

# **An investigation of views from employees on diversified working environments**

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**Submitted to the National College of Ireland,  
August 2019**

## **Abstract**

In the twenty-first century, the diversity issue in the workforce has been talked about increasingly. Employers have become more considerate of diversity management in multinational companies. Meanwhile, diversity within an organisation, whether based on issues such as age, nationality, religion, culture, gender, or ethnicity is an issue that can lead to people holding different values and attitudes. The purpose of this study is to investigate the employees' attitudes to diversity workplace in Ireland.

A quantitative methodology approach was used to conduct in the study. The paper makes use of data collection through online and printed questionnaires of 72 participants who are working in Ireland, both local and non-local workers. The workforce diversity questionnaire II conduct by Larkey (1996) was used as a way of collecting data. The questionnaire appraises the employee's understanding of cultural diversity. The technique of non-probability sampling was used to collect the data. Data analysis was handled by IMB SPSS and Excel to generate research results.

The results of the study revealed that employees are holding a positive view of diversity in the workplace. And, there are more details of results in chapter 4. The recommendations and limitations represent in the later of paper. A personal learning statement in the last part of the paper.

## **Acknowledgements**

I would like to thank you my research supervisor Jason Healy for his guidance and support in this study. I would like to thank Jonathan Lambert for his SPSS teaching and guidance in the research analysis part. Also, I would like to thank all the participants involved in my study.

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# **Chapter 1 – Introduction**

## **1.1 Background**

### **1.1.1 Increasingly Diversified Working Environments**

The increasingly globalized world requires the different backgrounds and cultures of people to interact to enhance both business and economic purposes. According to Danowitz et al (2012), the diversity issue increasingly is noticed in the workforce in the twenty-first century, in terms of racial background, the participation of woman, lifestyle, generations. Many organisations increase diversity in the workplace and provide an inclusive working environment for staffs. For example, Accenture Company implements diversity and inclusive culture very well (Robertson, 2012). The company provides diversity training to all employees, which uses scenarios to help employees to solve sensitive situations in the workplace and set up online training to build awareness and understanding about diversity issues.

Diversified working environments become important in many multinational organisations. There are lots of multinational companies set up in Ireland particularly in the Dublin city. Some highly skilled local workers are shortage with specific industries such as IT professionals and engineering professionals, and many organisations have no choices in recruiting overseas. Therefore, diversity management is considered to be one of the most important HRM strategies and powerful tools since the 1990s (Litvin, 1997). However, the issues among different cultural employees and



customers occur at the same time because the different issues affect the business outcomes.

### **1.1.2 Implications of Diverse Working Environments: Benefits and Challenges**

People with different cultures, ages and gender would generate a different way of thinking or may create some barriers in the work. Therefore, the communication between the diverse cultural employees, supervisors and clients is a key role in the business and organisation growth.

Fáilte Ireland (2005) believed that cultural diversity can boost economic growth and improved innovation, particular benefit a lot in the tourism industry. Diversity in the workplace can enhance employee's creativity in dealing with tasks and solving problems, add new ways of thinking and skills. Also, diversity in the workplace can benefit employer brand such as a better image in public, increasing peer competitiveness (Devine *et al.*, 2007). Other potential business advantages include access to scarce skills, better service for customers and creative ideas.

The knowledge exchange in multicultural teams was studied by Hajro et al (2017). They used interviews of 143 in-depth and interactions with 48 teams from 11 companies. This is a big sampling among the literature cited in this study. The finding of this literature is that self-confident and cooperative knowledge exchange procedures were more effective in the team works. They also revealed that culture differences enhance the knowledge in

different aspects, insights and substitute view. They also founded that engagement-focused climates driven oscillation when exchange knowledge, oscillation help people to shape positive intercultural relationships in task completion (Hajro et al, 2017). To explore internal navigation of cultural differences in the team or macro-organisational context, which suggested by Hajro et al, (2017) in the future studies. Align with the literature' limitation, this research will investigate how people' view on the cultural differences and communication in the workplace.

However, the major challenge might be the communication problem between locals and international staff and the staffing relationship. In a multi-cultural workplace, many people find it difficult to share common values, hobbies, and topics for talking to each other. For example, a survey mentioned by Burdes (2017) who looked at non-New Zealand companies in the New Zealand, the result shows that there are several barriers for non-local to fit-in to the workplace in New Zealand companies, 48% of responses admitted that English communication is a problem, 50% difficulties interacting with local customer and unprepared for New Zealand workplace culture. The problems not only language but also understanding barriers of New Zealand communication style. Burdes(2017) also pointed out that newcomers would be very difficult to understand the unique speaking style, and often confused to the newcomers.

Yi *et al.* (2015) studied how diverse generations, gender and culture affect individual's work attitudes in the workplace. The research methodology has

been used were questionnaires for staffs and managers in China, and an online survey for the staff, students in an American university. The technique of quota sampling was used to collect the data. The authors have found that the work values and attitudes towards work was different between US and Chinese samples and showed the national culture influences on it as well as affects generational changes. The generational difference in American' work values is bigger than Chinese. The authors suggested that future research need to look into the specific effects of gender, diverse culture and different generations. The limitation of the literature is that the author uses countries as a representation for cultures and overlook specify the cultural effect on a career across generations.

The literature appears to clearly indicate both benefits and challenges resulting from diverse workplaces. Therefore, employers may benefit from greater understanding and engagement with the issue. A director of the diversity search, Anne Coleman said if the business and organizations are not focusing on diversity and inclusion, then the company will be considered a negative employer brand (Murray, 2018). Robertson (2012) indicate that the challenge for employers is to maintain diversity and inclusion at the time when financial conditions are difficult.

### **1.1.3 Diversity Management in the Workplace**

Diversity management plays an important role in many multinational companies. The approach is a common sense that addresses discrimination and promotes inclusive, taken actions such as equality policies and plans. Workplace discrimination refers to on the grounds of ethnicity, age, gender, disability in recruitment or employment sector.

The research of Zenger and Lawrence (1989) found that the age diversity in an organization has several negative effects on the organizations, which are lack of consent, ineffective communication and difficult to sharing knowledge. Also, West, Patterson and Dawson (1999) found that the more age groups in the company the less profitability of the business, because difficult to communicate, collaborate in different age groups. However, a research conducted by (2010) concluded that the age diversity was positive effects on knowledge sharing which has direct effects on new business profit.

According to Robertson (2012) 's analysis, there are several practices of diversity and inclusion can apply to diversity management. One practice could eliminate the gender pay gap. The investigation has indicated that although employers sometimes deny unequal pay between the male and female, the results reflect the significant pay gap of 22 per cent in 2011, and women occupied the greater proportion of part-time work roles.

Organisations can take steps to reduce the pay gap and encourage women to pursue development. The second practice is to build fair recruitment

processes by appropriate, fair and transparent selection. For example, the University of Sunderland and Accenture Company provide training for managers who need to understand how bias can affect their inappropriate decisions. The diversity training to raise employees' awareness of diversity and encourage them to create an inclusive environment in the workplace. The third practice is setting up employee networks which play an increasingly important part in creating inclusive workplaces. Some of the organizations have established networks to support female develop to senior roles. There is a belief that organization to promote diversity and inclusion have positive consequences which are increased women representation above senior levels, better employees' relations with different personal condition and backgrounds.

Literature (Edwin, 2002) on the managing diversity emphasizes the successful diversity strategies for implementing in the organisation. The author has pointed out three objectives, and the findings of it as follow:

- firstly, the workforce diversity program has a positive relationship with the diversity present in the workforce in the restaurant industry;
- secondly, there is no negative impact between more or fewer diversity programmes hours and work environment
- thirdly, the respondent considered the managers have a responsibility to the diversity programmes implementation.

In terms of the limitation of the literature which only investigated on one type of industry (restaurant).

## **1.2 Justification for Research**

It is worth to investigate the attitudes of people with different traits in the diverse work environment in Ireland. This study examines people's conceptions of working in the diversified workplace and classified them according to their traits such as generations, gender, ethnicities and types of work. This study specifically focuses on the Irish context to compare people in different backgrounds, gender and ages, then to analyse their attitudes and perception in the diversified workplace in Ireland.

For example, to focus on the Generation Y or millennials (those born between 1982 and 1994), their attitudes toward diversity workplace and comparison to the Generation X (those born between 1965 and 1981), to investigate how different they are. Then make some hypothesis of possible reasons about results. This involves exploring how the diversified working environment impact on their career perceptions in work values and attitudes.

Some relative topics in Ireland have already been studied in research by Devine *et al* (2007), Ryan(2015) and Jankowski (2018). However, there are only a few studies focused on Ireland about this topic, so it is worthy to carry out this study and more in the future. These three studies show the issues of

diversity workplace are beneficial and challenge for many organizations. Diversity awareness among employers and employees is essential in the workplace, and managing diversity is an important strategy in the international organization. This study's conduction is based on the previous studies to explore the issues further, and worth for the employers in the future, for example, as a reference for the future studies and as a piece of information for Irish companies. The more details and value of the three previous studies will present as followed paragraphs.

The paper conducted by Devine *et al* (2007) aims to explore the opportunities and challenges in hospitality employers in Northern Ireland in adapting to culturally diverse workplaces. Also, help international staff remove barriers in the workplace and society, while benefiting staffs, organizations and business in local. The research methods of the study were through interviews with hotels owner. The targets of Devine's study focused on the small to medium size hotels in urban and rural areas of Northern Ireland. The main questions for example "What opportunities and challenges do a culturally diverse workforce create for hoteliers in Northern Ireland?".

The author has found that a precious resource of labour generates by international workers in the hospitality industry only in properly work conditions and well managed. In addition, the author suggested that the positive management system and proper training can be provided as a solution for discord caused by differences, such as celebrates its employee's festivals, learn from other cultures and values, and respects differences.

Devine's study perspective was from the employer, thus, to advice to international staff's better integration with local staffs, and quickly settle into the new environment. However, it lacks employees' perspective on the diversified workplace, which has been investigated in this study.

Another related study from Ryan (2015) mainly explored the advantages and disadvantage for the employees who work in a diversity environment. The author used a quantitative methodology approach for the study. And a questionnaire to collected data from employee's perspective and analyse their level of cultural diversity awareness. Therefore, the results from Ryan's study indicated that there was no diversity awareness between the Irish and non-Irish employees, and, man and woman hold different diversity workplace awareness. Because the study is only focused on the hospitality industry, the author suggested that the future research can apply multiple industries as population sample in Ireland.

The third study conducted by Jankowski (2018) aims to learn about the impact of managers ethnicity working in the small retail chain. The author wants to investigate the benefits of diversity policies in management. He wants to know that how diversity affects the choice of management style. Moreover, the impact of the manager's decision in the diverse workplace has been analysed. The quantitative method has been used by Jankowski. There are two different questionnaires for collected data, one was for employees and another for employers, which was research from two different perspectives. The result of his study was cultural diversity is a



crucial factor in the management, but there are only a few published writings about managing cultural diversity in Ireland. It is worth to carry out more studies which more in-deep analysis about will be managing diversified workplace. There is a finding shows cultural diversity may not a barrier for people integration with others in the workplace because the respondents hold negative opinions on training of cultural diversity. Since Jankowski's study has only focused on the retail industry, collecting more information from other industries can help to support further research. The present study intends to contribute to filling this research gap by achieving the following research aim.

### **1.3 Research Aim**

The aim of the present study is to gather the Views from employees on diversified working environments in Ireland. This aim is further broken down into research objectives as follows

### **1.4 Objectives:**

RO1: to investigate employees' attitudes towards diverse working environments (those containing cultural differences, inclusion or exclusion)

RO2: to investigate if diverse working environments have an impact on work performance or effectiveness, in the different generations.

RO3: to investigate whether employees believe their organisations adequately facilitate diversity in the workplace

### **1.5 Research questions:**

RQ1: What are employees' attitudes towards working in a diverse work environment?

RQ2: Does the diversified working environment have an impact on work performance or effectiveness, from employees' perspective?

RQ3: Do employees believe that their organisations adequately facilitate diversity in the workplace?

These research questions will be answered through testing the following research hypotheses.

