even a thorough understanding of the male and female communication style is becoming a considerable challenge for the workplace. Communication should be a link between people, an essential element in building interpersonal relations, facilitating their cooperation, based on solid foundations of respect and mutual tolerance.

Meanwhile, in a diverse environment, the clash of different preferences as to how to communicate can lead to disputes and tensions. Also, the result is reduced morale and group disintegration, decreased engagement, and even exclusion from teamwork and subjective perception of the group as less attractive for individual units. This implies, of course, the possibility of loosening the social bond between employees, as well as the fall of their organisational identity. It is also worth noting that building relationships in the face of the diversity of employed people regarding ethnic origin, at the same time requires action to eliminate all forms of discrimination. Functioning stereotypes, prejudices, significant disproportions in employment conditions may lead not only to the actual deepening of already existing differences between colleagues but above all leave a deep flaw on existing interpersonal relations.

5.1 Limitations

When discussing the limitations of this study, it is necessary to note the first small scale when it comes to the number of participants in the questionnaire. Altogether, there were 32 participants, which is a small measure for the

quantitative research. The research was conducted only by three small shops where the average number of employees in one store is 15, which does not give us a full picture of the cultural diversity in the workplace. It is also necessary to pay attention to the fact that the above statements are the result of only theoretical considerations, in which only practical solutions can be indicated when it comes to diversity management. It is also difficult to precisely determine the actual implications of diversity management in our case study due to the small number of participants and the small scale in which they are located. However, it shows the essence of this issue and maybe a recommendation for further empirical actions.

6. Conclusion

The proper management style of the company and implementation of its strategy requires appropriate selection of resources, including human resources. This is important in numerous companies from various industries, as well as from the retail trade where this study was carried out based on three stores from the small retail chain. The research was carried out in order to find the answer to several objectives, and the subsequent analysis of the results had to help in answering the series of questions asked by the researcher. When planning to research employees in stores operating in the chain, the researcher found that it would be necessary to familiarise with the opinion of the management staff. Therefore, two types of questionnaires for employees and managers were carried out. The results represent only a portion of the opinion of employees and management staff about cultural ethnicity and diversity management in the company. However, the results are just as significant because of the information they represent in the questionnaires completed by the participants.

One of the aims of this research was to find an answer to the question about the influence of the country of origin of the manager on management style. The concept of managing cultural diversity in a company is connected, therefore, with a desire to achieve harmony by the company through the appropriate impact on the people employed in it. No matter the cultural ethnicity they are identified with the valuable assets of the organisation, which through commercial activity contribute to the objectives of the company. Therefore, activities resulting from the management of a culturally diverse workplace should be directed towards proper motivating employees to work and using their potential to improve the company's operations. The literature analysis of the subject and previous empirical studies have shown that the concept of managing workplace diversity has a direct reference to human resources management.

The second objective was to examine the influence of diverse workforce or management style in a diverse workforce. Managers, having at their disposal various management instruments, and HR policies, such as management

performance, training and development, knowledge sharing, discussions, and feedback mechanisms, can accurately determine the methods they should operate with a culturally diverse workplace. Knowing, for example, that some employees are interested in the possibility of development in the company, while others are looking for a bright career progression in the company. Therefore, through the proper use of appropriate methods by managers, it can help to make the workplace more attractive and thus encourage employees to stay in the company. At the same time, motivated employees who work in direct contact with the customers can effectively accomplish the company's goals and thus influence the company's long-term profit. Each trading company should invest in the training and development of its employees because their knowledge and appropriate action guarantee the company's development and success in the economic environment.

The culturally differentiated workplace becomes an essential way of building a competitive advantage over companies in the labour market, including those dealing with retail trade. Although in the world so far there have been few published literature items in which the subject of managing cultural diversity has been taken, moreover, it is possible to note a high degree of knowledge of the subject among the surveyed participants. Thus, it becomes a crucial task to carry out broader primary research that would enable a more in-depth analysis and form the basis for determining the possibilities of managing a culturally diverse workplace.

The research shows that the clear majority of respondents have an idea of a culturally diverse workplace. According to the surveyed participants, they openly and positively referred to this topic. The managers participating in the study also positively defined their level of knowledge as part of the management of a culturally diverse workplace. Most of the surveyed employees and managers responded negatively to further educational training on cultural diversity, which may justify a high awareness of the topic. This may prove that the employee's or manager's cultural ethnicity is not a barrier to integration with other employees in the company. Respondents showed in their questions about the influence of the ethnicity on the adequate

performance of the manager that they disagree with this statement, only the managers were divided equally on this opinion.

Summing up the results of the tests carried out, it can be concluded from them that the concept of diversity management and employees' knowledge on this subject is quite well understood and accepted. Considering the nature of work in retail trade, and the high turnover of staff, there are no delays in the negative evaluation of the results of this questionnaire. When it comes to the cultural impact of managers' ethnicity on the ways of managing the staff in the company, according to the participants of the study, this has no significant impact.

6.1 Recommendation for Further Research

Looking at the broad subject area of managing diversity and cultural ethnicity, there is indeed a further opportunity to exploit this topic. The very fact of how the employment market has changed in Europe or Ireland and how it affected its current shape. The research was carried out by three stores where another manager managed each. Looking at the results of research and findings from the current study, it is clear that it is possible to collect relevant information from other and similar companies that would strengthen the study. Future studies focusing on the above topic may bring better results, which may be supplemented by the use of data from this study to improve future research. Using this information for future research on the subject of diversity management in the workplace can help in getting better results and can help provide a better insight into how to approach the cultural issue of ethnicity and diversity in the workplace.

