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*An exploration of the impact of Cultural Diversity from an international  
employee perspective in Pharmaceutical Organizations in Ireland.*

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**By**

**ROHIT CHANAN**



**National  
College *of*  
Ireland**

SCHOOL OF BUSINESS

NATIONAL COLLEGE OF IRELAND

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## ABSTRACT

In this 21<sup>st</sup> century there have been tremendous changes in the Irish economy specifically after the economic crisis in the European economy and gradually after the Brexit 2016-2017. Irish workforce on the other hand has been changing and getting more multicultural day by day. This may be another reason why a multicultural workforce is seen in many of the pharmaceutical organizations in Ireland. The most important part of the thesis includes the effect of cultural diversity on expatriates who are currently working in various pharmaceutical organizations in the Republic of Ireland.

This study explores the impact of cultural diversity on expatriates working in the pharmaceutical organizations in Ireland. The data for conducting this study has been gathered through semi structured interviews conducted with the expatriates working in the pharmaceutical organizations in Ireland. The responses of the interviewees were received through emails and the main research findings were separately noted down under separate head of research findings. The collection of data mainly was based on the thematic scheme followed to prepare the interview questions. The findings of the research revealed all the challenges that the expatriates face due to cultural habits of every employee in the host country.

The study was carried out taking a sample of seven participants working in the pharmaceutical organizations as an expatriate. The study was carried out with the help of five themes which were used to design the interview questions based on previous theories. The five themes were named as follows communication, diversity, dressing, training and working style. The data was gathered using the participant's opinions i.e. responses to their emails based on the above themes. The key findings of the study were more of a communication based and how effective communication and training can help the expatriate overcome their challenges in the pharmaceutical organizations in the Republic of Ireland. Moreover, the findings of the study also gave an author the idea on how does the dressing style impact the organization's image in the eyes of the client. The findings further helped the reader understand how diversity can help the company grow in the pharmaceutical sector. There are some limitations to this study and no wide scope can be made neither a general trait can be made on the cultural diversity.

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## TABLE OF CONTENTS

<b>A dissertation submitted to the National College of Ireland .....</b>	<b>1</b>
<b>CHAPTER 1 .....</b>	<b>7</b>
Introduction .....	7
Research question, Aim and Objectives: .....	8
<b>Dissertation at a glance .....</b>	<b>8</b>
<b>CHAPTER 2 .....</b>	<b>10</b>
<b>LITERATURE REVIEW .....</b>	<b>10</b>
What is culture? .....	10
What does diversity mean? .....	11
Benefits of diversity .....	11
Effects of cultural diversity .....	12
Managing the cultural diversity .....	13
Theories on cultural diversity .....	14
Leadership skills .....	15
Training given to the employees .....	15
Data collection and research .....	16
Change of culture and analysis .....	16
Intercultural effects on expatriates' due to cultural diversity .....	17
Pros and cons of cultural diversity on expatriates.....	18
Advantages of hiring an expatriate.....	19
Disadvantages of hiring expatriates.....	19
Challenges of managing culturally diverse organization .....	19
Literature gap.....	20
Summary .....	20
Conceptual framework .....	21
<b>CHAPTER 3 .....</b>	<b>22</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>22</b>
Research objectives and methodology applied .....	22
<b>Process Scientist.....</b>	<b>25</b>
Research population .....	25
Sample population .....	26
Exclusions.....	27
Limitations.....	27
Pilot study .....	28
Summary .....	28
<b>CHAPTER 4 .....</b>	<b>29</b>
Communication.....	29
Diversity management.....	30
Working style .....	32
Training. ....	34

Dressing.....	36
Summary .....	37
<b>CHAPTER 5 .....</b>	<b>39</b>
<b>DISCUSSION .....</b>	<b>39</b>
<b>CHAPTER 6 .....</b>	<b>41</b>
<b>CONCLUSION.....</b>	<b>41</b>
References.....	43
<b>APPENDIX .....</b>	<b>46</b>

## CHAPTER 1

### INTRODUCTION

Globalization today has caused many organizations to deal with merging their businesses, expanding the business and meeting up their minds to increase their relations a step ahead. This globalization has caused the people to migrate from one place to the other changing their jobs, and relocating themselves from one country to the other and to carry their culture along. This study gives us a broad idea about the culture and cultural diversity followed in the workplace. The chapter also discusses regarding the concepts of cultural diversity within the organization and how the same impacts the productivity of the organization. It would further give an insight of what impacts does the cultural diversity has on the employee's relations with their colleagues and managers in the various multinational companies (pharmaceutical) and different problems that the expatriates in the pharmaceuticals face due to cultural diversity in the pharmaceutical organizations in the Republic of Ireland.

According to Mazur (2010) cultural diversity has been defined as "the representation, in one social system, of people with distinctly different group affiliations of cultural significance," Culture and diversity are two separate terms in a society. If the effects of diversity aren't managed initially they would lead to conflicts between the employees and in some situations, may cause miscommunications between the employees. This may cause the employee's productivity to decrease and shall impact the financial reporting of the company (Kurokawa, 1992).

This study would seek to examine the issue of cultural diversity from an expatriate perspective specifically working into pharmaceutical companies in Republic of Ireland. The research is carried amongst a sample of 07 participants who are/ were working in pharmaceutical organizations in Ireland. The sizes of these companies varied and had many employees from different nationalities. This study shall further give a way to manage the diversity in the organization to keep the employee's relations with their colleagues and managers getting better day by day. It shall further go through the challenges that the expatriates face at their workplace due to cultural difference.

There has been a reason behind selecting pharmaceutical organization in specific because Ireland has been recently developing in the field of IT and medicine rapidly. There has been large number of immigrants travelling to the Republic of Ireland because of large amount of

scope in the field of IT, computing, technology, psychology and pharmaceuticals. According to Duncan (2017) health and pharmaceutical sector contributed 1446 individuals from outside EEA work permits and around 42% work permits from IT sector in the last year. Ireland has been proven as the fastest developing economy in Europe since last couple of years after the recession. Pharmaceutical companies like Allergan, Abbott, Boston Scientific, GSK, Lilly, Medtronic, MSD, Novartis, Pfizer, Chanelle and Stryker are all based now in Republic of Ireland and have many immigrants working in the companies in which cultural diversity is practiced. Taking all the pros and cons into consideration the author wishes to carry out a research on the impact of cultural diversity on the expatriates.

Research question, Aim and Objectives:

#### Aim

The main aim of carrying out this research is to understand the impact of cultural diversity on the international employees working in the pharmaceutical companies in the Republic of Ireland. This would relate to the employees working in sales, quality, management or any other department in a pharmaceutical organization.

#### Objectives

To explore the experiences of international employees working in culturally diverse teams.  
The effect of cultural diversity on the international employees.

To explore the perceived challenges of managing a culturally diverse team that management has to face while dealing with the international employees with regards to culture and barrier of languages and trends.

#### Research question

What experiences does the expatriate get due to cultural diversity in pharmaceutical organization in the Republic of Ireland? What are the challenges that they need to face while working in the Republic of Ireland in pharmaceutical organizations?

#### Dissertation at a glance

This dissertation is composed of 4 chapters arranged in a sequential manner. The first chapter consists of the introductions and a briefing regarding the study. It further gives an idea to the reader regarding the Irish work culture and the improvisation in the Irish



economy from an employee perspective. It also contains the aims and objectives of the author in carrying out the study on the cultural diversity and diversity management.

Chapter 2 consists of literature review. This part contains the most important concepts related to culture, diversity its benefits and effects. It also contains the challenges that expatriates face and author also mentions the pros and cons of hiring the expatriates in the various organizations. It also contains the effect of cultural diversity on the employees and the effect of cultural diversity on the productivity of the organizations.

Chapter 3 consists of the research methodology being used to carry out the study. There were various methods studied by the author however the author chooses specific method to carry out the research and explains the reason behind choosing that particular method in carrying out the research

Chapter 4 - At the end of this chapter the author wishes to insert the research findings as given by various research participants and compare their opinions with the expert's opinions.

## CHAPTER 2

### LITERATURE REVIEW

#### What is culture?

There are a lot of definitions for culture and as a combined statement it can be stated that culture is the way of living, eating, dancing, singing, talking and wearing clothes. Human culture is visible through their way of conducts of their daily works. From the perspectives of sociology, it is evident that culture is something that can be learned and distributed among the people of the community (Di Stefano *et al.*, 2017). Learning and sharing of behavior is another side of describing culture and it can be termed as beautiful, refined and interesting. Another definition states that culture is the way of thinking of everything as a group. Individualism and partiality is totally a different word which cannot be included in the aspect of culture.

Culture in the bigger aspect means the lessons learned by the individual from the beginning of his life. In other words, culture can be defined as the integration of arts and manifestations of people's intellectual achievements. Culture has various aspects as it varies with different people and their backgrounds.

Ireland is divided into 32 different counties. According to the latest census report the total population of Ireland was 4,757,976 (Approx. 4.76 million). An increase in 3.7% compared to 2011 (CSO, 2016). Dublin being the capital city has observed maximum immigrants compared to all other counties of Ireland. The highest migrants of 7,257 was observed in Dublin city. As Ireland is a very small country in terms of population and wealth, it is rapidly developing with regards to corporate culture and immigrants migrating to work and contribute towards wealth maximization of the country. There has been change in the economy and it has been industrialized in recent years. Every area (counties) in this country has different accents relating back to pre-Norman times. Moreover, in the recent times the ex-president of USA Barack Obama addressed the Irish people saying that Irish people have a unique culture and very polite tongue to keep continuing with the history of politeness. According to Kevin Gardiner, a UK economist, invented a word 'Celtic tiger' in order to compare Ireland's clear monetary execution with alleged Asian Tiger economies. There was further a discussion regarding the Irish educational standards which has fallen down in recent years causing availability of thousands of jobs that cannot be filled out by the local public and this has resulted as a beneficial point for an

expatriate (international employee) to fill the vacancy and take the opportunity to earn a high income compared to that they were earning in the home country.

#### What does diversity mean?

If the quintessence of evolution is required to be termed, then in the same aspect the best possible terminology will be diversity. It is the common distinction of different prospects and that distinction is termed as diversity. Interaction and trade of various races in this world are being conducted since the very ancient times and since then there is presence of diversity in this world. From other's prospects diversity can also be termed as the way of surviving in this world. In case of different organizations, the most observed part is the part of cultural diversity. When culture is differentiated depending on the backgrounds of different people then it is evident that there is cultural diversity within the workplace (Barak, 2016). In general, diversity is one thing that has both the negative and positive aspects regarding the people, work and their workplace. Violence, education, employment all of these are resultant factors of diversity.

It is evident from the previous descriptions that diversity can relate to age, sex, gender, race and different demographic backgrounds. In workplaces, an organization includes people from different backgrounds. It is a way by which the workplace gets mixed with multicultural people. Along with the concept of diversity organizations also include several importance of including diversity within the workplace. As all the demographic distinctions are valued, all the people are valued and respected similarly. It is also evident from the fact that is non-traditional employees are also encouraged to participate within the different functions organized by the company itself. With the increasing diversity within the workplace the organizations are able to conduct diverse workforces that lead the company to the top of its professionalism. The organizations are also being encouraged to include people from different cultures and create a multicultural team worthy of handling any type of difficulties regarding work (Mikkonen *et al.*, 2017).

#### Benefits of diversity

Diversity states there are differences in each and every individual. Along with that, respecting that differentiating factors among different people is another big aspect of diversity. People live in multicultural societies and each and every society has different cultural backgrounds. Depending on their backgrounds people recognize the differentiations between themselves. It is bliss of solitude if the greater perspective is taken into account. In this case, the bigger

perspective is living in this multicultural society. Interaction between people of different cultures can help in learning several better ways of living and as in for workplace interaction takes place between different cultural employees. It is beneficial in the perspective of education. People will be able to learn a lot of things from different cultural people (Ozgen *et al.*, 2017).

Multiculturalism in foods, clothes and way of living can be learned with the help of diversity. Several aspects of having diversity in workplace are growth, need for education, and concern for people.

Diversity proves to be beneficial to the expatriates as well as the company. Employees working in any pharmaceutical company is hired based on some excellence or creativity in the relevant field. This may either be in production, or in quality or in sales. Diversity therefore proves to be a crucial part of the organization's success as employees coming from abroad need to match the company's requirements. Expatriates at their home companies are given a specification of job role and specification before flying to the host country. Recent changes in the demographic statistics and rise in women employees hired in the companies and bringing in the gender equality has brought a positive change in the pharmaceutical organizations. According to the recent statistics men working in professional jobs earn €12000 more than the women. These figures are based on average salary of men in comparison with the salary of women based on the stats of 2016 in the Republic of Ireland. According to McKinley (2016) pharmaceuticals and Biotech sector and healthcare sector contribute to 17% and 12% gender pay gap which means in the pharmaceutical and healthcare sectors men earn 17% and 12% more than the women employees however it is evident that due to the existence of cultural diversity and multiculturalism effect the gender equality has been made mandatory by the government of United Kingdom and Republic of Ireland. Moreover, the pay gap between the men and women employees have been reduced significantly (McKinley, 2016).

#### Effects of cultural diversity

The effects of cultural diversity can be stated as a positive side of the company or the organization. Most of the companies which are multinational as well as often lots of medium sized companies have realized that the cultural diversification of their customers has called for the companies to diversify their employees. This has brought in to effect the multiculturalism. Effects as in interaction of multicultural people, participation in different cultural functions can be included in the aspects of cultural diversity. It is being observed in the companies of America

that there are no more discriminations in the workplaces as each and every employee is getting the chance of getting high ranks where in the past days only the white people used to get the higher ranks in the company. Women, gays, people with physical disabilities and the most concerned black people are being prioritized by the authorities of the company depending on their performances (Forehand & Kotchick,2016). There are also several other effects of cultural diversity, which includes learning a lot from other cultures. When an individual from eastern culture is working in a western firm with a lot of western cultural friends, it can be good point of view for the major number of people as they are able to learn several things from the eastern friend.

#### Managing the cultural diversity

In these days as companies are getting more and more diverse, it is becoming one important aspect for the companies that they should understand and manage the diversification of the people working as employees. Management is required for the companies are implementing diversified workforce and along with this diversification in workforce comes several important management strategies. Organizational effectiveness is one of the best outcomes of managing the diversifications in the workplace. Managers and leaders are responsible for managing the diversities. Reducing the discrimination activities and along with that managing different discriminative acts will help the company in getting bigger and grow in the existing markets. It can also help in learning about different techniques and schemes used by different cultural people. Diverse human resource management techniques are also being learned by the companies in order to implement the same. Managers must also understand the cultural habits and opinions of the expatriates (Koonce 2001). Managers are responsible to bring a change in the company where necessary however this change should come from within and not forcefully (Koonce 2001). It's high time that the companies should know how to manage the diversity at the workplace in order to be more successful in terms of employee job satisfaction and multiculturalism (Flagg 2002). According to Roosevelt (2001), management of cultural diversity is a far-reaching process for making a multicultural office atmosphere that incorporates employees from various nationalities. Management of diversity is as good as having an equal employment opportunity (Losyk 1996). The management should start expecting the changes slowly and should similarly try to appreciate those changes (Koonce 2001). Periodical meetings and social events are always better options that the companies can benefit with as the employees

working in that particular company can gain a chance to speak and prove themselves right. The author believes all these techniques are best suitable for an organization to manage the cultural diversity in a company.

#### Theories on cultural diversity

In actuality, there are two popular and different theories of cultural diversity management. Scott Page and R. Roosevelt Thomas are the two authors of diversity management in any workplace. In fact, it is the case of managing the business instead of managing the diversity. It is observed for over a decade that managers or leaders are unable to manage the diversities within their workforce and just because of failure in managing the diversity they fail to manage the business of the company. Sir Thomas and Page instructed with several steps regarding the management of diversity within the work force. According to Thomas, management of the inevitable diversity of the changing workforce is an important skill which is required by the company as well. The theory states that management of the diversity can lead to reaching out to the business goals, it also allows each and every individual so they can contribute to the operations. On the other hand according to Page, increase in the problem complexity can lead to an initiation of needs for more diversity in the workplace. It is also a fact that ability is trumped by diversity (The Diversity Coach, 2017). Depending on this it can also be stated that diversity management includes the logical approach of math, science and empiricism. It can also be integrated that diversity is not limited within the superficial characteristics as it includes heuristics, diverse perspectives, models and categories. As a matter of fact, these are only the theories and turning these theories into originality can help the company in managing diversity and hence, managing the works of the company's business.

According to Cox et al (1991) there are four components that are required to transform the traditional organizations into multicultural organizations. These causes the management in the organizations to deal with multicultural environment.

1. Skills regarding leadership
2. Training given to the employees
3. Data collection and research
4. Change of culture and Analysis

A brief discussion of each one of them is discussed below.

## **Leadership skills**

Support from the top authorities and a strong will to support cultural diversity in an organization is one of the crucial part of a leadership skills. Moreover, the leader should have an ability to prove himself as the asset to the company. The author personally believes that a leader should have strong commitment towards the growth of an organization. This can be achieved by making sure if human money related (financials), and specialized assets being given (Cox et al, 1991). It can further be analyzed by checking if there is an ability to change human asset administration frameworks, for example, execution examination and official rewards? Is there an eagerness to keep mental vitality and money related help concentrated up for a longer period of time? In case the solution for these requirements is positive (yes) then the organization has a real commitment otherwise the problem is with the leadership skills to improvise the multiculturalism and manage the diversity.

According to Cox et al (1991) leadership skills are also necessarily required in the lower hierarchy in an organization. In few organizations, a designated manager is allotted to deal with diversity who administers the work broad. We instruct utilizing the manager of diversity notwithstanding, instead of as a substitute for, a more extensive inclusion group. It is particularly imperative in the beginning periods of the work.

## **Training given to the employees**

Training the employees with regards to host country culture and awareness of the cultural traits among the employees is one of the crucial factor for managing the diversity. The author believes this as a challenge for the expatriates before flying to the host country for the work. Generally two kinds of trainings are popular: “awareness training and skill- building training.” Skill- building training teaches the expatriates on specific cultural differences and the way to respond to contrasts in the working environment. Pharmaceutical companies like Avon, Ortho pharmaceuticals, Proctor and Gamble, Cipla have broad involvement with training programs.

Training the employees on such management of diversity should be continuous or ongoing process and should not be given just once and left away. It should not be a utilized as part of seclusion. When it comes to training most of the writers believe that training is a crucial part of employees job orientation as incomplete training given to the employee may lead to massive issues especially when the expatriate’s jobs are involved in the host nations when it comes to

foreign assignments or projects. This may also help the expatriates to deal with the multicultural colleagues and a mixed office environment.

### **Data collection and research**

Gathering the data related to culture and diversity is the next important component. Often lots of data is required which would be related to culture and traditions, employees profile information and investigation of states of minds and the career details of expatriates along with their previous knowledge and experience of working with different cultural group. According to Cox et al (1991) researching and data collection has its own important uses which generally is used in solving issues that related to the education process of the employees. Secondly, it is needed to identify the KPIs of the expatriates working in an organization. Thirdly, it is used in identifying the needs of diversity and accordingly the decision of management would be taken as per the requirements in the recruitment process.

The collection of data and research on the expatriates should be done on a periodical basis as hiring the employees without keeping the multicultural aspect would lead the organization to get back to the traditional one (Cox et al, 1991). Moreover, data collection on new companies would also lead to hiring of the new employees keeping the ratio into consideration.

### **Change of culture and analysis**

Analysis on the variations in culture and hiring is done in this component. All the HR aspects are taken into consideration. This generally includes all the attributes of the employee performance management. Employee's key skills and strengths and weaknesses are analyzed. Performance management is a process in which organization sets goals, determine standards and evaluate work and then distribute rewards (Varma et al, 2008). In effect, it is used to improve organizational, team and individual performance and development, including activities designed to ensure that goals are consistently being met in an effective and efficient manner is an on-going activity relating to all scenarios where people meet for the purpose of attaining objectives. Employees are then rewarded with appraisals. Boswell and Boudreau (2000) makes a clear distinction on two types of functions for appraisal systems viz. the evaluative and developmental appraisals. Various research that has been conducted before on multicultural expatriates hiring analysis outcomes prove that average performance ratings for the majority in relation to minority multicultural expatriates are basically the same (Cox et al, 1991). The author therefore believes



that performance of employees in any organization plays a crucial role in gaining promotions as well as maintaining a solid relationship with the colleagues from multicultural backgrounds.

#### Intercultural effects on expatriates' due to cultural diversity

Expatriation generally refers to the employees who are sent abroad for a managerial position. It may either be a short term or for long term. Ex meaning "out" and "patria" meaning "country" are derived from Latin words. They are generally assigned a particular task and the time to be spent on that particular task. Based on the performance of the employees the management takes the decision whether to extend the period of expatriate or not. According to Kopp (1994) American multinational companies hire the least number of expatriates however Japanese MNCs hire highest number of expatriates. Very often companies prefer expatriates where there is lack of skilled workers. In specific when it comes to Republic of Ireland, the country is in shortage of employees having critical skills which include Information Technology, Doctors, Healthcare, nurses and pharmaceuticals specifically in quality control department.

Hiring the local employees may lead to higher expenses of the companies compared to the employees bought on site from the other country. These would lower the cost of labor, direct expenses of the company and bring in a multicultural environment in the company. The author believes that expatriates can help in sharing their knowledge with the local colleagues which can also be helpful in incorporating the corporate culture and gain the objectives of the company. However, companies located in the developed nations come across the problems with the expatriates when the expat is unable to complete the task and this leads the managers to train the expat from the beginning and that further results into rise in company's direct expenditure on training and related tasks.

It is the implication of learning different cultural perspectives. As stated in the above description managers as in Expatriates have the requirement of visiting foreign countries and even there they have the responsibility to manage business structures. Different cultural values are needed to be taken into account so that the perspectives of different people can merge and together they can manage any difficulties faced by the company. It is a statement about the point when expatriates go to a host nation with their ethnocentricity. International employees and the local employees have different views of time and quality, if the employees don't know and adjust them, those things will then extraordinarily influence the viability of their team. They acquire the necessity

of strengthening their home sight and they enforce their western qualities and national generalizations without evolving anything (Lee& Kramer, 2016).

The managers or the leaders are sent to other countries for managing the business in those countries of a multinational company. Diversity is faced by them in case they are also facing the same language problems and other cultural problems. They have the difficulties to face different cultural people and so they have to manage a lot except than only the business figures. The first problem that might arise is the language problem, which makes the leader or the manager inefficient in management of their businesses. These effects are taken care by the Operational managers of the company who are to see if the business is running efficiently.

#### Pros and cons of cultural diversity on expatriates

There are several pros and cons of cultural diversity on expatriates and those are some bigger aspects in this case. Firstly, it is a fact that foreign labor is cheaper than the local. So, economically stronger countries get advantage in this case and the economically poor countries are not that capable of making the difference. Choosing trained and experienced potential workers from different backgrounds is another advantage in this case. There are also an amount of vacancies in domestic jobs so the people can get into the jobs and can become able of making the difference. In that case, maximum of the workers come from foreign countries and depending on that factor cultural diversity is promoted. Connections as in resources are one considerable factors in businesses. To grow the business in the emerging markets this part will be good enough in the same aspect. On the other hand, a manageable aspect in the same is ease of training facilities provided by the company regarding the value and ethics of the workplace. Discriminative laws also play a major role in this case in order to manage the diversity and hence manage the business. Several cons are can also be considered as in the first that comes to mind is, acceptance from the local employees. The author finds out that when the expatriates are sent in foreign countries, the local employees do not tend to accept the expatriate and his/her culture which leads to demotivation of the expat to perform the task in the host country. As stated above language problem is another issue which can be considered as the main aspect in this matter (Mills, 2017). The local employees prefer the local language instead of common tongue. In that case, the expatriates face a lot of problems whilst they are communicating with the employees. Negligence in front of the local and regional talents is another big aspect although the talents are fake it become harassment for that employee as in the expatriate.

#### Advantages of hiring an expatriate

Depending on the previous experiences and ability of working in the same field the expatriates are selected by the authorities of the company and elected to go for foreign assignments. It is advantageous due to the previous experiences and astounding capability will help the company's managers based on the operational conducts. Employees when sent from the parent company as an expatriate prove advantageous for the company for initial years however after the end of the term in the abroad expatriate is retained back in the parent company causes the worries to the management regarding the issues with the career and adaptation to the unfamiliar atmosphere within the parent company after so long in the parent company. In order to grow the business of the company in the host nation all what expatriate as a manager could do is the manager in a big multinational company should be able to manage the employees in the international environment, should be able to understand the suggestions of the team members, able to give solutions to the problems of the team members and should have an effective communication.

#### Disadvantages of hiring expatriates

If thought in the aspect of the company it is evident that the expatriates get paid more from the company after they visit foreign sectors of the same MNC. In cases, it is observed that several of the expatriates are unable to speak even then common language and also not able to recognize and implement proper solutions for the difficulties that might arise in the foreign sectors.

#### Challenges of managing culturally diverse organization

It has been observed that several organizations face issues regarding managing diverse culture within the organization. The different surveys that have been undertaken clearly states the fact that managers or leaders who are expatriates encountered issues in managing teams while working in the overseas company. The first and the foremost issues faced by them is that people or employees who are the local in that particular country behave differently with the expatriates which are not actually expected by the expatriates. This on the other hand, often leads to the depression or frustration amongst the expatriates for which they want to leave the contract of working as expatriates. It is also important for the companies to offer training to the managers who in the future will work as an expatriate so that they are able to adapt the change in an effective manner. If it is not conducted, then it usually results in evolving of different issues when the expatriates commence their work in the foreign countries. Communication is another challenge which is faced by the expatriates while working in the company (Ferraro, 1998).

Expatriates do not face an issue with written communication however understanding the accent is the biggest issue faced by the expats initially. Dressing style and the professional attire in the workplace is another challenge that expatriates face to some extent. It depends from the country the expat is from. Every country has a different way of dressing and working style. Some expats prefer working late evenings while some prefer early morning shifts. So, expats challenges needs to be looked after carefully by their reporting managers/ team leaders in order to have a smooth operations at the work place.

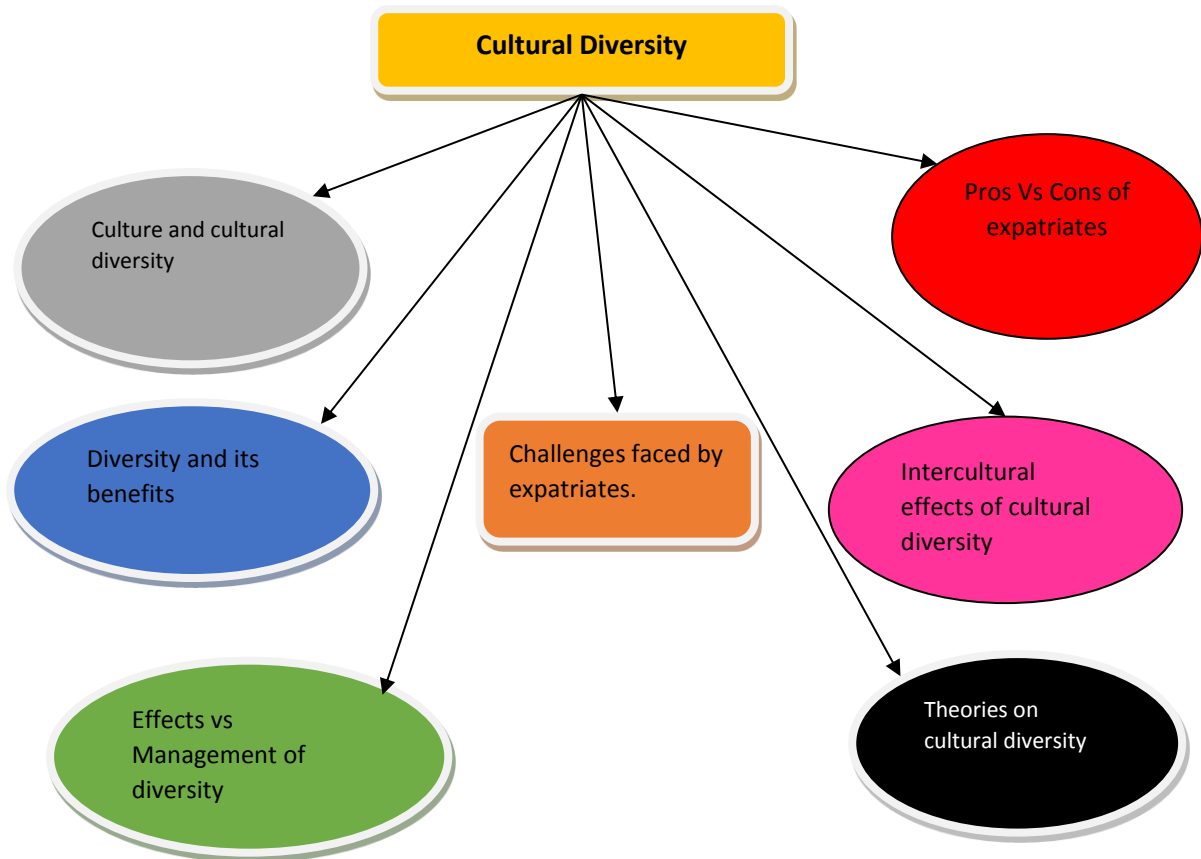
#### Literature gap

The literature review contains the effective discussion that clearly states the fact that it is better to manage cultural diversity within an organization. However, if it is closely scrutinized, then it can also be considered there are several challenges as well that are faced by the people who works in a new environment. The pervious researches that have been undertaken have focused on the fact that it is better to work in a culturally diverse working environment. However, no one focused on the issues that the expatriates face (Klenke, 2016). In addition to this, this research has focused on the significance of culturally diverse organization and at the same time it is also important to take suitable steps that would help in better adjustment of the new work environment. Training is another factor that must be taken into consideration to avoid issues regarding involving diverse culture within an organization. The previous researches have also failed to focus on the issues regarding diverse culture in Ireland, which this research has shed light upon.

#### Summary

Therefore, the literature review clearly explains the various topics that are related to the cultural diversity and its significance within an organization. The interlinked issues of involving diverse culture within the workplace along with the expatriation process is also discussed. The theories of diverse cultural management within the workplace have also been discussed. Literature also explains the effect of cultural diversity on expatriates in combination with the exploration of the subject concern. Moreover, the conceptual framework has also been designed that helps in better understanding of the facts that are linked with the topic.

Conceptual framework



Sources: Author's view

## CHAPTER 3

### RESEARCH METHODOLOGY

This part of the research deals with the objectives and the aim of the study. It further gives an idea to the reader in relation to the methodology used and the reason of selecting such methodology by the author. This part moreover considers the sample questions and a small sampling population. This part would give the researcher an understanding of the challenges that expatriates are facing in pharmaceutical organizations due to cultural diversity in the Republic of Ireland. As the author approaches towards the end of the chapter the data collection would give the reader the details of the study and the findings of the study will be presented in the next chapter of the study along with few research outcomes.

#### Research objectives and methodology applied

In a general phenomenon, a research can be carried out using two approaches: A qualitative approach or a quantitative approach or in some cases both of this approach may be used. According to Blumberg (2005) quantitative data uses numbers or figures or statistics to carry out the research however the qualitative research is based on the statements, words or narrations. In short qualitative research is a theoretical approach whereas quantitative study is a numerical approach. Author has chosen the qualitative approach in carrying out this study based on the nature of the study and to identify the ongoing issues related to the challenges that expatriates are facing in the various pharmaceutical organizations in the Republic of Ireland. Author is keen to build up a good rapport with the research participants and chooses to interview them by way of email questionnaire, and this proves out to be one of the reason to choose the qualitative approach.

“Qualitative research methods focus on discovering and understanding the experiences, perspectives, and thoughts of participants—that is, qualitative research explores meaning, purpose, or reality” (Hiatt, 1986).

Qualitative research comprises of arrangement of interpretive, things that makes the world unmistakable. These things transform the world. They may change the world in the form of interviews, discussions or voice recordings and self-reminders. On this context, qualitative approach includes an interpretive, naturalistic way to deal with the world. This implies that researchers who conduct qualitative research studies contemplate things in their common

settings, endeavoring to understand, or translate, the material as far as the implications individuals convey them (Denzin & Lincoln, 2005, p. 3). This method may also be proved as inductive method as the author has moved from the data towards the theory. The flow of the research done is as follows: Method > Data > Findings > Theory. The theoretical structure is based on the analysis of data.

In the inductive method of research the theory is constructed by understanding human opinions, allowing alternative theories and explanation of the fact, using more and more qualitative data in the research, remaining in the context of the requirements of the subject concerned and by accessing the distinctive method of collecting data. In some cases, author also wishes to use deductive method of collecting data as the author takes the guidance from previously done researches and is open to create new theories from the study. In the deductive approach the flow is completely opposite to the inductive approach and it goes from theory to data. It is as follows: Theory > Method > Data > Findings. Structure of the theory is required before the analysis is done. According to Bryman & Bell (2003) hypotheses is used in the quantitative research as it is a characteristic of quantitative research method and not the qualitative one. This gives the author to use the mix of both inductive and deductive approach in carrying out the study.

Due to use of various theories in constructing the interview questions the author wishes to use the inductive method of qualitative research. Doing a qualitative research study would help the reader and the author to know the personal experiences of the expatriates and the issues that they face while on the project due to the cultural diversity and how do the local staff (managers) handle the issue. This would lead to the research finding at the end of this chapter and would make sense in keeping the end to end touch between the expatriates and the managers.

The methods used in data collections is Primary source only. Primary sources included the data collected from interview and the answers that were received by the research participants. Primary sources are really important in carrying out the studies because they are the only accessible resources that the reader can see while going through the study. The reason why author prefers to have the interview done through questionnaire is that the respondents can be flexible to write their own opinions based on their experience as an expatriate so far in the Republic of Ireland. Pharmaceuticals in Ireland are engaged with many expatriates spread over into different places. Author doesn't wish to take the face to face interview because of the fact that the face to face interviews may cause the respondent to respond according to the interviewer's desires (Bryman

& Bell, 2011, p. 206). After the respondent's responses were received the author had to note down the findings accordingly. The findings of these research would let us know what exactly the primary studies depict in the findings below.

The primary objective of the research includes:

- To explore the experiences of international employees working in culturally diverse teams. The effect of cultural diversity on the international employees.
- To explore the perceived challenges of managing a culturally diverse team that management has to face while dealing with the international employees with regards to culture and barrier of languages and trends.

In order to answer the above questions the primary sources of data collection were used. Primary sources used the qualitative methodology (Interviews). Fig 2 below refers to the list of participants who were sent the questionnaire that contained semi structures interview questions using a thematic scheme. The questions were prepared well in advance and then sent to the respondents to get a detailed view of the participants in relation to the cultural diversity and challenges. The respondents were given sufficient time to complete the questionnaire and were asked to respond within 15 days from the date of email sent. It was just because they may get flexibility in thinking and finishing the answers as and how they go through the situations.



Fig. 2 List of interviewees

<b>Date</b>	<b>Time</b>	<b>Name</b>	<b>Designation</b>	<b>Organization</b>
<b>25/06/2017</b>	9:00 - 10:00 am	Dr. Prasad Deshpande	Global Sourcing Manager	Perrigo Pharmaceuticals
<b>26/06/2017</b>	10:00 - 10:45 pm	Mr. Pritam Rajkule	Process Scientist	Regeneron Pharmaceuticals
<b>26/06/2017</b>	7:00 pm - 8:00 pm	Mr. Safal Jain	Senior Industrial Pharmacist	Abbvie (Abbott) Ireland (NLBV)
<b>02/07/2017</b>	12:30 - 01:30 pm	Mrs. Mrunal Joshi	Clinical Research Associate	Quintiles
<b>17/07/2017</b>	10:00 - 11:30 am	Mr. Vishal Randive	R & D Manager	Chanelle Group
<b>18/07/2017</b>	2:30 - 3:30 pm	Mr. Aayushman Kaushal	Team Manager	Cipla (India- On site in Ireland)
<b>25/07/2017</b>	3:00 - 4:00 pm	Ms. Surashree Bhat	Business Analyst	DuSynthes Johnson & Johnson

#### Research population

In order to complete the study and understand the reason behind the study the research was carried out taking the help of employees from small to large pharmaceutical companies who are on a foreign project and are working in the Republic of Ireland as an expatriate. The criteria of the author for the selection of the expatriates from pharmaceutical organization only is just because pharmaceuticals in Ireland have fairly great number of expatriates and as Ireland from the stats was known to be a hub in the pharmaceuticals. Perrigo pharmaceuticals has a corporate headquarters in Ireland. The company seems to contribute in the community and fulfil the ethical governance responsibilities and understand and support the diverse culture. The goals of the company are scientific and hence the company has a vision to support the employees at their personal/ local level. The employees who work in the company as an expatriate share their experience noted just below. Perrigo has been awarded as Fortune’s “100 fastest growing companies” list. Another company’s employee that author choses to have is from Abbott (Abbvie) pharmaceuticals. The employees of the organization are committed to communicate

openly and clearly with all the stakeholders who are directly/ indirectly related to the company's representation. The company has a focus on supporting a diverse cultural environment. The company also believes in delivering exemplary ecological stewardship. It was more important to choose the employees (expats) other than Ireland because they won't observe any difference in culture and no effect would have been understood. Moreover, they won't be called as expats. As per chapter 1 above benefits of the diversity can't be experienced unless there are any expatriates working in the organization to know the reality. Hence it is more important to select the expatriates from known pharmaceutical companies who have undergone different experiences relating cultural diversity and traits.

#### Sample population

Sampling is the most common method in the business and management. In this study author specifically uses the sample size of seven expatriates that agreed to participate in this research. All of the participants were Indian national. Out of those all expats five of them were temporarily in the Republic of Ireland as an expatriate for a project of six to twelve months however remaining two have been on a long-term project. The author personally knew all of the participants. There was a snowball sampling effect carried out however author has not been successful in getting the responses from the snowball sample population and hence no snowball sampling data could be collected done.

The criteria for the sample to be considered was the participant should be an expatriate. He/ She must be working in a pharmaceutical organization which is located in the Republic of Ireland. The author doesn't feel necessary to consider experience of the expat in the company and neither there was any condition for the expat to have any previous work experience to work in the pharmaceutical sector in any of the country. Participants of the study were approached by the author through contacts with the pharmaceutical professors in the home country (India) as the author has previously completed an associate degree in pharmacy before. No convenience sampling was done as the author's sample size was small and only those participants were approached who were known by the author. The sample included around three Pharmaceutical professionals holding a position of a manager in different departments. All of them were asked same open-ended questions on the challenges, training, dressing and various other issues that may face while working in the Republic of Ireland. Those were the questions which were constructed based on the previous theoretical challenges that expats generally face. The

participants were told to answer the questions based on their own individual experience and understanding of the question and were promised to keep their views private and confidential.

It was important to choose managers because they are the one who manage the employees in the organization. Expatriates themselves may face challenges which are discussed with the managers. Hence, the author considers three managers in order to maintain a balance between employee (expats) and manager (expats) as both of their perspectives can be looked after. Moreover, the managers can have a different experience in handling the challenges of the employees.

#### Exclusions

Individuals who had not allowed to share their opinions in the research were excluded in this finding as they had not given any consent of publishing it into this thesis. Therefore, there answers were kept private and confidential and was deleted permanently as no consent was provided. Moreover, opinions of those expatriates are excluded who work in department other than pharmaceutical department in the companies. The snowball sampling wasn't included as there were no response from the respondents chosen.

#### Limitations

To understand the impact of cultural diversity numerous topics, need to be understood by the reader and the researcher. Even though the concept of cultural diversity is very broad it is prominent to cover up all the topics related to the case and the challenges that the expatriates are facing in the Republic of Ireland while working in the pharmaceutical organizations. The researcher can't be very specific about the information received from the research participants however it can be made sure that most of the responses received from the participants were reliable. The interview questions were sent to seven different expats (participants) working in the pharmaceuticals companies in the Republic of Ireland and no generalization can be made from the research findings. A larger sample size would have been desirable and that would have increased the reliability and validity of the qualitative method. Moreover, as the interview responses were accepted only in the form of online responses it is evident that no such details like tone, facial expressions could be noticed. The participants who were interviewed by way of questionnaire were all from the well-known pharmaceutical companies and have been working as an expat since long time and some of them for a short period of time. All of these companies

have either of the departments which specifically works into core pharmaceutical divisions however these departments may or may not experience diverse culturalism. To end up with, the author looks forward to find out the way this research would impact the exploration of cultural diversity in the pharmaceutical organizations in the Republic of Ireland.

#### Pilot study

A pilot study is a study conducted before the intended study. It is generally used as a trial method to eliminate errors and bring the research outcomes back with a perfect outcome. This study is carried out to have exact finding of the research and understand the reason behind conducting the study. A pilot study also gives a direction towards the right path that the author can gain from the interview (Bryman & Bell 2005). It also helps in following up with the participants in case the author needs to ask any more questions. In addition to that the interview guide and questionnaire is prepared according to the purpose of the study and to answer the research question. The study is specifically carried out in case

1. The author wishes to use questionnaire to conduct the research.
2. In case of a small sample size.
3. Limited time availability.

No pilot study was done as the author had a limited period of time and the sample size was very small.

#### Summary

This part of the study is used to understand the methods used by the author in carrying out the research. The author has used qualitative method in carrying out the study in order to have a best possible outcome and considering all the aspects the author decides to use this method. Research methodology helps the reader understand what has been done and what can be expected from the doings. It further gives an idea to the reader what can happen in possible situations. From the above study, it can be proved that cultural diversity is one of the important aspect that should be considered in each and every company irrespective of what it deals with. Most of the authors prefer using this methodology in this kind of topic as it is the easiest and best suitable way to approach the participants and understand the realistic experiences.

## CHAPTER 4

### RESEARCH FINDINGS

This section of the study depicts the final findings of the study with regards to the experiences of the expatriates working in the pharmaceutical organizations in the Republic of Ireland. It further gives us the findings in relation to the challenges faced by the expatriates due to the cultural diversity in the pharmaceutical organizations in Ireland. The most important objective of the study was to get the in detailed clarification of the concept of cultural diversity in the Republic of Ireland and the study thus have shown the advantages and disadvantages of it. The email interview was forwarded to ten participants who were working as an expatriate in the pharmaceutical organization in Ireland and the response rate was 70% as only seven of them replied and were in contact all the time. The findings of the study shall be compared with the findings of the literature review mentioned earlier in the chapter 2.

This chapter hovers around a thematic approach based on which the interviews were carried out:

- Communication and its impact
- Benefits and challenges of diversity
- Irish Working culture
- Training provided to the expatriates
- The dressing style of the expatriate in the multicultural work place
- Challenges faced by the expatriates due to diverse dressing styles, behavior of the local employees and improper training.
- Challenges faced by the expatriates in relation to the timeliness and diverse working environment.

#### Communication

The first question that the author mentioned in the email with the participants was “How does communication impact on your ability to deal with day to day work situation?” some suggestions that author could give in it was written or oral communication that impacts the daily work (Ferraro, 1998).

All 100% of the respondents agreed that written communication doesn't have any impact on the day today work however only 20% of them agreed that oral communication does

not impact otherwise rest of the respondents were sure that it does impact the day to day work reason being the problems of understanding of accent initially leads to misunderstanding between the team members and this may affect the company's performance negatively. Four participants understood the communication as written/verbal communication and responded that written doesn't impact much however verbal does. Remaining three participants interpreted in terms of business perspective in understanding the accent and financials.

*“Managers may hold off the situation by telling an employee that the work is not up to the mark, but this puts us in a difficult situation where you are required to convey the same to vendors. Sometimes it may concern some kind of wrongdoing, financial etc. This many times leads to emotional issues which indirectly affects the quality of work. Sometimes we can plan communications, for ex., escalations of projects or financial issues but sometimes unplanned difficult conversations take place on the spur of the moment and these communications are often fueled by anger and may lead to aggression” (Participant 7)*

While respondent 2 argued that communication doesn't lead to any aggression unless and until there is an understanding between the team members and managers. They (managers) are meant to give the clear understanding of the subject concerned. The participant further explains that *“accent remains an issue for a while in the beginning and gets more and more clear as and how you keep communicating with the managers and team and then colleagues start blending according to our accent and we start blending according to their accent however it also depends on the percentage of communication that we do.”*

Participant 6 never faced the problem of the accent at his job because he completed all his education here and was hired by the company after finishing the course. Moreover *“accent was a problem when he was a student and during his studies he had friends from various EEU zones and English was the common language spoken all the time and so he could not face any issue with the accent at his workplace while working with the pharmaceuticals.”*

#### Diversity management

Respondents were asked the challenges that they faced while working in a diverse cultural environment. The question indirectly asked was the ideal composition of a work based

environment and the challenges that the expatriates face in the diverse team moreover what impact it has on the team orientation.

Keating and Martin (2007) argued that leadership skills of any manager is based on the willingness to report the problems and work in a diverse environment. However, Walumbwa and Schaubroeck (2009) agree that managers should have intrinsic behavior and commitment to work that can keep an expatriate away from the challenges faced in the diverse cultural environment. The author believes that there should be an ideal composition to work in a diverse work environment however when this question was asked to the respondents' 75% of the participants had a view that it depends on the project they are assigned to and participant 7 said that "*an ideal composition of a team should be combination of scientific, technical, stake holder and communication expertise skills.*"

*"It particularly depends on the attitudes of the employees and the amount of effort they put in towards the project which would decide the ideal composition of the team."* (Participant 2)

While as opposed to participant 2 participant 4 thinks that "*ideal composition of the work based team should be the collective members with different skill sets rather than having attitudes.*"

*"Ideal composition in the diverse team must be 50% local employees and remaining 50% should be international employees."* (Participant 5)

Moreover, when the author asked about the challenges that the expatriates faced while working with the diverse team the responses were as follows:

*"Communication was a challenge that he faced during his stay as an expatriate in the company"* (Participant 5 and Participant 4)

*"Resource and inter-group conflicts, ambiguous roles and responsibilities, scope disagreements, third party dependencies" were the challenges that were faced.*" (Participant 7)

In relation to all these challenges, "*the biggest challenge that I have been facing is that the local employees are very conscious about time and won't work after the working hours. Even if it's the ongoing process in say preparation of tablets they won't stay back in order to get the job done for that day rather they would prefer it to be done the next working day.*" (Participant 3)

When asked about the team orientation in the interview most of the participants had no specific orientation however

Participant 7 believed that *“her team orientation helped her in encouraging her to be a part of the spirit for teamwork. Team building workshops helped her to collaborate the team’s work together to give out best possible outcomes.”*

While participant 4, 5 and 6 had no specific team orientation strategies.

*“While leading as team the impact is significant in arriving to the results. As a member of a team the impact is by contributing as much as possible to the subject under discussion”*

*(Participant 1)*

Participant 3 believes that, *“when in the team most of the time what is emphasized is deadlines of the project when in team other than ability and things like that.”*

#### Working style

According to Ashwill (2015) the working style of every employee differs based on their cultural background. When it particularly comes to the Republic of Ireland the expatriates may have some misunderstandings with regards to communication, the way of meeting, kissing, touching and praising someone by giving the flowers or saying thank you. An expatriate does not need only technical abilities however it is prominent that they possess to have all the skills and habits with regards to cultural traits. This includes empathy (cultural), language ability, emotions handling and maturity to work on the assigned job (Dowling, 1994).

When asked by the author to the participants with regards to the difficulties that they face in keeping time (deadlines) on an international project/ assignment all of the participants had different views.

*“Deadlines is not a concern unless communication is involved in it”* (Participant 5)

*“Not a concern if the track records are kept on each and every task.”* (Participant 7 & 4)



*“Time zone is the biggest concern when it comes to international assignment and deadlines needs to be completed according to the time zone of the home-based company and so in some cases we need to hold back and stretch after the working hours.” (Participant 3)*

When asked to the participants with regards to the way they follow to improve the relationship with senior staff, most of the participant had the response that they respect to their designation and follow the instruction given.

Whereas participant 3 said that *“he tries to be in touch with all the senior staff and be in the loop. He gives the feedback wherever required and try respecting the seniors wherever required.”*

Participant 7 said that *“they had a culture of socializing with all the junior and senior staff and no such difference was observed. Having a cup of coffee and meeting each other at times could only help to improvise their relationship.”*

*“Experience matters and basically its experience that has to be respected and have a learning attitude from the senior that helps in improving the relationships with the senior staff.”*  
(Participant 2)

Next question that was asked in the interview was the challenges that the expatriates face while dealing with diverse culture colleagues in the workplace.

Most of the respondents had an issue with accent (communication), however

*“Visa requirements, working style and facing a cultural stereotype issue. Team has an issue with professional communications sometimes words used in communication are misinterpreted and further clarification of the words is must.” (Participant 7)*

Whereas participant 2 thinks that his *“first priority is work and then personal life whereas what he observes is colleagues here have a vice versa priorities. Local employees here have personal life on a priority rather than work.”*

*“Partiality is done based on the origin of the employee. Expatriates are given more jobs who are basically from their region and not the local ones.” (Participant 6)*

*“Variation in cultural beliefs and the way of looking towards the job assigned in developing and the developed countries by the expatriates and the local colleagues are altogether different. Expatriates take all the jobs more seriously and finish it within a reasonable period of time as compared to local colleagues.” (Participant 1)*

#### Training.

According to Shen (2005) training is one of the important part of the work. Every expatriate needs to be trained before leaving the home country. This makes the job of the expatriate comparatively simpler. The training should be based on a culture, working style and the core purpose of the work (Shen, 2005). The most important purpose of training is to improve current work skills and the way of looking towards the job. It should be considered as the lifelong endeavor to learn about the culture of the host country as the opportunity to move to foreign countries have been increasing over a period of time and use of expatriates by MNCs are increasing. In order to adapt to a new culture MNCs need to invest more on international training programme (Aycan, 1997; Tung, 1998; Boles, 1997).

Participants were asked how the training help them in proving them better in the Republic of Ireland.

*“Training helps in understanding the culture and work ethics of the country. This is required so that adjustments can be made to one response time and style, task orientation at the work place. It also helps in understanding verbal and non-verbal clues, ex. great job would mean a task that “met expectations” and not “exceed the requirements.” (Participant 1)*

*“Training plays an important role as every task is different and everyone should be trained on respective tasks. Without training no staff can perform well as the steps to get through are not followed and issues can arise. So, it helps in getting through and deal well with the local public as well as with the management.” (Participant 6)*

*“Training helps you to understand the work structure, policies, and help to brush your skills too. It gives you an idea about how to achieve your goals with your skills.” (Participant 4).*

While one of the participant thinks that *“cultural training is more important than the job training because expatriate who comes in for a specific assignment in host country already*

*knows what the job is however expat really doesn't have the idea with regards to culture and living.” (Participant 2)*

*“The training in fairness, develops you as a person. This kind of professional trainings give you a hand to become a good explainer. You are supposed to improve your speaking as well as listening skills, you gain the presentation skills. One of the principle dimension is openness. It gives you a chance to open up and realize your ideas, concepts and experiences. It helps you pull out information by asking questions. These capabilities will not only help you in your host country it helps you throughout your life.” (Participant 7).*

Remaining participant had common opinions that training is important however one of the participant said:

*“Training doesn't make much difference. Theoretically everything is different and everything in practical is different. 10% is training and 90% is based on trial and error. It depends on our experience and how good you are in handling a task.” (Participant 3)*

On the basis of the above theme it was then asked by the author what difficulties are faced due to improper training or without training.

*“There should always be someone nearby when it comes to the core production department as handling of machinery needs skilled employees under the observation of mentors or someone who can look after the trainees” (Participant 3)*

*“Job will get done but will not be done as expected and follow up will take place. Be it a skilled or unskilled task proper training is a must.” (Participant 2)*

*“No organization can train an employee 100% and it can be learned only with experience as and when the problem arises. An employee should expect difficulties in their workplaces related to improper training material, over loaded compliance documents, in appropriate guidance always leads to the feeling of unsatisfactory work environment, lack of knowledge and skills required to use equipment, unsatisfied customers, violation of procedures etc. There can be problems arising at times and the only solution to the problem is to double confirm things again and again till you are cent percent sure.” (Participant 7)*

*“Without training the employees won’t be able to deal with the client directly. When it comes to manufacturing various hygiene based steps needs to be followed and without giving the proper training they won’t be able to perform well.”* (Participant 6)

*“Difficulty in completing the assignments, repetition of the work, loss of confidence.”*  
(Participant 5)

### Dressing

The influence of cloths and dressing is dependent on wearing them and their symbolic meaning. That is who is wearing it (Tulshyan, 2013). The theory states that whenever an employee is dresses in a professional manner the employee stays more focused towards the work and is more attentive instead when he’s dresses down (Tulshyan, 2013). This doesn’t mean that corporates should turn down to old corporate strict dressing styles however it’s better to have a balanced attire. Most of the MNCs prefer business casuals during weekdays and smart casuals during weekends which the author believes is the best combination. However, some of the authors believe that it also depends on the type of the role the employees are in. When it comes to pharmaceuticals there are different departments and hygiene is the primary objective hence the workers need to mandatorily dress according to the requirement of the roles involved and generally where the role is client faced formals are strictly preferred.

The first question that author asked the participants with regards to the above theme was –

What should be the ideal dressing style in the pharmaceutical companies?

Maximum participants had the same response that the dressing style of the employees should be based on their respective roles. However pharmaceutical companies generally have a client faced environment and formals should be preferred.

*“Business casuals are best suitable”* (Participant 4 and 5)

Participant 7 thinks *“casual dressing style doesn’t matter the quality of your work is however it is important to be dressed in a professional manner when it comes to meetings and official meeting. Often lots of time employees are ignored if they aren’t dressed up according to the profession and office attire.”*

*“I don’t care about the dressing style at all. To me it doesn’t even matter what people are wearing but I do care about my responsibilities as an expatriate in the company.”* (Participant 3)

When asked about how the casual working style affects the office atmosphere to the participants it was told that

*“Casual dressing style won’t impact your quality of work or will not compromise your skills, but it will definitely give a negative impression to your senior staff”* (Participant 7).

*“Casual dressing style won’t affect at all in his role”* (Participant 3 & 5)

*“Casual dressing style creates a relaxed atmosphere in the office”* (Participant 1).

Participant 4 had no views on the same.

## Summary

The findings of the research helped the author analyze the issues caused due to cultural diversity in the pharmaceutical organizations in Ireland.

As per the research findings above it can be stated in relation to the literature review that expatriates do face challenges in the multicultural environment and this has brought a positive change in the organizations due to globalization. Multiculturalism helps company grow and think broadly. Participants also added that multicultural team brings differentiating creativities and thinking among the employees and the managers.

Participants also recognized that managers need to be very efficient with their management skills when it comes to dealing with employees and expats. The key success of the management is in understanding the multicultural environment and helping each other grow.

However, the biggest disadvantage is communication and timeliness. Then comes the issues with training and dressing. Adding up together from all the issues it can further be concluded that bring all the aspects together the findings have proven that expats do face challenges being in a

multicultural environment participants needs to manage them and face it efficiently by approaching right person/procedure on the right time and moving on in the same way.

The team can achieve success only after working in a team that coordinates and cooperate with each other well.

It further gave an idea of the research participant's views on how the management of cultural diversity helps the company grow in terms of financial gains as well as in keeping up good relationship between the managers and colleagues. There can still be some more challenges that the expatriates here can face however at this stage author has tried to gather maximum possible outcomes and has been successful in getting pretty much of possible outcomes.

## CHAPTER 5

### DISCUSSION

Stats and several CEOs of Fortune 500 have confirmed that cultural diversity is a business imperative. Therefore, it is prominent to manage the cultural diversity effectively. It is necessary to manage it because all the activities that relate to hiring, selecting and training needs to be done in an appropriate way as per the company's policies.

According to Orlando (2000) diversity is defined as difference in age, caste, gender, sexual appearance etc. However nowadays corporates have moved a step forward and have change the attitude to look towards the broader situations like globalization, demographic changes and workforce management with regards to economic conditions. Demographic changes is one of the important factor which has been looked after this days by every organization that plans to hire the expatriate. Most of the MNC HR department thinks that if they focus more on the management of diversity in recruiting expat it may help them in hiring more and more international employees (Thaler Carter 2001).

Secondly, it has been observed by many of the companies that focusing more on managing the cultural diversity is important these days in globalization as the economies of every country is interconnected, which means change in one economy affects the economy of the other country.

Finally, the author agrees that since the cultural diversity is highly affecting the leadership skills, employees need to deal with a several different cultures as compared to the past days. Managers i.e. leaders need to understand that all the employees working in the company have his / her own cultural habits and background and if those are managed efficiently the expat/ employee can result into a huge success in the company's business (Stone, 2002).

Most of the job seekers these days look for the job wherein the company has a proven track record (Thaler Carter 2001). As opposed to this Berta (2002) thinks that without diversity the company can't have a successful and expandable business if the company is trying to grow it needs to hire the expats from diverse cultural backgrounds. Mostly when it comes to marketing and client faced office environment it is necessary to have multicultural employee environment.

Various corporates nowadays arrange a diversity program in which the employees and the expats are given brief training on the management of diversity. Culture and cultural traits also are

aligned along with the management of trends. There can be negative outcomes if the cultural diversity isn't managed well in any of the organization in which expatriates are hired. According to Berta (2000) even after the employees are given training on the management of diversity very less impact is seen in terms of the quality of work life for the employees. Therefore, it is high time that all the organizations including the pharmaceuticals all over the world focus on the culture and cultural diversity and gets the support from the upper hierarchy and get the most appropriate involvement in managing the cultural diversity in the MNCs.



## CHAPTER 6

### CONCLUSION

The main objective of this study was to understand and explore the challenges faced by the expatriates working in pharmaceutical organizations in the Republic of Ireland. This study was focused more on the expatriates and the cultural aspects that does make an impact while working in the pharmaceutical company. Ireland is now booming with its economy at a rapid speed and nowadays many US based companies have been setting up its EMEA headquarters in the Republic of Ireland. The author has selected this topic to understand the issues of the expats as the author himself finds a challenge to be an international resident in the country. It further gives a brief idea on how the things are dealt on a cultural level in an organization that has multicultural atmosphere.

This thesis began on a literature review based on various theories and cultural aspects. It explained the reader what the culture is and how the diversity is observed. It further gave a clearance to the reader regarding the benefits of the diversity and how it needs to be managed. The literature review helped the reader understand how the challenges come in an expatriate's way in the organization. After various definitions of several authors having altogether different views Hofstede (1993) and Di Stefano et al (2017) came to a fact that culture is learned and distributed among the people in general and it comes as and how people go through their lives. Moreover, the review explained few theories on cultural diversity and required components in relation to cultural diversity. As the components has a lot to do with the theories the author also explains more of inter cultural effects of expats. Then comes the advantages and disadvantages of hiring the expatriates in the pharmaceutical organization rather than hiring local employees.

The secondary part of the thesis includes the research methodology used to carry out the study. The author has used qualitative method for the study and e-mail interviews have been used to carry out the study. All the interviewees were given reasonable period of time to answer the questions and all of them have been working in the pharmaceutical organizations as an expatriate in Ireland and their interviews were conducted in a semi structured way. All the expatriates had a vast experience in the said field and have been asked about their responses (personal). From the study expatriates have proved that it's not that cultural diversity had only the positive impact

however at times there was a negative impact as well. Despite having all the challenges this study has given a very clear idea that expatriates still overcome these issues and continue with their jobs in the said field. There have been various managers as well in the study who have already been selected as the sample in the research just to understand their perspective as well and then obviously general (employees- international) expats who also shared their opinions.

The end of the research then shows the findings that were gathered from various participants regarding their experiences as expats in the Republic of Ireland. Even though the culture has been changing rapidly it is important that the concept of culture and cultural diversity still needs to be studied and the management of cultural diversity should be developed accordingly.

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## APPENDIX

Hi \_\_\_\_\_

### Request for interview

My names is Rohit,

I am a Masters student from National College of Ireland. I am currently writing my thesis on the exploration of the impact of Cultural Diversity from an international employee perspective in Pharmaceutical Organizations based in Ireland.

I believe that your opinions would contribute well towards my study since you are one of the expatriate working here in Ireland in a pharmaceutical company. Therefore I thought of contacting you by email because I think it would be very interesting and useful to gain further knowledge from an interview with you.

I would be very thankful if you could take time to answer the attached questions. It would hardly take 45 minutes to answer the said questions. My research is done in English. So I would appreciate if you reply me back in English only.

Please write back to me with the time that suits you and I would do my best to make it easy for you. Please do not hesitate to ask if you have any problem to understand the questions.

The earliest reply is much appreciated.

Thank you for the opportunity and I hope to hear from you soon!!

Best Regards

Rohit.

Theme 1	Communication	Communication Difficulties and their impact - Ferraro (1998)	<ul style="list-style-type: none"> <li>- How does communication impact on your ability to deal with day to day work situation?</li> <li>- How do you get through the accent problem at your Workplace?</li> </ul>
Theme 2	Diversity	Challenges of diverse team management – (Keating and Martin, 2007).	<ul style="list-style-type: none"> <li>- What do you believe is the ideal composition of a work based team?</li> <li>- What challenges do you experience in managing diverse teams?</li> <li>- What impact do you have on team orientation?</li> </ul>
Theme 3	Working Style	Challenges on various working style and relationship building- Ashwill (2005)	<ul style="list-style-type: none"> <li>- How difficult do you find in keeping time (deadlines) on international assignments?</li> <li>- What do you do to improvise the</li> </ul>

			<p>relationships with you senior staff?</p> <ul style="list-style-type: none"> <li>- What challenges do you face while dealing with diverse culture colleagues in the workplace?</li> </ul>
Theme 4	Training	Improper Training problems- (Shen, 2005).	<ul style="list-style-type: none"> <li>- How does the training help you in proving yourself better in the host country?</li> <li>- What difficulties do you face without training or after getting improper training?</li> </ul>
Theme 5	Dressing	Challenges in style of Dressing- (Mario E. Castaneda, 2013).	<ul style="list-style-type: none"> <li>- What do you believe should be the dressing style in the companies?</li> <li>- How does a casual dressing style impact the office atmosphere?</li> <li>- What difficulties do you find in managing the diverse clothing style when on work?</li> </ul>