## **1.6 Research hypotheses**

The research hypotheses are aimed to answer the three research questions.

There are 4 hypotheses in total. Hypothesis 1 and 2 answer the first research question. Hypothesis 3 can answer the second research question and hypothesis 4 for the third one. These hypotheses will be tested and lay out the results in chapter four.

H1: People in diverse groups are respectful of group members' differences.

H2: People think that diversity in the workplace is positive.

H3: Employees think that diversified working environment can result good work performance.

H4: Employees think that their organisations adequately facilitate (affirmative action) diversity in the workplace.

## **1.7 Structure of the Thesis**

Chapter one offered an introduction to this study's rationale, research aim, and objectives. The research hypotheses were formulated after the research questions. Chapter two summarises the results of the review of literature offering a more detailed discussion of notions about diversity workplace. Chapter three is the methodology part which explained the methods used to conduct this study in detail. The following chapter four focused on the findings and analysis. The next chapter five will be discussion the results. The last chapter is conclusion including recommendations limitations and personal learning statement.

## **Chapter 2 - Literature Review**

### **2.1 Definitions of diversity and diversity management**

There has been lots of discussion about the advantages of diversity in organisations. 'Diversity' in this paper refers to the differences in gender, age/generation, nationality/ ethnicity and culture (Kossek, Lobel and Brown, 2006). Besides, diversity in the working environment involves diverse demographics background with different culture and knowledge (Bassett-Jones, 2005). Due to some people be in a diverse environment, they can share different attitudes, values and think. Positive opinion on diversity are accepted by many people nowadays (Tüz and Gümüş, 2010).

The 'diversity management' refers to recruit or retain employees with diverse background and features in an organisation and manage them. Diversity in organization initially became a significant issue in America, and it has been a part of North American organization's culture and the curriculum in universities (Danowitz et al, 2012). Kandola and Fullerton (1998) defined the diversity management in the organisation to be the differences social categories such as sexual role& orientation, ethnicity, generations and disability will generate productive environment and everyone feels valued, and talents are fully applied to meet the organisational goals. Effective diversity management can result in good organizational performance in terms of enhancing cooperation in the internal and external workforce, and inclusive orientation of decision-making, innovation on the job (Hussain *et*

*al.*, 2012). Mamman et al (2012) hold a similar opinion that diversity management can improve staff's coordination and minimised costs of the company. Diversity workplaces as a mean to equal labour in the workforce. The implementation of a diversified strategy may achieve positive results under specific contexts. Richard (2000) established that the positive outcome of diversity management base on the particular context and negative results of absented diversity context. Martin (2014) suggested that diversity workplace can be effective only been managed very well by organizational leaders. Daniels and Macdonald (2005) predicted that globalisation is the growth of organizations in the now and future global markets, particular for those middle and large organizations. One important influence of organizations requires more diverse workplace because of it more reasonable to expansion to a greater range of countries.

## **2.2 Diversity in the Workforce: A Double-Edged Sword**

There is a notion that workforce diversity can bring lots of benefits and it is a positive implication to the work (Li *et al.*, 2011). There are two sides of diversity, one positive side is increased innovation, commitment and wide range of customers, the negative side is increased discrimination, conflict, communication barriers (Joshi and Roh, 2009). Although diversity brings several benefits to the business and organisation, such as building diverse work teams, more creativity and innovation ideas, it may have more problem

solutions than the homogenous workforce (Watson et al., 1993). Difficult in agreeing with one idea. Diversity like a double-edged sword, both have positive and negative (Baker and Anderson, 2010). Failure to manage diversity in the workplace can contribute to grievance among employees, and lead to conflicts and disharmony in the workforce (Hussain *et al.*, 2012). On the other hand, the ambiguity, difficulty and misunderstanding coming from the diversity group process, so the effectiveness of the team is potentially destructive (Chevrier, 2003). Moreover, there is no direct relationship between cross-cultural diversity and usefulness (ibid). The dissimilarity brings the potential of misunderstanding at the same time (Anderson and Metcalf, 2003). They claimed that the greater differences between the people, the less common knowledge and values can share. Therefore, communication in the diversity environment may have obstacles (ibid).

There are some important issues of diversity in organisations: one is that the organisations with diversity system can seem as the open systems of their products in new societal environment. Another is that it has risks of discrimination. Due to the growth of diverse workplaces, governments may update the anti-discrimination legislations, for example, Employment Equality Acts 1998-2015 which is an equality Irish legislation for against discrimination in the workplace. If employers miss handle the conflicts or problems in diversity management, he or she will be at risk of being punished by the judicial department. Thirdly, if managed the diversity

properly, it can subsidize the business success of an organisation(Danowitz, Hanappi-Egger and Mensi-Klarbach, 2012). The diversity management tends to be inclusion in talent pool. According to Danowitz et al (2012),there are increasing numbers of companies create the inclusive structure for maintaining competition advantages, and critically analyse organizational practices rather than point out the problems such as gender inequality, minorities or disabled.

The above discussion exposes the complexity of organizational diversity management involving benefits and risks. These are important parts of diversity management because managers cannot just enjoy the benefits of diversity without considering some potential risks. Diversity issues are popular topics nowadays, not only in the workplace but also in societies. Devine *et al* (2007) indicated that diversity issues are not only impacting on the workforce but also society. People may not awareness it, but it's existed in many places of life.

### **2.3 Cultural diversity**

Amadeo (2013) defined cultural diversity is the differences in race, language, nationality, ethnicity, religion, and sexual orientation. It can affect the workplace in numerous aspects.

The benefits of cultural diversity in the workplace has been talked in media and papers. A different cultural background team into can brings different



contributions, can enhance problem-solving, creativity, and adaptability (Cox, 1994). Diversity supports to expand outlooks, methods, strategies and tactics, create new things, formulate marketing plans, generate new ideas, and new ways of operation in organizations (Adler and Gundersen, 2007). Several researches indicated that cultural diversity group suit decision-making rather than basic group tasks, because of the different perspectives of views can result more creative and high quality decision (McLeod, Lobel and Cox Jr, 1996; Thomas, 1999). However, as Williams and O'Reilly III (1998b) stated that there are certain types of benefits from diversity, but some studies about race and gender have proofed both positive and negative outcomes. Negative effects may contain miscommunication and more hinders (Martin, 2014). Interpersonal conflicts as a potential risk, because people hold different opinions, thoughts, beliefs, values, and traditions. Moreover, interpersonal conflicts can cause less productivity, and create an unpleased atmosphere among colleagues. Stahl *et al.*, (2010) presented results of research that the diverse teams gain creativity increased, but also undergo the increasing conflicts during the process. Cultural diversity tends to growth divergent processes (Stahl *et al.*, 2010; Crisp and Turner, 2011) Divergent can reduced the team performance because the differences between people tends to diminishing the original intention of the work.

The same cultural background people feel strong similarity-attraction with each other because they can share similar values and beliefs (Triandis,

1960). To identify people through the race, nationality and ethnicity are most the common social categories (Tajfel, 1982). Similar opinion in the later article specified that race and ethnicity are common identity among the category (Earley and Mosakowski, 2000). The cultural diversity according to the similarity attraction theory (O'Reilly III, Williams and Barsade, 1998) people are attracted to work together with similar values, beliefs and attitudes. People tend to social categorization, and categorize others as outsiders of their groups (Tajfel, 1982). Regard to the work performance, group homogeneity perform simple tasks may very efficient, while complex tasks may be block by it (Ravlin and Meglino, 1993). Hill (1982) suggested that cultural diversity groups are more likely have a lower group performance than the homogeneity groups. The issue of the differences among group identities affect their work performance and results cannot be neglect (Zanoni *et al.*, 2010).

In the other hand, culture is connected with differences that people from different countries with different source and ability into a team (Lane *et al.*, 2009). Kamal and Ferdousi (2009) indicated that the most ideal way is cultural synergy. Cultural synergy is a concept that describes two or more cultures combine together to form an environment and develop strengths, concepts and skills (Adler, 1980).

## **2.4 Group Identity Diversity: Generation/age**

The generation concept first introduced by Karl Mannheim in 1920s, which defined some people who have a common culture, background, memories (Mannheim, 1952). These affect each generation and impact on their thoughts, values, attitudes, and behaviours, it as a generational identity throughout one's generation's life span (Egri and Ralston, 2004). Therefore, generation reflects the value orientation in a period of time in a country (ibid).

A generation defined as the period of time or average age, basically considered to be thirty years (Collins, 2019). (2000) stated that it should distinguish the different generations in a particular location and the birth periods in order to shape the common characteristic. That is to say, the different backgrounds, cultures, and place can form different generations.

The growing problems between the different generational employees because of the confusions related to values (Zemke et al., 1999). The different generations of employees usually hold different work values (Gursoy et al., 2008). Some researches evaluated the cultural effects in generations by comparing values and attitudes of different background people (Egri and Ralston, 2004; Murphy Jr et al, 2004). And the same reproductive period as different generations and cultures, which is different from the values and attitudes of the contemporary era (Egri and Ralston, 2004). Employees with the same generations are more likely to openminded of values (Gursoy, Maier and Chi, 2008), the same attitudes towards work and goals (Tolbize, 2008), shared similar concerns and change (Deal, 2007).

Collins et al (2009) founded the different generations work together may encounter problems, for example, supervisor and subordinate with different generations often meet coordination problem, they are difficult to think about situations from each other's point of view. Therefore, it would affect the relationships between superiors and subordinates. Another example about different generations' work value attitudes, the baby boomer generation's (born 1946-1964) traits are hardworking and more loyalty to the company while as Generation X's (born 1965-1981) value tends to work-life balance and less loyalty, (Gibson, Greenwood and Murphy Jr, 2009; Hannay and Fretwell, 2011). Gibson et al (2009) suggested that employer can motivate baby boomers by money, overtime, and praise. Nevertheless, Generation X's motivation is focus on the job content. Only by making them feel that the job is challenging and attractive can they be motivated. Managers can try to enrich the jobs and tasks, making fun in the work (Gibson et al., 2009).

The age diversity and generational diversity in the workplace are quite debated. Wong et al (2008) stated that the most differences among people are because of age, not generational differences. A positive finding shows that the diversity of the age structure of employees helps to eliminate gender discrimination, which helps to form a good working atmosphere within the company and promotes the company's performance through emotional increase (Kunze, Boehm and Bruch, 2009). McGuire et al (2007) agree with it and suggested that different generations and age diversity can result group values and beliefs. Some researchers argued that the increased age

diversity at the workforce may reduce the level of discrimination and lead to a more positive attitude from employees (CK Chiu *et al.*, 2001; Ernst Kossek, Markel and McHugh, 2003). On the contrary, enterprises with a simple age structure of employees are prone to gender discrimination, which is not conducive to the formation of good cooperative relations (*ibid*). The phenomenon of age diversity become increase in many companies, the potential risks such as age discrimination, unnecessary competition in the workplace may increase as well (Kunze, Boehm and Bruch, 2009). Moreover, if the leader carries out poor diversity management would bring more serious negative impacts. Some research founded that in an age diversity team or workplace, ineffective communication is the main barrier for performance advance (Pfeffer, 1983; Zenger and Lawrence, 1989; Moody *et al.*, 2003). If team members do not communicate well and sharing the same values and objectives, lack of coordination and collaboration in the team would be devastating for teamwork. Misunderstanding is one of the communication barriers in a multicultural environment which involved people with different cultural backgrounds, because they are very different values and beliefs (Jenifer, 2015). West (2000) discussed age diversity brings dissonance, and he concluded that training can be a solution, helps team members realized the negative impacts and stand each other's viewpoint to boost work efficiency.

## 2.5 Limitations and criticisms

Diversity research is a developing topic area existing in many literatures fields but it still has limitations (Anderson and Metcalf, 2003). The problems include:

- 1) each research only examines the selected aspects of diversity, such as gender and ethnicity, not all diversity dimensions in one study;
- 2) studies may be located in specific location, industry or an organisation, the result and finding cannot be generalised;
- 3) the performance measurement tends to be self-assessment, and not reflect the impact of diversity.

Pelled (1996) argued that due to the individuals' background, interests, values, and knowledge are different, the group of diversity can encounter conflicts or issues. The explanation is that diverse group of people are trying to develop more creative ideas and achieve better solutions for the organization, so it's a process for them to consider and accept the different point of views (Robinson and Dechant, 1997). There are a lot of different angles of diversity research has been conducted, but only a few about HR policies and practices can be integrated into diversity management (Martín Alcázar et al., 2013)

The connection of diversity group and work performance has been talked by Webber and Donahue (2001) who found that the relationship between

diversity and group cohesion or performance was not supported. Anderson and Metcalf (2003) noted that where performances are examined, it was only with respect to the top manager's diversity rather than workforce diversity. Kochan *et al* (2003) suggested that the diversity group benefit to performance only depend on good management.

One of the most remarkable statements that diversity management is the assumption that it is benefits both to the companies and employees, improved productivity and creativity, but this seems to be overstated (Williams and O'Reilly III, 1998a).

## **2.6 Criticisms of Diversity Management Theory and Practice**

### **2.6.1 Diversity May Lead to Conflict**

Diversity may ineffectiveness in uncertainty and complexity situations. Research also (Williams and O'Reilly III, 1998a) found increased number of conflicts in the diversified working environment. In a problem-solving scenario, with insufficient expenses on diversity management practices in organization, more likely to generate dysfunctional conflicts (Collins, Hair and Rocco, 2009; Stahl *et al.*, 2010; Białostocka, 2011). Besides, it is not easy to reach an agreement from both parties in the problem-solving situations due to their differences, such as concerns, values, knowledge and interests (Białostocka, 2011).

### **2.6.2 Diversity Management sometimes is costly**

In order to get the best results and effectiveness from the diversity management in the organization. Employers need to raise invest some money for diversity management, but it is not cheap. Cox (1994) estimated that a company would cost a huge amount of money every year for failure diversity management. Dike (2013) indicated that workplace diversity management is likely very costly for job satisfaction increase, and managers need to have diversity training programs to ensure the diverse workplace can be managed well. On the other hand, discrimination protentional risks for the organization. The cost of discrimination lawsuit be a significant financial burden (Terpstra and Kethley, 2002).

### **2.6.3 Diversity Creates Communications Challenges in Organisations**

Researchers Verheul et al (2002) stated that communication is less difficult in the similar groups of people. Communication as a barrier in the diversity work environment (Jenifer, 2015). Communication is one challenge for an employee in the diversity workplace (Mamman, 1996). Different cultural norms has challenges in cross-cultural communication (Bandyopadhyay, et al, 1994).

However, diversity in the workplace is found to have specific benefits too according to Verheul *et al.* (2002) who argue that homogeneous groups will less likely innovation and creativity. Thus, the similar groups are easier to



work routinely, whereas diversity groups are more likely to knowledge-based innovative.

#### **2.6.4 Diversity management and discrimination**

According to several researchers, there is discrimination in the workplace in the EU. McGinnity et al (2010) mentioned ethnic origin is the most common form of discrimination in the EU, followed sexual orientation and disability. In addition, age is one factor of work-related discrimination. The results from the 45-64 age group are more likely to have a risk of discrimination when looking for the job (McGinnity et al 2010). Another early research showed younger workers are more likely to unemployment than the older workers (Johnson and Park, 2011). The racial minorities in indicated they involved in discrimination experience in the workplace every day (Schuman et al., 1997). McGinnity et al (2010) shown black ethnicity respondents report they have experienced a high risk of discrimination at work or looking for jobs. A study conducted by EU member states (Garner, 2007, pp. 1985–2006) included Ireland, they reported that discrimination in the workplace or job-seeking was most common.

Regard to the ways to against discrimination, Irish law has several legislations can deal with it, such as Employment Equality Acts 1998–2015, The Equal Status Acts 2000–2012 and Workplace Relations Commission.

The purpose of promoting equality in the workplace can help to develop workplace diversity (Russell and McGinnity, 2011).

Lack of diversity and inclusion will cause discrimination, but well diversity management can reduce the occurrences of discrimination (Douglas, 2017). Although diversity management can be an approach for anti-discrimination and affirmative actions, not everyone agrees with it. Wrench (2005) disagreed diversity management is a good way to against discrimination in employment. The diversity management is like 'window dress' and 'cove-up', described by the British trade union (Greene and Kirton, 2003). Daniels and Macdonald (2005) suggested the reason for not all issues of discrimination can be solved by the law. They stated that some people may suffer discrimination of use law to address it because they fear the consequences like working relationships impaction, or some people lack the law knowledge.

## **Chapter 3: Methodology**

### **3.1 Chapter Introduction**

This chapter describes the methodology has been used to gather data for this study, which including research onion, research approach, sampling, data collection, and data analysis. The justification of methods chosen to outline in each section.

Since this is primary research, the aims to explore people's perception about diversity workplace in Ireland. The quantitative method adopted in this study, because it is mainly investigating general opinions rather than individual's attitudes. Positivism is the research philosophy of this research approach. The deductive approach develops the hypothesis to test and suited to the positivism. Deductive approach uses large amounts of quantitative data to test the results. Then the methodological choice is the mono method quantitative. Only use survey as the research strategy to gain information about people's views on diversity workplace. The questionnaire can help to answer the research hypothesis. A non-probability sampling as a technique used in this study, because it allows researchers to accessibility the entire population. The participants from different countries and ages are part-time or full-time workers in Ireland. The data analysis mainly relied on the Excel and SPSS software to tested whether the hypotheses can be accepted or rejected. If rejected, then consider the alternative hypotheses. The final section of the chapter three has talk about ethics considerations which is an

explanation of security of personal data. The study totally protected the privacy of respondents and questionnaires were conducted with their consent.

**Objectives:**

RO1: to investigate employees' attitudes towards diverse working environments (those containing cultural differences, inclusion or exclusion)

RO2: to investigate if diverse working environments have an impact on work performance or effectiveness, in the different generations.

RO3: to investigate whether employees believe their organisations adequately facilitate diversity in the workplace

**Research questions:**

RQ1: What are employees' attitudes towards working in a diverse work environment?

RQ2: Does the diversified working environment have an impact on work performance or effectiveness, from employees' perspective?

RQ3: Do employees believe that their organisations adequately facilitate diversity in the workplace?

**Research hypotheses**

H1: People in diverse groups are respectful of group members' differences.

H2: People think that diversity in the workplace is positive.

H3: Employees think that diversified working environment can result good work performance.

H4: Employees think that their organisations adequately facilitate (affirmative action) diversity in the workplace.

### 3.2 Research Design: Project Plan

Task	Start Date	End Date
Choose Topic	1 <sup>th</sup> Jan	7 <sup>th</sup> Jan
draft of aim and objectives	8 <sup>th</sup> Jan	15 <sup>th</sup> Jan
Carry out reading and literature review	15 <sup>th</sup> Jan	20 <sup>th</sup> Jan
Prepare the Background and Rationale of proposal	15 <sup>th</sup> Jan	18 <sup>th</sup> Jan
Prepare the literature review of proposal	19 <sup>th</sup> Jan	24 <sup>th</sup> Jan
Prepare methodology of proposal	25 <sup>th</sup> Jan	27 <sup>th</sup> Jan
Collect all chapters of proposal, get someone to double-check	27 <sup>th</sup> Jan	28 <sup>th</sup> Jan
Summit first proposal	28 <sup>th</sup> Jan	28 <sup>th</sup> Jan
Prepare 2 <sup>nd</sup> chapter of dissertation: introduction Start to raise questions for questionnaire	1 <sup>st</sup> June	10 <sup>th</sup> June
Complete questions for questionnaire and piloting	11 <sup>th</sup> June	20 <sup>th</sup> June
Handout questionnaire and collecting data	21 <sup>th</sup> June	20 <sup>th</sup> July
Transcription of data	21 <sup>th</sup> July	1 <sup>st</sup> August
Analyse data	2 <sup>rd</sup> August	7 <sup>th</sup> August
Methodology	8 <sup>th</sup> August	10 <sup>th</sup> August
Refine literature review	11 <sup>th</sup> August	14 <sup>th</sup> August
Draw conclusion	15 <sup>th</sup> August	17 <sup>th</sup> August
Refine dissertation	18 <sup>th</sup> August	20 <sup>th</sup> August
Summit the final dissertation to supervisor	21 <sup>th</sup> August	21 <sup>th</sup> August

### 3.3 Research Onion

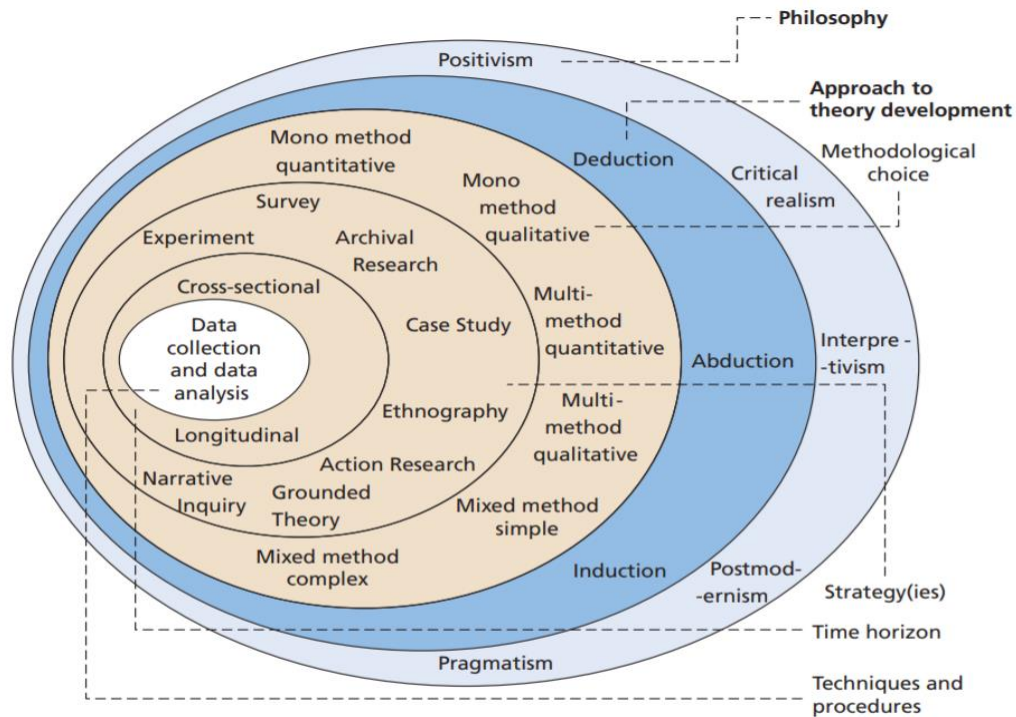


Figure 1 The research onion

Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

The mode of research onion model process was proposed by Saunders et al (2019) (see Figure 1) The research onion involves all steps of the research process, including research philosophy, research approach, methodological choice, research strategy, time horizons, and data collection and analysis.

Besides, it provided a comprehensive framework for the researcher.

The research philosophy is compatible with positivism in this study.

Positivism is associated with deductive reasoning (Hayley, 2019). This study collected data in a free manner, and to get objective results. The correct rates of results from quantitative research and data analysis are usually reliable. However, another research philosophy is interpretivism. And It is not

adopted in this study, because of that, interpreting human behaves or feels which cannot be obtained through the data analysis (Thornhill, Saunders and Lewis, 2009). Deductive is the research approach. It is a way to develop theories and test hypothesis in this study. Moreover, a deductive approach usually combines with quantitative research. The methodological choice is mono-method quantitative which use only one research approach for the study. Survey is the most common way for quantitative research for the research strategy. Questionnaire is the key method for data collecting. Can examined variables between different data. Use a series of questions to record responses' attitudes and then analysis. The thesis goes with cross-sectional for time horizon because it presents a specific moment rather than long-term investigation (Saunders, Lewis and Thornhill, 2009). Techniques and procedures are the heart layer of the research onion. Primary data is collected for analysis of the results of the study.

Above all, every layer of the research onion be introduced briefly, and more details of each layer present in the following sections.



### **3.4 Approach: Quantitative**

The methods of quantitative include data collection by survey questionnaires, experiments and interviews. This study used quantitative analysis and chose the questionnaire to get the needed data. Quantitative research was choosing rather than qualitative research because of it is more likely to get numerical data rather than deep information. Quantitative approach can be used to explore a general social phenomenon and opinions. The advantage of using this method is that it is easy to operate and obtain data, save participants' time, and less costs. In addition, the most advantage of conducted quantitative methods is that the result is reliable, valid with large population (Mary, 2019). The data can be examined by statistical methods of analysis (ibid). Statistical methods of quantitative research intend that the analysis is relatively reliable (Thornhill et al., 2009).

There are lots of benefits to carrying out qualitative research. The biggest advantage is that the researcher more likely gains a good understanding of further details and perspectives. An interview is a common way used by many researchers. The researchers can encourage interviewees to say more deep views and opinions. But, the potential limitation of it is not all interviewees can open-minded to expression (Creswell, 2016). However, the disadvantages of qualitative research are obvious. The findings from qualitative research may difficult to present. Because it usually carries out by interviews. Although the opinions from qualitative research are creative sometimes, it may tend to individualization which only represents individuals

not a group of people (Crystal, 2019). The data may be very different from others. The results of qualitative research are not statistically representative (ibid). Atieno (2009) mentioned that qualitative research cannot be extended to wider populations, and quantitative can make up this shortcoming. The researcher did consider using the qualitative method at first, it has the advantage of obtaining views in deep. Large sample size is more suitable than details of opinions in this study

.

### **3.5 Deductive Research**

There are two general approaches can be used for research conduction, namely deductive and inductive approach, but this study used deductive approach.

Deborah (2013) distinguished the main difference between inductive and deductive approach, that a deductive approach is to test theory, an inductive approach is to seek new theories emerging from the data. A deductive approach usually starts with hypothesis, and generally on causation, while inductive approach is start with observation and then to develop the theory.

The reason why uses a deductive approach because it more compatible to the quantitative research. This study is a quantitative research which begin with some theoretical and hypothetical theory. Quantitative research generally adopts a deductive approach. Quantitative research emphasizes

quantification in data acquisition, and the testing theory is the deductive method (Thornhill, Saunders and Lewis, 2009). In this study, hypotheses are developed based on the theories, and the collected data to test the hypotheses. Naturally, a deductive approach is allied with quantitative research whereas inductive approach often suits to qualitative research (Hayley, 2019). The deductive research usually from theory to hypotheses to data collection to contradict the theory (Creswell and Clark, 2017).

### **3.6 Sampling**

The most important thing to quantitative research is the sample size should be larger. Sometimes cannot obtain the large-scale samples due to the lack of resources. For example, in this study, since researcher is the fresher citizen in the Ireland, the numbers of people know are very limited. The other major drawback of using quantitative research through a survey of people is the problem of recruiting respondents. The present study originally had the goal of surveying 100 people. However, due to time constraints, the actual number of respondents is 72.

This study used a non-probability sampling. A motivation of used this sampling because of convenience to access the participants by emails or messages (see one sample of email in appendix B). The downside of non-probability sampling is that the proportion of population sampled is uncertain. Convenience sampling is one type of non-probability sampling, and it was

adopted in this study. The reason for selected this type is because the participants are easy to recruit. The target population selected for this study is 100 full-time or part-time workers in the Ireland. The target participants are coming from all over the world, not limited their nationality. There is a brief introduction at the beginning of survey that the decision to take part into the study is up to them. They can withdraw at any time and any stages without any worries. The final respondents are totally 72 with sixteen countries background. The reason why chooses this particular group is because the research in this paper and the problems they face at work may be similar or even the same and their participation will provide a lot of guidance for the research in this paper. When planning, the present study's primary methods, the researcher referred various similar published studies for best practice examples. Yi et al. (2015) and Ryan (2015) used questionnaires to collect data using the technique of non-probability sampling. That study has inspired various methodological decisions made when planning the present study.

When selecting the sample of people, it is important to ask them what they are living in Ireland, because the study is focused on the Ireland area. If one respondent not living in Ireland, then her/ him responses is not available for this study. It is better to select participants with at least one-year work-life in Ireland, to ensure that they have opinions to share their experience.

Therefore, these people selected as data samples are correlated with this study, and their answers are bound to play an important role in this study and even yield more results. Once the questionnaire designed, the

researcher's professor Jason Healy help to pilot questions and ensure as less bias as possible. There are two of researcher's friends from a multinational company has provided help questions.

The original goal was 100 survey respondents. However, the researcher has a reduced network of acquaintances and colleagues in Ireland due to the fact that the researcher is originally from China and only moved to Ireland in 2017. This issue, along with the short time frame available to carry out primary research during the final months of a full-time master's programme, has meant that it has been more challenging to recruit survey respondents than originally anticipated. Therefore, despite the researcher's efforts, the final number of survey respondents is 72. Many people in the questionnaire were able to submit the questionnaire on time, such as forgetting because their work is too busy or refusing to accept the questionnaire as the individual wishes change over time.

### **3.7 Data collection: questionnaire**

The theme of this research is employees' an investigation of views from employees on diversified working environments. Questionnaires are designed for this topic, and the collected answers need to be quantified to make comparison and analysis results.

A research Yi et al (2015), who studied how diverse generations, gender, and culture affect individual's work attitudes in the workplace also used quantitative research methods.

The study used online and printed questionnaires for data collection. A questionnaire was cited from a research study conducted by Ryan (2015). This questionnaire's aim is assessing employees' perceptions of workplace diversity and consisting of 21 questions. However, there have some changes in this research survey. To see the full questionnaire content, please move to Appendix A (OR B OR C??). The questions of the survey mainly to investigate people's work values and attitudes in the diverse work environment in Ireland that includes different ages of males and females' values, preferences and attitudes towards the diverse workforce. These questions play an important role in this study. The type of questions is mainly closed end but with one opened end question. Most of the respondents take five to eight minutes to complete the questionnaire because they need to read the questions carefully and answer personal opinions based on their experience in the work. As a representative of quantitative analysis, the questionnaire has the advantages of saving cost and numerical advantage; it can conduct large-scale investigations, and the results are easy to quantify, which is convenient for statistics and analysis. Besides, it would not put pressure or burden on the participants. The purpose of this paper is to study diverse people' values and exchange knowledge in a diverse work environment. Using questionnaires can save time for respondent's

participation, while also reducing survey costs, and can be used to build results by building mathematical models. But the questionnaire also has drawbacks. On the one hand, the number of people involved in this study is not large enough, the answers obtained are only general in this sample range and are not holistic. On the other hand, someone who has been invited to participate in this study forgets to fill the questionnaire, or they are really busy. The questionnaire cited from Larkey (1996), the original questionnaire can be seen fully in Appendix C.

### **3.8 Data analysis**

For this study's data analysis, IBM SPSS program as the main tools applied any results and findings from the data. Also, Microsoft Excel as an auxiliary Tools to deal with raw data before using the SPSS, such as code raw data from Excel into SPSS. Data analysis is based on descriptive statistical analysis and interpretation of data. Reviewing and categorising the finding data from every question for research objectives analysis. The data are organized and summarized by numbers and graphs. These involved bar chart, pie chart, tables etc. Description and classification are very useful for researchers to process a large number of data, it also can prevent reaching conclusion in the early analysis stage (Jankowski, 2018). The obtained data file was organised in SPSS with codebook function. When preparing codebook, respondents 'answers to surveys was labelled and defined by

numbers. By searching the questionnaire, identifying the keywords in the answers, and then sorting out the answers of each participant, the results of each respondents' views on the diversified work environment, and how do they get along with a diverse group of people. The nominal data related to respondents' information have four questions, namely gender, nationality, type of work (part-time or full-time), and the work industry. Microsoft Excel and SPSS have been used to analyse the questionnaire answers and make several graphs to obtain the research results so that different findings easily displayed and compared. For example, description tables are made on the basis of gender differences to compare how people of different countries and ages in the diversified workplace, or obstacles encountered by men and women at work in the context of the same nationality. Each category should be analysed separately because of the unique patterns and dependencies. To measured independent and dependent variables separately. The way of look at the general phenomenon of results is to pair them and compare them. The more hidden information can show after comparison.

The process of data analysis is complex and time-consuming. It involves integrating a great quantity of data, perspectives, and learn and overcome new things such as SPSS, thereby completed the research and increasing the new ideas. The need to overcome accepted thinking patterns and reconcile seemingly contradictory views mean that, contrary to some views, it often led to a theory that is more accurate than others. Due to the theory is based on the analysis of empirical data, the validity is greatly increased. In



this study, empirical data are used to test hypotheses proposed by researchers' literature and examination.

### **3.9 Research ethics considerations**

The study totally protected the privacy of respondents in the production and distribution of questionnaires and all their consent. And all participants are voluntary for the study. There is a statement at the beginning of the questionnaire that anyone can withdraw the study at any stage. The questionnaire has not asked the names and personal contacts of the respondents, and it is a 100% anonymous survey. An additional contact of the researcher for participating respondents is made to ensure that the contact information and questionnaires are independent of each other and better protect the privacy of the respondents. The collected questionnaires have been saved in a separate folder with passwords have set up for protection. When doing the data analysis, all the information of questionnaires is confidential with a number of codes. It has compliance with the principles of personal data protection. After the questionnaire data analysis is completed, all the collected data and a contact list have been deleted.

Chapter three explains the primary research methodology, why quantitative methods are selected, how other methodological options were evaluated and excluded from use and provides details on the data collection and data

analysis techniques and sampling and research ethics considerations from the present study.

## Chapter 4 – Results and Findings

### 4.1 Introduction

In this chapter, all results and findings of questions from diversity workplace questionnaire will be present in the following findings section. The next section involves respondents' profile and their opinion towards diversity workplace, which is related to the three research objectives. Also, the hypothesis testing results will also in the chapter four.

### 4.2 Findings

Q1. Are you living in Ireland?



Figure 2 pie chart of participants in Ireland

There are 72 respondents in a total of the survey. All the participants confirmed that they are living in Ireland currently. This research scale only focused on Ireland. However, if there is one people answer 'no', then it is invalid data for this study.

#### Opinion questions scale reliability results

Case Processing Summary			
		N	%
Cases	Valid	72	100.0
	Excluded <sup>a</sup>	0	.0
	Total	72	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 1 case processing summary

Reliability Statistics	
Cronbach's Alpha	N of Items
.789	15

Table 2 reliability results

Table 1 and 2 are the Cronbach Alpha result for reliability tests which are included 15 opinions towards diversity workplace questions. It shows 72 valid responses across 15 items. In table 2 is the reliability statistics, it helps the researcher understand the correct rates of the research questions. Cronbach's Alpha coefficient is .789 which is an acceptable score.

#### 4.2.1 employees' attitudes towards diverse working environments

This section presents results of the 15 questions about people's diversity awareness in the workplace, which related to the first research objective: to investigate employees' attitudes towards diverse working environments (those containing cultural differences, inclusion or exclusion). Each question presents in two ways, tables and figures (pie chart, bar chart). The detail of each question is present in followed paragraphs.

Q2. Sometimes people who talk or act differently are treated like they aren't smart or capable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	7	9.7	9.7	9.7
	Disagree	19	26.4	26.4	36.1
	Slight disagree	10	13.9	13.9	50.0
	Strong agree	17	23.6	23.6	73.6
	Agree	18	25.0	25.0	98.6
	Slight agree	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

Table 3 results of question 2

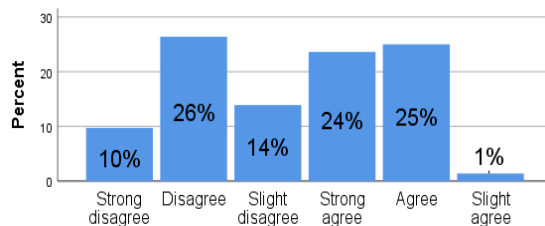


Figure 3 results of question 2

Q2 is the question to explore what percentage of people disrespect others are being differently. Table 3 is the frequency of the answers to this question. Figure 3 shows there are 10% of people strongly disagree, 26% of people are disagreed, and 14% of people slight disagree. In terms of strongly agree with 24% of people, 25% of people agree and 1% slight agree. Therefore, the results are equal on the both sides of the views on someone disrespect people who behave differently.

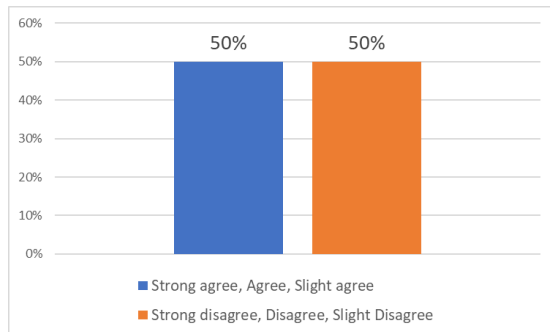


Figure 4 results of question 2

Figure 4 is divided the results into two groups, one is strongly agree, agree, and slight agree, another is strongly disagree, disagree and slight disagree. The two groups showed the same results, 50% and 50%. The results do not demonstrate that people who talk or act differently are treated like they aren't smart or capable. The test of hypothesis 1 is rejected.

Q13. Working with employees from different cultural backgrounds makes me reconsider how I approach things

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	1	1.4	1.4	1.4
	Disagree	3	4.2	4.2	5.6
	Slight disagree	6	8.3	8.3	13.9
	Strong agree	20	27.8	27.8	41.7
	Agree	30	41.7	41.7	83.3
	Slight agree	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

Table 4 results of question 13

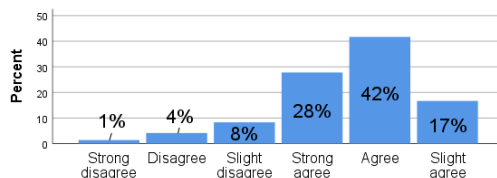


Figure 5 results of question 13

Table 4 and figure 5 shows the frequency of question 13 results. The result seems to very clear that there are 42% of people agree, 28% strongly agree

and 17% slight agree to question 13. Strong disagree, disagree, slight disagree are represents the opposite situation. There are 1% of people strongly disagree, 4% of people disagree, and 8% of people slight disagree. Therefore, it is likely that more proportion of people think working with diverse team members, makes them reconsider how to do things.

Q15. I can enjoy being with people whose race ethnicity or cultural background is very different than mine

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	1	1.4	1.4	1.4
	Disagree	2	2.8	2.8	4.2
	Slight disagree	5	6.9	6.9	11.1
	Strong agree	11	15.3	15.3	26.4
	Agree	30	41.7	41.7	68.1
	Slight agree	23	31.9	31.9	100.0
	Total	72	100.0	100.0	

Table 5 results of question 15

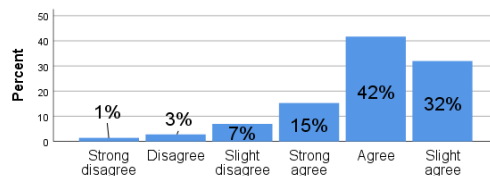


Figure 6 results of question 15

This question is to examine how many proportions of people can enjoy in a diversity workplace. Table 5 and figure 6 are the frequency details of the question 15. According to the Figure 6, the results is clear that most people enjoy being in the diverse work environment. There are 15% of people strongly agree, 42% of people agree and 32% of people slight agree. However, there are a few people disagree (1% strongly agree, 3%diagree,

7% slight disagree). It can conclude that most people tend to enjoy working in the diversity environment.

Q17. In your opinion, are diversified working environments positive or negative?

		Frequency	Percent
Valid	Negative	3	4.2
	Positive	54	75.0
	Not sure	15	20.8
	Total	72	100.0

Table 6 results of question 16

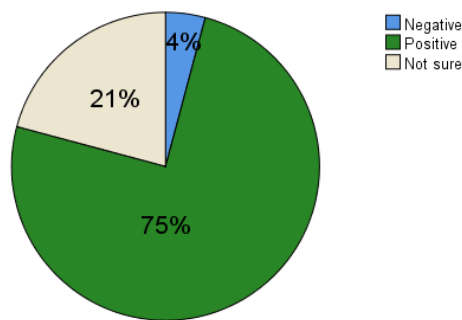


Figure 7 pie chart of question 16

Question 17 is asked people that working in the diversity workplace is positive or negative. The results can be seen clearly in table 6 and figure 7. There are 75% of people hold a positive view on diversity issues at work. 21% of people are not sure about it. Only 4% of people felt that diversity is negative in the workplace. There are more proportion of people think diversity is positively than the people think diversity is negative or not sure. These results can support hypothesis 2. Therefore, it can conclude that people think diversity in the workplace is positive.



Q4. When people have a different culture, background, or style, they take time to explain and try to understand the other's point of view

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	1	1.4	1.4	1.4
	Disagree	10	13.9	13.9	15.3
	Slight disagree	6	8.3	8.3	23.6
	Strong agree	19	26.4	26.4	50.0
	Agree	23	31.9	31.9	81.9
	Slight agree	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

Table 7 results of question 4

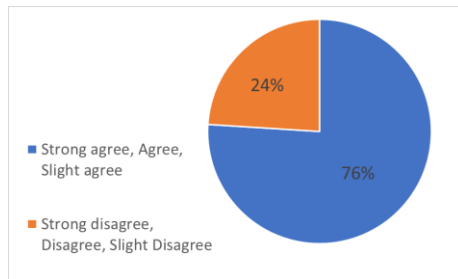


Figure 8 results of question 4

Q4: Table 7 and figure 8 above are the frequency of question 4 which to investigate are people interested in understanding differences in the workplace. Table 7 is the frequency of question results and Figure 8 is a pie chart of question 4. The pie chart divided into two groups: 'Strong agree, Agree, Slight agree' and 'Strong disagree, Disagree, Slight Disagree'. It can be clearly seen that people tend to spend time to understand others with different cultures, background, with 76% of people. Only 24% of people don't want to spend time to do this. It can be concluded that people are more likely to spend time to understand each other in diverse group work.

Q5. When people in our group take offence or miscommunication occurs, they sit down and talk about the differences until they understand each other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	3	4.2	4.2	4.2
	Disagree	7	9.7	9.7	13.9
	Slight disagree	11	15.3	15.3	29.2
	Strong agree	19	26.4	26.4	55.6
	Agree	21	29.2	29.2	84.7
	Slight agree	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

Table 8 results of question 5

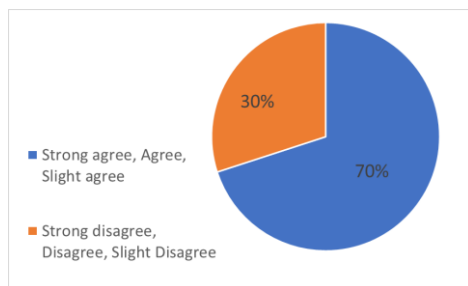


Figure 9 pie chart results of question 5

Q5: Table 8 is the frequency of question 5 results and figure 9 is a pie chart of it. The question itself is similar to question 4 and asked people their opinion about attitudes towards eliminating misunderstandings in a diverse workplace. 70% of people would like to sit down and talk about the differences until they eliminate misunderstandings, but there are 30% of people don't want to do it. Hence, there are more people like to remove understand barriers through communication.

### **Different generations' attitudes towards misunderstanding in the diversity workplace**

The following table 9 and 10 are the Independent Samples Test results of question 4 and 5. These two tables are compared the differences of

generation Y and Z with communication barriers and misunderstanding in the workplace. The main purpose is to find out whether there are significant differences in eliminating communication barriers among generation Y and Z. Collins et al (2009) founded the multi-generation groups of people are difficult to think about situations from each other's point of view.

Group Statistics					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Question4	Generation Z	42	3.29	1.215	0.188
	Generation Y	27	3.30	1.382	0.266
Question5	Generation Z	42	3.17	1.342	0.207
	Generation Y	27	3.07	1.439	0.277

Table 9 results of question 4 &5

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Question4	Equal variances assumed	1.413	0.239	-0.033	67	0.973	-0.011	0.316	-0.642	0.621
	Equal variances not assumed			-0.033	50.397	0.974	-0.011	0.325	-0.664	0.643
Question5	Equal variances assumed	0.594	0.444	0.272	67	0.787	0.093	0.341	-0.587	0.772
	Equal variances not assumed			0.268	52.739	0.790	0.093	0.346	-0.601	0.786

Table 10 results of question 4 &5

Table 9 present the mean and deviation of generation Y and Z. There are more details in table 10. It shows that Sig. value for Levene's test is larger than 0.05 (0.239 of question4, 0.444 of question5), which means the first line 'Equal variances assumed' should be used for the two questions. The Sig. (2-tail) value is 0.973 of question 4 and 0.787 of question 5. So, there is no significant differences between the two generations group for question 4 and 5. This result is unlike the statement from Collins et al (2009).

Q6. Employees share their knowledge and expertise with other employees regardless of ethnicity or race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	1	1.4	1.4	1.4
	Disagree	6	8.3	8.3	9.7
	Slight disagree	2	2.8	2.8	12.5
	Strong agree	11	15.3	15.3	27.8
	Agree	40	55.6	55.6	83.3
	Slight agree	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

Table 11 results of question 6

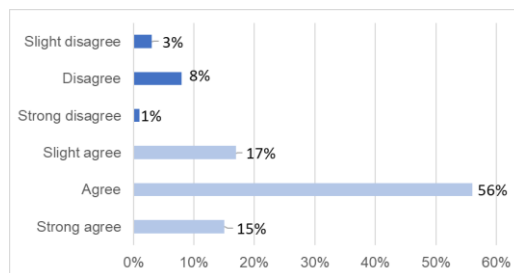


Figure 10 results of question 6

Q6: This question is to investigate people' attitudes inclined to inclusive or exclusive. Table 11 is the frequency of the answers. Figure 10 bar chart illustrations the most signification choices are agreed, 56% of respondents are agreeing to share knowledge and expertise with others race or ethnicity people, followed by 17% of people slight agree and 15% strongly agree. From the figure 10 bar chart, it presents a big gap between agree and disagree. 3% of people slight disagree, 8% of people disagree and 1% of people strongly disagree. Then, the most people' attitudes are inclusive towards diversity issue in the workplace.

## Q7. We all learn and grow from our differences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	1	1.4	1.4	1.4
	Disagree	6	8.3	8.3	9.7
	Slight disagree	2	2.8	2.8	12.5
	Strong agree	10	13.9	13.9	26.4
	Agree	28	38.9	38.9	65.3
	Slight agree	25	34.7	34.7	100.0
	Total	72	100.0	100.0	

Table 12 frequency results of question 7

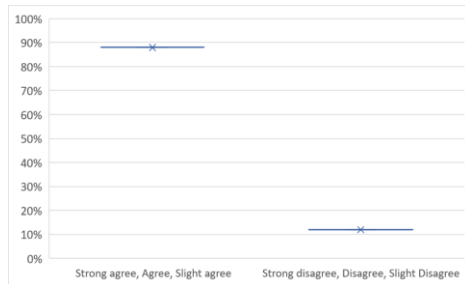


Figure 11 box and whisker chart results of question 7

Q7: Table 12 and Figure 11 is the results of question 7 which investigate people that are they think to learn and grow from people's differences. The results are similar to the last one question 6. From figure 11 box and whisker chart, it can be seen that there are far more people who are preferring to learn and grow from diverse people than those who disagree. Nearly 90% of people are strongly agree, agree, slight agree, and 10% of people strongly disagree, disagree, slight disagree.

## Q8. People in our work group don't notice culture or ethnicity differences because they think we are all the same

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	6	8.3	8.3	8.3
	Disagree	10	13.9	13.9	22.2
	Slight disagree	13	18.1	18.1	40.3
	Strong agree	8	11.1	11.1	51.4
	Agree	25	34.7	34.7	86.1
	Slight agree	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

Table 13 frequency results of question 8

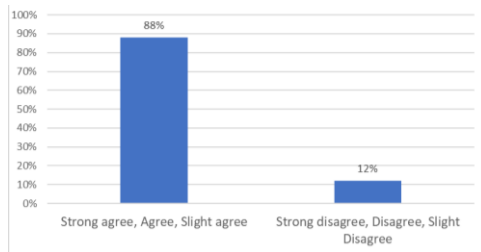


Figure 12 bar chart results of question 8

Q8: This question aims to investigate potential discrimination among people.

Table 13 is the frequency details of question 8 results. Figure 12 is a bar chart which clearly shows people's awareness. There are 88% of respondents agree that diverse group people are all the same, and 12% of respondents disagree with it. This reveals most people think they are all the same and no discrimination in the workplace. However, there is a bit of potential discrimination. The minority of people think that they are different, because of different cultures, races.

Q9. People of the same ethnicity or cultural background tend to look out for each other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	6	8.3	8.3	8.3
	Disagree	10	13.9	13.9	22.2
	Slight disagree	13	18.1	18.1	40.3
	Strong agree	8	11.1	11.1	51.4
	Agree	25	34.7	34.7	86.1
	Slight agree	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

Table 14 frequency results of question 9

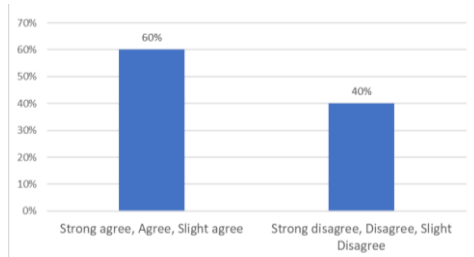


Figure 13 bar chart results of question 9

Q9: Question 9 is to find the same culture and ethnicity people tend to look after each other, which implies people are similarity-attraction and self-categorization. For example, employees might prefer have connection with colleagues with same cultural and ethnicity. Table 14 tells the frequency of question 9 results. Figure 12 bar chart illustrates most people agree (60%) with this idea that people with the same background are more likely to take care of each other. Fewer people (40%) disagree with it. Therefore, people think that those who with the same ethnicity and culture are more look out each other.

#### 4.2.2 the effectiveness of work performance in diverse workgroups

In this section, the table 15 and figure 14 analysed the question 3, 10 ,11 and 14. These questions aims to investigate the work performance outcome of diverse workgroups, and collaboration among them. After table 15 and figure 14, there are some tables presents the relationship between question 3, 10 ,11,14 and different generation age groups.

Q uestions	Strong disagree	Disagree	Slight disagree	Slight agree	Agree	Strong agree	Total
3. Diversity issues keep some workgroups from performing at their maximum effectiveness.	10%	19%	14%	10%	26%	21%	100%
10. If I were having difficulties, I know members or my work-group would try to help me	2%	0%	10%	18%	56%	14%	100%
11. I can trust people I work with to lend me a hand if I need it	1%	4%	10%	19%	49%	17%	100%
14. Knowing more about cultural norm and diverse groups would help me to be more effective in my job	0%	3%	8%	25%	49%	15%	100%

Table 15 results of question 3 & 10& 11 &14

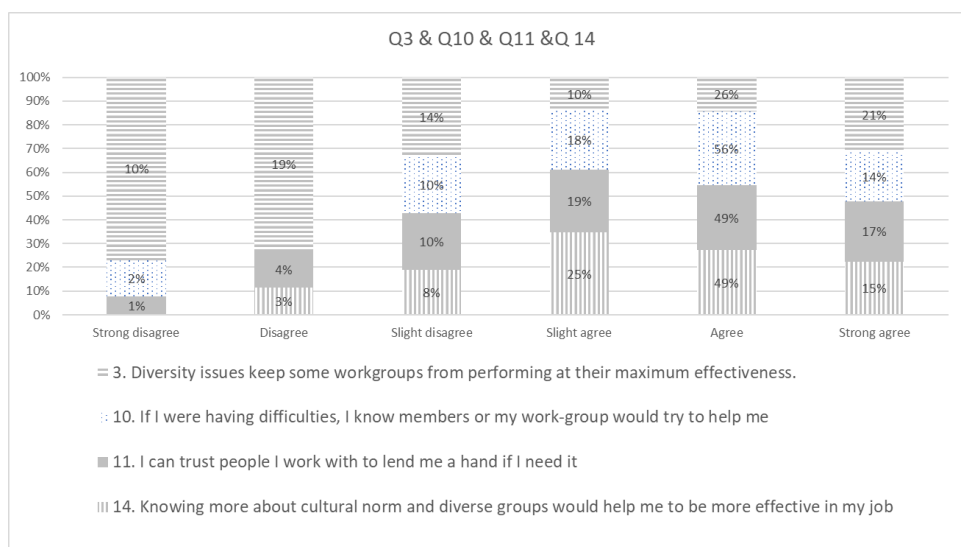


Figure 14 100% stacked column chart results of question 3 & 10& 11 & 14



The graphs of table 15 and figure 14 depicts the distribution of people's opinion of question 3, 10,11 and 14. The results of question 3 and 14 links to the outcomes of hypothesis 3. From the graphs above, question 3 shows more people agree (26%) than disagree (19%). The percentage of slight agree is twice as many as strong disagree, 21% and 10% respectively. But, the percentage of Slight disagree (14%) are more than slight agree (10%).

Question 14 is to explore that people think of themselves as working efficiency in a diverse environment. There is a significant tendency that 49% of people agree with question 14. 25% of people slight agree and 15% of people strongly agree. 8% of people slight disagree and 3% of people disagree. No one strongly disagrees with it. The results demonstrate people working in diverse groups would be more effective at work.

Question 10 and 11 explore the collaboration and coordination in the diverse workplace, and people provide help to someone who is different age, ethnicity and culture background. Figure 14 100% stacked column chart presents a clear overview of respondents' choice. Generally, the results of the two questions are similar. More people (56% agree, 18% slight agree, 14% strongly agree) believe their diverse team colleagues can provide help when they are needed, and only 2% of people strongly disagree with it.

Figure 14 for questions 11 shows more people (49%agree, 19% slight agree, 17% strongly agree) tends to trust each other in the workplace. Only 4% disagree, 10% slight disagree, 1% strongly disagree with it. Therefore, there

are more proportion of people felt that collaboration and coordination can work well in the diversity workplace.

Therefore, it can conclude that people think the diversified working environment would affect work performance, but group collaboration and coordination can work well. The results of H3 are rejected.

The tables below are the question 3,10 ,11 and 14 compare with generation Y and Z. To explore are there any significate differences between two generations of these questions.

Group Statistics					
Generation		N	Mean	Std. Deviation	Std. Error Mean
Question3	Generation Z	42	2.90	1.445	0.223
	Generation Y	27	2.33	1.569	0.302

Table 16 Group Statistics of question 3

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Question3	Equal variances assumed	1.230	0.271	1.550	67	0.126	0.571	0.369	-0.164	1.307
	Equal variances not assumed			1.522	52.239	0.134	0.571	0.375	-0.182	1.325

Table 17 Independent Samples Test of question 3

Table 16 is two generations of group statistics. Table 17 are Independent samples Test results. The purpose of these tables examined the differences in work performance in diversity workplace between among the generation Y and Z. hey are Independent samples Test results. The purpose of these tables examined the differences of work performance in diversity workplace between among the generation Y and Z. Contrast work performance in the

diversified workplace according to two generations of participants. Table 16 shows 42 people of generation Z and 27 people of generation Y. Table 15 presents the results of the comparison. The Sig. value for Levenes's test is 0.271 which larger than 0.05, so the first line in the table Equal variances assumed should be used instead of the second line Equal variances not assumed (Pallant, 2013). Pallant (2013) suggested that Sig.(2-tailed) value is equal to or less than 0.05, the result is no significant difference of each of two groups, on the contrary, the value is above 0.05, and it is no significant difference between two. The labelled Sig.(2-tailed) of table 7 appears under the section labelled t-test for Equality of Means, and it shows 0.126. There is no significant difference between the generation Z and Y.

Group Statistics					
Generation		N	Mean	Std. Deviation	Std. Error Mean
Question 10	Generation Z	42	2.88	1.549	0.239
	Generation Y	27	2.89	1.601	0.308

Table 18 Group Statistics of question 10

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Question 10	Equal variances assumed	0.035	0.851	-0.020	67	0.984	-0.008	0.387	-0.781	0.765
	Equal variances not assumed			-0.020	54.249	0.984	-0.008	0.390	-0.790	0.774

Table 19 Independent Samples Test of question 10

Table 19 is the Independent Samples Test results of question 10 which compared the differences in the group of generation Y and Z's collaboration

in diverse workgroups. The Sig. value for Levenes's test is 0.851. Therefore, the first line in the table Equal variances assumed should be used. The labelled Sig.(2-tailed) shows 0.984. There is no significant difference in collaboration between generation Z and Y.

Group Statistics					
Generation		N	Mean	Std. Deviation	Std. Error Mean
Question 11	Generation Z	42	3.24	1.411	0.218
	Generation Y	27	3.41	1.421	0.274

Table 20 Group Statistics of question 11

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Question 11	Equal variances assumed	0.012	0.914	-.485	67	0.629	-.169	0.349	-.866	0.527
	Equal variances not assumed			-.484	55.304	0.630	-.169	0.350	-.870	0.531

Table 21 Independent Samples Test of question 11

Table 20 and 21 are results of Independent Samples Test question 11. And the question aims to investigate the differences in the group of generation Y and Z's coordination in diverse workgroups. The Sig. value for Levenes's test is 0.914. Then, the first line in the table Equal variances assumed should be used. The labelled Sig.(2-tailed) shows 0.629. There is no significant difference in collaboration between generation Z and Y.

Group Statistics					
	Generation	N	Mean	Std. Deviation	Std. Error Mean
Question 14	Generation Z	42	3.86	1.049	.162
	Generation Y	27	3.81	.962	.185

Table 22 Group Statistics of question 14

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Question 14	Equal variances assumed	0.218	0.642	0.169	67	0.866	0.042	0.251	-0.458	0.543
	Equal variances not assumed			0.172	59.059	0.864	0.042	0.246	-0.450	0.535

Table 23 Independent Samples Test of question 14

Table 22 and 23 is the independent Samples Test result of question 14 from the survey. The question was to examine cultural diversity can more effective the job. These tables compare the differences between generation Y and Z with question 14. The Sig. value for Levenes's test is 0.642. Then, the first line in the table Equal variances assumed should be used. The labelled Sig.(2-tailed) shows 0.866. Therefore, no significant difference in the two different generations towards cultural diversity boosts more effective the job.

### 4.2.3 Organizations adequately facilitate diversity in the workplace

This section mainly focuses on the question 12 and 16 as below, these two questions are connected to the hypothesis 4 which judging whether employees think the company has affirmative action and treated everyone equally. Besides, it is also link to the third research objectives. From the employees' perspective to explore organizations in Ireland are adequately facilitate diversity, such as policies and measures of affirmative action, treat everyone fairly, and actions of eliminate discrimination. The followed graph showed the results of the employee's opinions.

Q uestions	S t r o n g d i s a g r e e	D i s a g r e e	S l i g h t d i s a g r e e	S l i g h t a g r e e	A g r e e	S t r o n g a g r e e	T o t a l
12. I feel confident that my organization will always try to treat me fairly	2%	6%	14%	22%	42%	14%	100%
16. I believe that my organization has policies and measures about affirmative action and the elimination of discrimination.	0%	11%	11%	40%	38%	0%	100%

Table 24 results of question 12 & 16

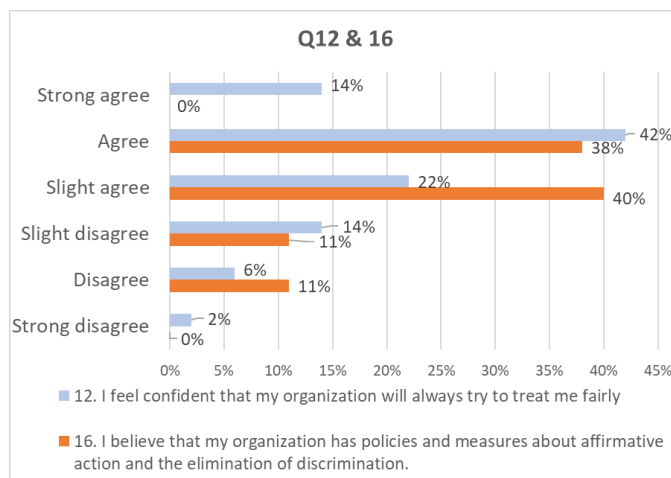


Figure 15 bar chart results of question 12 & 16

Table 24 and Figure 15 bar chart are described questions 12 and 16. These two questions are examined whether organizations in Ireland are treating diverse team employees fairly or not, in employees' perspectives. Since this is a completely anonymous survey, the respondents can answer the questions without any burden. Therefore, their answers can be authentic. Figure 15 bar chart shows there is a very high percentage of people agree with both question 12 and 16. There are 22% of people slight agree, 42% of people agree, and 14% of people strongly agree with question 12. 40% of people slight agree, 38% of people agree, and 0%people strongly agree with question 16.

The results present that there are more people believe their company treats them fairly. In addition, more people think that their company has policies of affirmative action and elimination of discrimination. Therefore, hypothesis 4 can be accepted.

#### 4.2.4 Profile of participants

Table 25 below shows an overview of the participants in relation to gender, age and ethnicity. Table 26 is the details of non-Irish participants.

		Value	Count	Percent
Valid Values	Gender	Male	40	56%
		Female	32	44%
		Total	72	100%
	Generation (Age)	Generation Z (18-29)	42	58%
		Generation Y (30-40)	27	38%
		Generation X (41-55)	3	4%
		Total	72	100%
	Ethnicity	Irish	20	28%
		Non-Irish	52	72%
		Total	72	100%
	Work	Part-time	35	49%
		Full-time	37	51%
		Total	72	100%

Table 25 profile of participants

Non-Irish			
		Count	Percent
Valid	Brazil	2	3%
	China	18	25%
	Croatia	1	1%
	Indian	14	19%
	Italy	2	3%
	Japan	4	6%
	Malaysia	3	4%
	Nigeria	3	4%
	Romania	1	1%
	Korean	1	1%
	Ukraine	2	3%
	Vietnam	1	1%
	Total	52	72%

Table 26 non-Irish participants

The purpose of collect participants' profile including age, gender and ethnicity are find out any connection between the diversity awareness and these factors. Collect full-time or part-time information from participants to confirm that they have work in Ireland so that could benefit the study. The



participants involved in this study were part-time or full-time worker who living and working in Ireland currently and include basic demographic information, such as gender, age, and ethnicity. Due to the researcher are new in Ireland and time limitation, the numbers of the sample population are 72 people in total. The proportion of males are 56% while females make up 44%. The participant's age scale divided into three generations: Generation X (41-55), Generation Y (30-40) and Generation Z (18-29), more detail see table 23. The ethnicity of participants is divided into two categories, Irish and non-Irish. The participants of Irish make up 28%, and non-Irish are 72% (see details of non-Irish in table 24).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-23	9	12.5	12.5	12.5
	24-29	33	45.8	45.8	58.3
	30-35	19	26.4	26.4	84.7
	36-40	8	11.1	11.1	95.8
	41-46	2	2.8	2.8	98.6
	47-55	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

Table 27 Frequency table in group of age

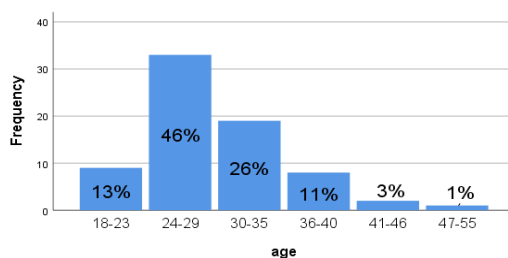


Figure 16 bar chart of age distribution

Table 27 and Figure 16 bar chart depict the result of frequency in ages group of respondents. There are six age group of people participated in the survey. The signification participation number of age group is 24-29 which

has totally 33 people (46%). The second-largest age group of respondents is 30-35, with 19 people (26%). However, most fewer participants are only 1 people (1%). Similarly, there are 2 participants (3%) belong to the age group of 41-46. The 18-23 age group and 36-40 age group has 9 (13%) and 8 people (11%) respectively.

## **Chapter 5 - Discussion**

The findings of this research will be discussed in this chapter. The three research objectives will be compared to secondary research results. Any important findings will be highlight and discuss rely on primary and secondary research.

The purpose of this study was to investigate employees' perceptions of the diversified working environment in Ireland. Basically, employees' attitudes are whether positive or negative. The study intentions to validate four hypotheses, and it is supporting the research objectives and research questions. It was found that employees are generally held positive views on diversity workplace issue. Similar results from Tüz and Gümüş (2010) indicated that their study of sample participants are held positive views on the diversity in the workplace.

### **Objective one**

The finding of the study focuses on the three objectives. The first objective aims to employee's work attitudes towards diversity in some aspects, such as discrimination, communication barriers.

McGinnity et al (2010) suggested that there is discrimination in the workplace, and ethnicity is the most common one. Common discrimination is age, disability, race, gender, etc (Schuman et al., 1997; Garner, 2007; Johnson and Park, 2011). The phenomenon of age diversity become increasingly in many companies, the potential risks such as age

discrimination in the workplace may increase as well (Kunze, Boehm and Bruch, 2009). In this study, it is unsure about discrimination in the workplace, because the results are 50% of people agree this and 50% of people disagree it. It has been found that there is an equal percentage of people opinion regarding whether to respect people who are different from their own behaviours. Hypothesis 1 is rejected by this result. The results cannot demonstrate that people who talk or act differently are treated disrespect or respect. Disrespect other may be considered as potential indirect discrimination behaviors.

According to several studies founded that communication may be a problem for the diversity team in the workplace (West *et al.*, 2002; Moody *et al.*, 2003). Misunderstanding is common in communication barrier in the diversity environment (Jenifer, 2015). The findings of this study presented that people basically think when they encounter misunderstanding, they can spend time trying to understand the other's point of view. There are more proportion of participants agree to sit down and talk about the differences until they understand each other (70% agree, 30 disagree). It can be concluded that there is very less miscommunication occurs in a diverse workplace, even if it happens, most people will take action to eliminate it. Some studies have pointed out that age diversity workgroup would have ineffective communication. Age diversity team or workplace, ineffective communication is the main barrier for performance advance (Pfeffer, 1983; Zenger and Lawrence, 1989). Collins et al (2009) founded the multi-generation groups of

people are difficult to think about situations from each other's point of view. The finding of this study showed that multi-generation groups of people's attitudes to eliminate miscommunication are not significantly different. Generation Y and Z of participants responded similarly to questions on the questionnaire.

Somewhat surprisingly, same ethnicity and cultural background of people are often look out each other rather than those who are different with themselves (60% agree, 40% disagree). This result is similar to the same studies.

According to the similarity attraction theory (O'Reilly III, Williams and Barsade, 1998) people are attracted to work together with similar values, beliefs and attitudes (Triandis, 1960). People tend to social categorization and categorize others as outsiders of their groups (Tajfel, 1982). Some empirical research evidence shows some negative effect that people in diversity environment show a preference for their similar group (LeVine and Campbell, 1972).

The findings from this study suggest that diversity workplace is positive in employee's perception. There are 75% of people hold a positive view on diversity workgroup. 21% of people are not sure about it. Only 4% of people felt that diversity is negative in the workplace. Also, this result was link to hypothesis 2, and the result can accept it. This result is same as to some studies. Positive opinion on diversity are accepted by many people nowadays (Tüz and Gümüş, 2010). Diversity workforce can bring lots of benefits and it is a positive implication to the work (Li et al., 2011). Some

researchers supported that the increased age diversity at the workforce may reduce the level of discrimination and lead to a more positive attitude from employees (CK Chiu *et al.*, 2001; Ernst Kossek, Markel and McHugh, 2003).

## **Objective 2**

The study result of the second objective is that investigate the work performance outcome of diverse workgroups and collaboration among them. The tested results of the study provide a basic opinion from employees about diverse teamwork performance.

Hill (1982) suggested that cultural diversity groups tend to have ineffectiveness group performance. The result of the study shows people indicated that working in the diversity environment may affect work performance but knowing more cultural norm can help to perform better in the work. Also, collaboration and coordination can work well in the diverse workplace in participants opinion. Hypothesis 3 of this study is rejected. The findings of coordination in diverse workgroup in this study show a positive result.

Collins et al (2009) founded the different generations work together may meet coordination problem. There are over 80% of participants believe their team members can provide help when they are needed. And over 80% of participants indicated that they can trust others can lend a hand if need it. The study also compares the differences between generation Y and Z, to find are they are hold differences views on the work performed in the diverse

workgroup. The results of the questions related to the second objective present that there is no significant difference in the diversity team performance for different generations. Some research founded that in a diversity team or workplace, ineffective communication is the main barrier for performance advance (Pfeffer, 1983; Zenger and Lawrence, 1989; Moody et al., 2003). However, this idea is different to this study. The general opinion is that the work performance will be affected diversified team, but collaboration and coordination can work well in the diverse team, and the members can provide help if need it.

### **Objective 3**

The third objective of the study is found out what do people think of their company's facilitate diversity such as affirmative action and equality policies. The results of this also link to hypothesis 4. The goal of the objective is to investigate the internal condition of affirmative action in Irish companies. However, through various reports, there is very fewer evidence of the situation of affirmative action going at organizations in Ireland. A question from the questionnaire (Appendix A) of this study, which asked participants that dose their organizations has policies about affirmative action and the elimination of discrimination. It has been found that there are 78% of people think companies do have relevant policies and measurements, 22% of people stated their companies does not have, or companies do have it, but some employees do not know it. The findings from this study suggest that most companies in Ireland have affirmative actions and measurements, but

not all. There are some organizations with diversity workplace do not have affirmative actions. A question from the questionnaire (Appendix A) of this study, which asked participants whether organizations treat people fairly regardless non-mainstream of ethnicity and cultural background, etc. There are about 78% of respondents agreed that 'I feel confident that my organization will always treat me fairly'. A relatively large percentage of people believe that companies treat them fairly with enough policies and measurements of equality actions. The testing result of hypothesis 4 can be accepted.

Above all, this chapter discussed the similarities and differences between primary and secondary research findings. The next chapter is the conclusion part which contains a conclusion, recommendations, and limitations of the study.



## Chapter 6 – Conclusion

### 6.1 Conclusion

This study has achieved the main purpose which is to examine diversity workplace in Ireland from employees' perception. There are increasingly employers and managers know the of benefits from diversity implementation in the workplace. But not many evidences showed that employees' perception is positive about diversity workplace. The results of the study contain two broad ideas, positive or negative to the diversity workplace. It has been found that more proportion of respondents are held a positive attitude towards diversity in the workplace.

Some researchers suggested that there is discrimination in the workplace (Schuman et al., 1997; Garner, 2007; Johnson and Park, 2011; McGinnity et al., 2010). Similarity results about discrimination in this study which cannot prove that there is no discrimination in the diverse workplace. It has shown an equal percentage of agree and disagree with discrimination existing in the workplace (e.g. people differently are treated like they aren't smart or capable). There is a potential risk of discrimination in the workplace. Some studies pointed out ineffective communication is a critical issue among the diverse teamwork (West *et al.*, 2002; Moody *et al.*, 2003). In comparison, the findings of this study represent most people feel free to overcome communication barriers caused by different cultural, work values and attitudes. This study also compared the generation Y and Z's work values in

the multiculturalism team. The results showed there no significant differences between the two generations. Regard of similarity attraction theory (O'Reilly III, Williams and Barsade, 1998), the results of the study present that people are more likely attracted by similar cultural background, beliefs and attitudes.

The study has examined can diversity issue on work performance. The results are diversity keep teamwork from performing at their maximum effectiveness, but most people still willing working in diversity environment because they can lean more cultural norm, and they can collaborate very well in the group. For example, when someone meets difficulties, members of diverse team would provide help.

The equality measurements of organizations in Ireland has been investigated by this study. The results found that most organizations have equality policies and affirmative actions for reducing discrimination in the workplace. There are majority respondents confident that their organizations will always treat them fairly.

## 6.2 Recommendations

The recommendation for future study is that the target sample size population can be divided into two categories: employees and employers or senior managers. By using this way can obtain data in two perceptions, which can gain a broader view about diversity issues in the workplace. In addition, future researches can conduct qualitative researches which are a similar topic of this study. A qualitative research study can understand people's attitudes in depth so that researchers can develop studies further.

Recommendations for employers who want to promote diversity in their organizations. Eliminating discrimination is important to diversity management (Raver and Schneider, 2004; Gilrane *et al.*, 2013; Liberman, 2013). If companies do not manage well in eliminating discrimination, the compensation of discrimination claim would be a cost for financial loss, around €40,000, compensation per claim according to the Employment Equality Act, 1998 (WRC, 2019). In this study, a high recommendation for providing training in equality, diversity to the employers, management, and employees. Training is an effective way to avoid discrimination (Daniels and Macdonald, 2005). This can make staffs aware that there are equal opportunities policy, anti-harassment policy, and anti-discrimination policy in the organization. So that can prevent some of the discrimination happen.

In terms of the training programme, employers in Ireland have various options, but the cost of training is high. The costs of diversity training

according to the Ibec training as a reference around €300 to €400 per person in a day (Ibec, 2019). Company can arrange one or several employees who used to responsible for the training programme in the organization to attend the diversity and inclusion training, then he/she can provide this training to all staffs of the company. Diversity training course for face-to-face usually one-day class, so there is no need to provide it frequently. It suggested once a month preferable. If a small business company does not have that budget, there is a more economical way is to conduct online diversity training for the employees which only needs a few budgets. Cost per employee around \$10 per person per year (diversity resources, 2019). For the online course, once paid fees for training, employees can receive training anytime, anywhere within a period of time. The timeline for online training is once a month. For the face-to-face diversity training course, the timeline is once a quarterly internal of the organization. The way of online courses and face-to-face course for the diversity and inclusion training choose one only, no need to conduct both ways.

There are some drawbacks to the training course that organizations should not ignore it. The possible disadvantage of the online training course would be less motivation for employee involvement. The effectiveness of online training may not be as good as face-to-face training. However, the cost of face-to-face training will be higher than online training,

### 6.3 Limitations

Although the study has achieved the research goals, there are two limitations which can be improved in the future study. One limitation is that the sample size of participants can be more for the data collection. This study has got 72 respondents in total, which is not large enough. The reason for miss obtains the large-scale samples is because lack of resources and time limitation. The sample size in the quantitative research has above 100 participants are idealistic. Due to this limitation, the consequence may be the results of the data analysis may not represent. If the researcher conducted research cannot have so many resources, the better way is to consider qualitative research which only needs a small sample scale.

Another limitation of the study is the questions of the survey, which cannot fully support the study. Some results of the questions are useful for analysis data. The possible reason may be the survey is not fully designed by the researcher. It was originally from Larkey (1996), and the researcher has changed it slightly. Even the research topic is relevant to the Larkey, but the research aspects are different. For future research, the researcher needs to carefully in question designing and making sure it is fully meet the study in every aspect. Besides, the types of questions on this study survey can more diversity. In this study, most of the question about opinions are Likert scale questions (e.g. strongly agree, agree, slight agree). It may make respondents feel bored. The researcher suggests that adding more types of questions such as multiple-choice, drop-down and linear scale.

## **6.4 Personal learning and reflective**

This study is a challenging task for the researcher from beginning to end.

Since this is the first time to conduct a research study, there are lots of part of the research are not very clear. In the beginning, it is very difficult to define a research topic because of the lack of experience of research conducting.

However, it becomes better as time goes on, because of the help from a large number of articles and books, and the help from research professor.

When conducted this study, I learned more things and information involved in diversity management. The first time I heard the word of diversity, it's all about its benefits. After I began to do this study and look up abundant articles about diversity, there are so many aspects about it, and every knowledge point looks like important for my thesis at the beginning.

However, as the study progressed, I finally found out what was essential to me. It actually is an interesting topic to attract lots of scholars and companies. There are many large-scale organizations runs well diversity management, such as Starbucks, Johnson & Johnson and Accenture, etc.

And there are increasingly small and medium-sized companies starting diversity management for long-term perspective development. The issues of diversity are very broad and involving various advantages and disadvantages. Diversity management is like a double-edged sword, it brings benefits indeed, but failure to manage it will be very dangerous for organizations.

The most challenging part for the study conduction is data collection. Due to conduct quantitative research, it would be better to have above 100 respondents for data analysis. However, this study only received 72 respondents. If there is an opportunity to conduct research in the future, I would be more careful during the research design. The qualitative research may be a good choice when the sample size can get is not that large. Another thing I need to improve is the time management skill. Throughout the whole process of the research, I felt the time was tight and gone fast. Even though I've made a timetable for my research progress. Next time to do any work, I should arrange my time more reasonably so that the quality of my work can be improved as well.

In spite of these challenges, I've learned plenty of things from this study, such as research techniques, knowledge of the topics and so on. I actually love these challenges because it drives me learning more and doing more.

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## Appendix A

### Diversity workplace

This questionnaire is part of a study on the topic of 'An investigation of views from employees on diversified working environments in Ireland'. The aim of this questionnaire is to gain people's attitudes and concerns towards the diversified workplace. The target population of the survey is located in Ireland.

In total, there are 21 questions, approximately takes 5 minutes to complete. Those questions that require an answer are marked with a red asterisk. All responses are anonymous, and the results are stored on a secure, private computer. After finishing the study, the data will be deleted. Please do know,

if you do not want to participate in the study anymore you can withdraw at any time. Thank you.

If you have any further question about this survey, please contact me by email at

[lilyshuliu@gmail.com](mailto:lilyshuliu@gmail.com).

Thank you in advance for participating.

**\*Required**

#### 1, Are you living in Ireland? \*

☐ Yes

☐ No

#### 2. Sometimes people who talk or act differently are treated like they aren't smart or capable.

☐ Strong disagree

☐ Disagree

☐ Slight disagree

☐ Slight agree

☐ Agree

☐ Strong agree

#### 3. Diversity issues keep some workgroups from performing at their maximum effectiveness.

☐ Strong disagree

☐ Disagree

☐ Slight disagree

☐ Slight agree

☐ Agree

☐ Strong agree

**4. When people have a different culture, background, or style, they take time to explain and try to understand the other's point of view**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**5. When people in our group take offence or miscommunication occurs, they sit down and talk about the differences until they understand each other**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**6. Employees share their knowledge and expertise with other employees regardless of ethnicity or race**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**7. We all learn and grow from our differences**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**8. People in our work group don't notice culture or ethnicity differences because they think we are all the same**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**9. People of the same ethnicity or cultural background tend to look out for each other**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**10. If I were having difficulties, I know members or my work-group would try to help me**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**11. I can trust people I work with to lend me a hand if I need it**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**12. I feel confident that my organization will always try to treat me fairly**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**13. Working with employees from different cultural backgrounds makes me reconsider how I approach things**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**14. Knowing more about cultural norm and diverse groups would help me to be more effective in my job**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**15. I can enjoy being with people whose race ethnicity or cultural background is very different than mine**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**16. I believe that my organization has policies and measures about affirmative action and the elimination of discrimination.**

- |  |                                   |  |
|--|-----------------------------------|--|
| <input type="checkbox"/> Strong disagree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Slight disagree |
| <input type="checkbox"/> Slight agree    | <input type="checkbox"/> Agree    | <input type="checkbox"/> Strong agree    |

**17. In your opinion, are diversified working environments positive or negative?**

- |                                   |                                   |                                   |
|-----------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Positive | <input type="checkbox"/> Negative | <input type="checkbox"/> Not sure |
|-----------------------------------|-----------------------------------|-----------------------------------|

**18. Please specify your gender**

- |                                 |                               |
|---------------------------------|-------------------------------|
| <input type="checkbox"/> Female | <input type="checkbox"/> Male |
|---------------------------------|-------------------------------|

**19. Please specify your age \***

- |                                |                                |                                |                                |                              |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| <input type="checkbox"/> 18-29 | <input type="checkbox"/> 30-40 | <input type="checkbox"/> 41-55 | <input type="checkbox"/> 55-66 | <input type="checkbox"/> 67+ |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|

20. Please specify your ethnicity (Country)

---

21. Are you a full-time or part-time worker? \*

☐ Full-time

☐ Part-time

## Appendix B

### Questionnaire



shu Liu <lilyshuliu@gmail.com>  
to Ashish.soni278 ▾

Fri, 12 Jul, 12:53 ☆ ↩ ⋮

Thank you to participate in my study. Please click the link as below:  
<https://forms.gle/M1q41WtwYkBzbb1K7>

This study can help you realize some of the situations you encounter in working in a diversified environment, may bring some help to you in the future. Also, the result of the study has a certain reference value for managers to manage diversified member teams and boost the efficient outcome.

If you can, please help introduce my study to your friends, and answer this questionnaire. Thank you very much.

Your friend Lily

↩ Reply

➡ Forward

# Appendix C

## Respondent Details

This short section will ask you to provide your: gender; age and ethnicity.

### 1 [ITM1]Please specify your gender: \*

Please choose **only one** of the following:

- ☐ Female
- ☐ Male

### 2 [ITM2]Please specify your age: \*

Please choose **only one** of the following:

- ☐ 18 - 25
- ☐ 26 - 35
- ☐ 36 - 45
- ☐ 46 - 55
- ☐ 55+

### 3 [ITM3]Please specify your ethnicity \*

Please choose **only one** of the following:

- ☐ White Irish
- ☐ White non Irish
- ☐ Black Irish
- ☐ Black non Irish
- ☐ Asian Irish
- ☐ Asian non Irish
- ☐ Mixed race
- ☐ Other

## Section 2 of 6

### 4 [ITM4]Please indicate your response to the following questions: \*

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
People in some groups are disrespectful because they are different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes people who talk and act differently are treated like they aren't capable or smart.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are people in our group who have a hard time accepting ideas when they are offered by someone who is different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When people begin working on a problem from different cultural perspectives, they have a hard time seeing each other's point of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When people from different backgrounds work together in groups, some people feel hurt and upset because their ideas are not acknowledged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People get ahead in this organisation by using connections and not based on what they know.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity issues keep some work groups from performing at their maximum effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Section 3 of 6

#### 5 [ITM5] Please indicate your response to the following questions: \*

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
When people have a different culture, background, or style, they take time to explain and try to understand the other's point of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When people in our group take offence or miscommunication occurs, they sit down and talk about the differences until they understand each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees share their knowledge and expertise with other employees regardless of ethnicity or race.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We all seem to learn and grow from our differences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone is timid or hesitant to state his/her idea, others will point it out and ask for his/her opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in our work group don't notice culture or ethnicity differences because they think we are all the same.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People's habits or ways of thinking may be different because of their background, but when it comes to working we're pretty much the same.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Section 4 of 6

### 6 [ITM6] Please indicate your response to the following questions: \*

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly agree
People of the same ethnicity or cultural background tend to look out for each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With many people from different cultural backgrounds, you don't know where you stand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were having difficulties, I know members of my work group would try to help me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most of the people in my work group can be relied on to do what they say they'll do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can trust people I work with to lend me a hand if I need it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident that my organisation will always try to treat me fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation is honest in its attempts to understand employee's point of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 5 of 6

### 7 [ITM7] Please indicate your response to the following questions: \*

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I feel like it's up to me to adjust to others when their race or ethnicity presents differences in styles or characteristics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with employees from different cultural backgrounds makes me reconsider how I approach things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I go out of my way to learn about others' cultural backgrounds, traditions, and points of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowing more about cultural norm and diverse groups would help me to be more effective in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that diverse viewpoints add value to our team, work group, and organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can enjoy being with people whose race ethnicity, or cultural background is very different than mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe employees of different cultural backgrounds should adopt the values and lifestyles of the main culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 6 of 6

### 8 [ITM8] Please indicate your response to the following questions: \*

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I believe that my organisation considers affirmative action, discrimination law, and diversity related literature in their decision making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that my organisation is affected by affirmative action, discrimination, and diversity related literature.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>