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Appendices

Appendix 1: Employees Questionnaire

EMPLOYEES QUESTIONNAIRE

Over the past few years, the social-cultural map of Europe has changed dramatically. Broader participation of different ethnic cultures has influenced workplace diversity practices. Ethnicity is a set of features that uniquely characterize a given community, which allows it to be easily distinguished from others. The concept of ethnicity defines the essential features of a particular community through a set of social and cultural features. Ethnicity helps to separate members who are culturally close to people from a different social group.

How would you describe your ethnic origin?

- o Irish
- o Non-Irish

1. Objective setting and performance management

With respect to the following statements, please indicate your level of agreeableness.

1a) In my job I am clear about the tasks I need to perform and what my manager expects of me.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

1b) My performance is fairly and accurately assessed.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

2. Manager Employee Relationship

With respect to the following statements, please indicate your level of agreeableness.

2a) My manager effectively manages workplace issues that arise.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

2b) My manager is committed to making the company a good place for me to work.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

2c) My manager ensures that I am comfortable voicing my opinions and concerns.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3. Criteria for reward, training and development

With respect to the following statements, please indicate your level of agreeableness.

3a) I am satisfied with job-related training and other courses done within the company.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3b) I am satisfied with my opportunities for professional growth within the company.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3c) I believe there is a fair and transparent process for career progression in the company.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

3d) My manager supports me in my training and development needs.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4. Cultural diversity in the workplace

With respect to the following statements, please indicate your level of agreeableness.

4a) Cultural diversity in the workplace contributes to a positive environment for employees.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4b) Ensuring an inclusive culture for all employees has a positive effect on overall company performance.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4c) Cultural diversity in the workplace creates challenges for employees.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4d) My company treats all employees, regardless of cultural ethnicity, with fairness and respect.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4e) Do you feel the company should provide employees with education and training on cultural diversity?

- o Yes
- o No

5. Manager cultural/ethnicity

With respect to the following statements, please indicate your level of agreeableness.

5a) The cultural ethnicity of my manager affects his/her effectiveness and performance.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5b) Managers' opportunities for development and career progression are limited by their cultural ethnicity.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5c) The cultural ethnicity of managers has an effect on his/her ability to make effective decisions.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5d) The cultural ethnicity of my manager directly supports or inhibits cultural diversity in the workplace.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6. Employee cultural ethnicity

With respect to the following statements, please indicate your level of agreeableness.

6a) I believe its favourable to work with people from different cultural ethnicities

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6b) Employees from different cultural ethnicities experience challenges in communicating and collaborating in the workplace

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6c) Being from different cultural ethnicities creates benefits in the workplace

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6d) All employees, regardless of cultural ethnicity, should be treated equally.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6e) Do you feel the company should help with integration between different cultural ethnicities?

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

Appendix 2: Managers Questionnaire

MANAGERS QUESTIONNAIRE

Over the past few years, the social-cultural map of Europe has changed dramatically. Broader participation of different ethnic cultures has influenced workplace diversity practices. Ethnicity is a set of features that uniquely characterize a given community, which allows it to be easily distinguished from others. The concept of ethnicity defines the essential features of a particular community through a set of social and cultural features. Ethnicity helps to separate members who are culturally close to people from a different social group.

How would you describe your ethnic origin?

- o   Irish
- o   Non-Irish

1. Objective setting and performance management

With respect to the following statements, please indicate your level of agreeableness.

1a) In my role as a manager, my employees are clear about the tasks they need to perform and what is expected of them.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

1b) Performance is fairly and accurately assessed for all of my employees equally.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

2. Manager Employee Relationship

With respect to the following statements, please indicate your level of agreeableness.

2a) I can effectively manage workplace issues that arise.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

2b) I am committed to making the company a good place for my employees to work.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

2c) My employees are comfortable voicing their opinions and concerns.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3. Criteria for reward, training, and development

With respect to the following statements, please indicate your level of agreeableness.

3a) I am satisfied with job-related training and other courses for employees within the company.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3b) Opportunities for employee professional growth within the company.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3c) I believe there is a fair and transparent process for career progression in the company.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

3d) The company support the training and development needs of employees.

- o   Strongly agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly disagree

4. Cultural diversity in the workplace

With respect to the following statements, please indicate your level of agreeableness.

4a) Cultural diversity in the workplace contributes to a positive environment for the company.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4b) Ensuring an inclusive culture for all employees has a positive effect on overall company performance.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4c) Cultural diversity in the workplace creates challenges for me.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4d) My company treats all employees, regardless of cultural ethnicity, with fairness and respect.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

4e) Do you feel the company should provide employees with education and training on cultural diversity?

- o Yes
- o No

5. Manager cultural ethnicity

With respect to the following statements, please indicate your level of agreeableness.

5a) As a manager, my cultural ethnicity influence my effectiveness and performance.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5b) Managers' opportunities for development and career progression are limited by their cultural ethnicity in this company.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5c) The cultural ethnicity of managers influences his/her ability to make effective decisions.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

5d) My cultural ethnicity directly supports or inhibits cultural diversity in the workplace.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6. Employee cultural ethnicity

With respect to the following statements, please indicate your level of agreeableness.

6a) I believe its favourable to work with people from different cultural ethnicities

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6b) Employees from different cultural ethnicities experience challenges in communicating and collaborating in the workplace

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6c) Being from different cultural ethnicities creates benefits in the workplace

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6d) All employees, regardless of cultural ethnicity, should be treated fairly and equally.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

6e) Do you feel the company should help with integration between different cultural ethnicities?

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree