



**Multiculturalism in the workplace: the
impact of the Individualism and
Collectivism on a multinational team in
Ireland**

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ABSTRACT

Due to Globalization, more companies have the chance to hire people from all around the world, creating a multicultural workplace.

Dublin is certainly part of this reality, as in 2020 almost 700 multinational companies are located in the city (IDA Ireland, 2020).

The topic of Multiculturalism in the workplace is the main theme of several research topics conducted during the years, and the author of this dissertation focuses their attention on a specific study made in 1980: Hofstede's Six Cultural Dimensions.

The purpose of this research is to explore one of the six dimensions studied by Hofstede (1980): Individualism. The author chose this particular dimension as it can influence social behaviour (Kulkarni et al., 2010), and the relationships within a team.

With this study the author aims to examine the impact that individualist people have on a multicultural team in a multinational company in Dublin, and if there is a connection between Individualism and the commitment to a company.

For this purpose, the researcher has conducted qualitative analysis, and fourteen semi-structured interviews were carried out. All the participants are employees of the company chosen, that for privacy reasons is named "Company X".

One of the findings of this study shows that individualist people don't impact the harmony of the team, on the contrary, they are enthusiastic for working in a multicultural environment, and are concerned about the relationships created within the team.

DECLARATION

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Signature of Research Student:

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Table of Contents

ABSTRACT	i
DECLARATION	ii
ACKNOWLEDGEMENT	iii
LIST OF TABLES	viii
LIST OF FIGURES	ix
INTRODUCTION	1
CHAPTER I. LITERATURE REVIEW	5
1.1 The effects of Globalization	5
1.2 Multiculturalism in the workplace	7
1.3 Three Cultures Models	8
1.4 Hofstede and the Six Cultural Dimensions	10
1.5 Individualism and Collectivism	13
1.6 Groups and International Teams	16
1.7 Leadership and management	18
1.8 Employee Commitment	20
1.9 The GLOBE Project	22

1.10 Literature Review Discussion.....	24
CHAPTER II. RESEARCH QUESTION	27
2.1 Introduction.....	27
2.2 Research aim and objectives.....	28
2.3 Research question.....	29
CHAPTER III. RESEARCH METHODOLOGY.....	30
3.1 Introduction.....	30
3.2 Research Philosophy.....	31
3.3 Research method	34
3.4 Research strategy.....	36
3.4.1 Case study	38
3.5 Data Collection	40
3.6 Pilot study	44
3.7 Sample of the research.....	44
3.8 Interviews Development	46
3.9 Data Analysis.....	48
3.10 Time Horizon	50

3.11 Reliability and Validity	51
3.12 Limitations.....	51
3.13 Ethical considerations	52
CHAPTER IV. FINDINGS AND RESULTS	53
4.1 Introduction.....	53
4.2 Company X background	53
4.3 Demographic description of participants	55
4.3 Case study: the Account Managers team	57
CHAPTER V. DISCUSSION AND CONCLUSION	60
5.1 Introduction.....	60
5.2 Multicultural environment.....	61
5.3 Individualism and Collectivism in Company X.....	63
5.4 Individualist employees and commitment	64
5.5 Limitations of the research.....	66
5.6 Conclusions of the research	67
5.7 Recommendation for further research	69
BIBLIOGRAPHY	71

LIST OF APPENDICES	80
Appendix 1. Managers Interview Questions	80
Appendix 2. Employees Interview Questions.....	82
Appendix 3. Interview sample to an Employee	84
Appendix 4. Tables of codes	89
Appendix 3. Level of Individualism in different countries	92
Appendix 4. Individual people and the impact on the harmony of the team.....	93
Appendix 5. Level of commitment of employees in Company X	94

LIST OF TABLES

Table n1. Gantt Chart of the study.....	47
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LIST OF FIGURES

Figure n1. Collectivism-Individualism World map.....	16
Figure n2. Research Onion.....	29
Figure n3. Wallace's Wheel of Science.....	32

INTRODUCTION

Thomas L. Friedman, in his book “The World is Flat”, stated that the world is now in the third stage of globalization, and that small and large companies have moved into international markets. (Friedman, 2009)

A consequence of globalization is the relocation of companies to different countries. Due to Ireland’s low tax rate, this country is one of the most popular destinations for multinationals companies.

According to IDA Ireland (IDA Ireland, 2020), the agency that promotes Foreign Direct Investment in Ireland, the green island hosts nearly 1500 multinationals companies in 2020, and almost 700 are located in Dublin.

In 2019 there have been 245,096 people employed in the multinational sector, and 112,373 job positions have been created.

“Economic growth is important to local and foreign firms as well. Higher rates of economic growth suggest greater market opportunities for all firms and attract new business development and foreign investments in the country’s economy.” (Hitt, Black and Porter, 2005)

Those numbers are not just a good point for Ireland’s economy, but they keep attracting people from all around the world. The presence of all the multinational companies situated in Dublin makes the city an attractive location for all those people willing to expatriate for a good job opportunity.

Consequently, in 2019, “Dublin is home to nearly 200,000 non-Irish nationals, more than live in any other part of the country” (Dublinchamber.ie, 2020). This means that for all the Dublin residents, the chance to have a co-worker from other nationality is certainly high.

Businesses with a multinational workforce can gain a competitive advantage from the different ideas, point of views and all the benefits that foreign employees can bring to the company. The following chapter shows that although multinational companies can be advantaged by “the diversity” of their employees, the literature demonstrates that managing or simply being part of an international team can be difficult to deal with, as people might find it difficult to confront themselves with different cultures.

While studying different cultures and the difficulties in managing them, Geert Hofstede in 1984 stated: “The nature of management skills is such that they are culturally specific: a management technique or philosophy that is appropriate in one national culture is not necessarily appropriate in another”. This is one risk that could incur when people working in multicultural teams are not aware of the importance of cultural differences.

In one of his studies (1980), Hofstede recognized six different cultures dimension: power distance, individualism, masculinity, uncertainty avoidance, long term orientation and indulgence.

These six dimensions have been mentioned in various studies throughout the years (Chandan, 2014, Huang and Crotts, 2019) as a useful “tool” when comparing different cultures and their behaviours.

This investigation has been focused on *Individualism-Collectivism* dimension, as the most able to influence social behaviour (Kulkarni *et al.*, 2010), and a critical factor when it comes to teamwork.

In their study, Wagner *et al* (2011) have researched the impact of the individualism-collectivism on the team member performance, but this research hasn't take into account the performance of the team, but the impact of the individualism-collectivism on the commitment to the company.

As a matter of fact, the purpose of this research is to understand if in 2020, forty years after Hofstede's study, his evaluation's results are still valid and how the difference between individualist and collectivist cultures can impact the harmony of the team and the commitment of teamwork in a multicultural company in Dublin.

The importance of this research lies in the fact that in an industrialized city like Dublin with a high number of work opportunities, it's important that companies create a good work environment and enhance the commitment and the engagement of their employees, decreasing in this way the level of staff turnover.

Following the introduction, the literature review shows the theoretical concepts of the topic. It specifically focuses on the multiculturalism in the workplace, presenting in a deep way the six dimensions theory of Hofstede and the individualism-collectivism dimension, multicultural teams, and their management.

The author decided to conduct their research through qualitative analysis and the conduction of interviews and observations.

The research methodology is crucial for the success of the research, and a qualitative approach can give the chance to the researcher to “interpret” the results of the interviews, as this kind of research is based on words, sentences and narrative (Blumberg, 2005).

The strategy used for this research is a single case study, focused on a specific team of a multinational company in Dublin, that for privacy reason will be called Company X. The conduction of a single case study has been chosen as it provides to the author a better understanding of the subject (Dyer & Wilkins, 1991).

Moreover, the conduction of the case study has been possible as the author themselves are part of the team chosen for the study, and they had the chance to deeply observe the sample during the length of time of the conduction of the research.

The findings of the research show that the individualist people can easily work in team, and that although they're more geared towards the completion of a task (Kulkarni *et al*, 2010), the harmony of the team is not badly impacted by the Individual index.

This study shows as well that in the Company X, there is no relevance connection between individual employees and the level of commitment.

CHAPTER I. LITERATURE REVIEW

1.1 The effects of Globalization

Globalization has created intense competition between companies, but at the same time, it has provided resources to help companies to survive in a competitive environment (Thomas, 2016).

Multinational organizations are companies that decided to expand their businesses in other countries, and consequently facing the challenge of operating abroad.

Companies decide to operate in other countries for different reasons. The relocation or just an additional site in another country can be due to cheaper labour, cheaper raw materials, or just different laws that allow companies to operate with more freedom.

Organizations that decide to start their expansion usually start with countries that are “psychically” close. The term Psychic distance refers to the comprehension of the cultural differences between countries and between people and of certain variables that can influence business decisions (Baack, Maceli and Baack, 2015).

Sometimes, psychic distance can be really short, while countries are physically far apart. This is the case of the UK and Australia, as the two countries are located in two different parts of the world, with a distance of 9,443 mi. Even though the physical distance is really large, there is a trade deal waiting to be signed which simplify the trading between those

countries: the Australia-United Kingdom Free Trade Agreement (Prospective Australia-United Kingdom Free Trade Agreement | DFAT, 2020).

A perfect example of the opposite situation is Aldi trying to enter the UK market. When the German company started its expansion in the UK, it tried to use the same German format of heavy discounting.

As the UK market is different, and so is consumers behaviour, Aldi was forced to change its strategy and adapt it to the local market (Datamonitor, 2007).

The UK and German are physically closer than Australia and the UK, but as the culture is different companies like Aldi must be aware of the psychic distance in between those countries.

Thomas Friedman stated in his book (2005) that due to globalization the world has become “flat”. Due to migration and multicultural environments, more and more people have the opportunity to experience other cultures.

According to Friedman (2005), there are three different eras of Globalizations. The third era starts with the 21st century.

This new era is characterized by a new level of technology that allows people to communicate with each other from all around the world. “The technology connecting platform allows people to communicate, collaborate, and especially innovate. Therefore, they have the ability of knowledge sharing, acquisition and use for any type of activity” (Andriscu, 2008).

A flat world gives people in multinational organizations the chance to deal with different multicultural identities and with different cultural backgrounds.

1.2 Multiculturalism in the workplace

Cox (1994) defined cultural diversity as the “representation, in one social system, of people with distinctly different group affiliations significance of cultural”. To gain a competitive advantage in a global market, companies are “forced” to promote cultural diversity, and so create a multicultural environment.

Cultural differences can be defined as a phenomenon that companies shouldn't ignore (Vlad and Stan, 2013). Multiculturalism can be risky for companies as well, as “cultural diversity emerging from the multinational business workforce structure, particularly with globalisation, gets organisations to come across with positive and/or negative conclusions brought on by this diversity” (Seymen, 2006)

The next paragraph explains how culture makes each individual unique with different views and different opinions. As people within a company interact with each other, tasks and projects can be influenced by the cultural orientation of the participants.

People who don't have experience working in a multicultural environment can have issues in communication or misunderstanding (Vlad and Stan, 2013).

Unfortunately, misunderstandings can bring negative outcomes and can affect the entire performances of a company. As nowadays, more and more companies work in international markets, employees must work and operate effectively, independently of their personal culture.

Despite the risks just outlined, multiculturalism, if well managed, can lead companies to success and can improve their chances to gain competitive advantage.

McKinsey & Company, a management consultancy company, has conducted research on the diversity and financial performance of organizations. The data from the study shows that companies that internally provide inclusion strategies have achieved an improvement in their competitive advantage on the market.

The research shows that organizations with teams diversified by ethnicity and culture are 33% more likely to have financial returns above the national average of their sector, and companies with a team composed by gender diversity are 15% more likely to have returns above the industry average (Delivering through diversity, 2018).

1.3 Three Cultures Models

People from different backgrounds can bring different ideas, a range of knowledge, and a variety of diverse approaches to the workplace. In fact,

according to Di Stefano and Maznevski “Multicultural teams, then, have an enormous wealth of material with which to create innovative approaches to complex organizational challenges and a broad range of operating modes with which to develop new ways of implementing solutions. Today's business cannot flourish without the creative value afforded by high-performing global teams.” (Di Stefano and Maznevski, 2000)

The point that Di Stefano and Maznevski made is correct, but it must be explained that in teams composed of different cultures, each member doesn't bring just his own knowledge, but his entire cultural background, which can be difficult to manage. Cultural background is made by nationality, language, religion, values etc.

As the cultural difference is a complex concept, Gardenswartz, Rowe, Digh, and Bennett (2003) developed the “Three Cultures Model” to simplify the process of working with cultural differences in multicultural environments (Gardenswartz, Bennett, Rowe and Digh, 2003).

This model posits three cultural influences at workplaces: national culture, personal culture, and corporate culture.

“Personal culture is the integration of an individual's traits, skills, and personality formed within the context of one's ethnic, racial, familial, and educational environments.

National culture is a shared understanding that comes from the integration of beliefs, values, attitudes, and behaviours that have formed the heritage of a nation-state. Corporate culture represents the integration of widely

shared institutional beliefs, values, and guiding philosophy of an organization frequently espoused in its vision, mission, and values statements” (Gardenswartz, Bennett, Rowe and Digh, 2003).

An individual’s culture is a mix between national, personal, and corporate culture, and to operate globally, companies must recognize the influence of each culture in the organization.

In order to create innovation taking advantage of the multicultural mind of the individuals, it’s important to understand the different cultures and create a work environment where everyone can express themselves.

1.4 Hofstede and the Six Cultural Dimensions

Geert Hofstede, a social psychologist, defined culture as ‘the collective programming of the mind which distinguishes the members of one human group from another’ (Hofstede, 1980).

The most important study done by Hofstede is “Six Dimension of Culture”. During his research, he studied people working in IBM all around the world. In this way, he got the chance to understand the cultural differences of people working in one company.

In his study he identified six different dimensions that identify culture:

- Power Distance Index
- Collectivism vs. Individualism
- Uncertainty Avoidance Index

- Femininity vs. Masculinity
- Short-Term vs. Long-Term Orientation
- Restraint vs. Indulgence

The Power Distance Index measures how a culture conceives the relationship with power and within who holds it. It is fundamental to recognize it in every managerial and business relationship. In hierarchical cultures, for example, whoever has power is surrounded by obvious status symbols, frowned upon and almost irritating to those from egalitarian cultures.

The Collectivism vs. Individualism dimension is about the importance of individual versus group interests. It measures if in a culture social ties are centred on the individual needs, or on the collective.

Uncertainty Avoidance Index describes how comfortable a culture is in dealing with uncertainty and ambiguity. Some cultures implement rules and procedures, which helps removing the anxiety attributable to uncertain outcomes. If this value is less strongly felt, cultures live with less stress and accept the uncertainty that life always entails. Within the six dimensions studied by Hofstede, Uncertainty Avoidance has a stronger impact on state or business planning, control, and bureaucracy.

The Masculinity index “measures the extent to which a culture has its social roles clearly distributed among its members. Masculine societies value more male characteristics such as assertiveness, competitiveness,

success, status. Feminine societies are more inclined to solidarity, modesty, caring and quality of life” (Leng, Chan Yie, & Botelho, Delane. 2010).

Time Orientation measures if a country is short-term or long-term oriented. It's possible to say that the Oriental cultures are mostly long-term oriented, as they are characterized by a strong pragmatism.

The last dimension, the Restraint vs Indulgence, identifies cultures that stands for a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun (Hofstede, 2011). At the opposite pole, there are restrictive cultures, which are regulated by strict social norms. This dimension can be really useful when a company wants to promote a product on the market and needs to understand if the culture is more optimistic or pessimistic for a better chance to reach the buyers.

Hofstede 'study explains that these six dimensions are “cultural values” and it shows how much of each value is reflected in the behaviour observed in each country investigated by the research he made.

This study can be useful for all the companies that operate in a multicultural environment or those who are trying to expand in other countries. Moreover, on the official Hofstede website (www.hofstede-insights.com) it's possible to compare different countries in relation to the six different dimensions.

1.5 Individualism and Collectivism

The dimension of Individualism has always had particular importance in the literature for its characteristic to be able to influence social behaviour (Kulkarni et al., 2010). This is the reason why during the years several studies have been done about this particular topic.

Parsons in 1951 was one of the first social scientists to talk about the distinction between self-orientation and collectively-orientation. He described self-oriented people as individuals that are able to pursue private goals despite their relationship with others, while collectivity-oriented individuals are willing to reach common goals, despite their personal interests (Parson and Shils, 1951).

In 1982 Hofstede used Collectivism and Individualism as dimensions to compare different cultures. In individualistic cultures, people are just interested in their own well-being and their direct families. In collectivist cultures, individuals feel part of a group and are willing to take care of all the members of the group (Hofstede, 1980).

Years later, a study (Singelis, Triandis, Bhawuk and Gelfand, 1995) showed different aspects of this dimension. Singelis and the other researchers split Hofstede's dimension of individualism and its opposite, Collectivism, into two minor dimensions.

Through their study, they made a distinction between Vertical and Horizontal collectivism and individualism, finding, in the end, four different

dimensions: Vertical Collectivism, Vertical Individualism, Horizontal Collectivism, Horizontal Individualism.

The main distinction point between those four dimensions is given by hierarchy and equality. Individualism and Collectivism can be horizontal where equality is emphasized or can be vertical while hierarchy is highlighted (Lee and Choi, 2005).

In his book Individualism and collectivism (2005), Triandis suggested four different attributes for individualism and collectivism:

- The conception of the self,
- Goal relationship
- The relative importance of attitudes and norms
- Emphasis on relationship

“The conception of the self refers to individualists viewing themselves as independent of the group that they are a part of, and collectivists viewing themselves in terms of their interrelationships within the social structure of the collective or the group. Second, the goal relationships pertain to individualists placing their own goals over group goals, and collectivists doing the opposite. Third the relative importance of attitudes and norms refers to the fact that individualist behaviours are driven by their own personal attitudes and norms, whereas collectivists are driven by social norms and duties. Finally, the emphasis on relationships underscores the fact that individualists are more driven toward accomplishing a task, as

opposed to collectivists that are geared more toward harmonious relationships” (Kulkarni et al., 2010).

This study focusses its attention to the *emphasis on relationships*, specifically because according to Kulkarni et al (2010), collectivists people are more willing to maintain harmony in the team. But teams are not composed just of collectivists people, and individual-oriented people can jeopardise the harmony of the entire team as according to the above-mentioned study, they are more geared towards the completion of a task. This is one of the main points of this investigation, as part of the research question is based on the connection between individual-oriented people and their impact on the harmony of team.

As already mentioned in the introduction, the research conducted by Wagner *et al* (2011) in the article “Individualism–collectivism and team member performance: Another look” aimed to understand the connection between these dimensions and the final performance of the team. Following their conclusion, each team has both individual and shared tasks, so managers must be aware of assigning the tasks to the right people, to increase the performance and to take advantage of the individualist and collectivist orientation of the team members.

This research aims to understand how individualist people behave in a team, and if their conduct can have a bad impact on the harmony of the group. International teams are at the same time a source of learning but complex to manage, as explained in the next paragraphs.

See below the map built by Hofstede after his research. It shows the results of his study, that are split by colour.

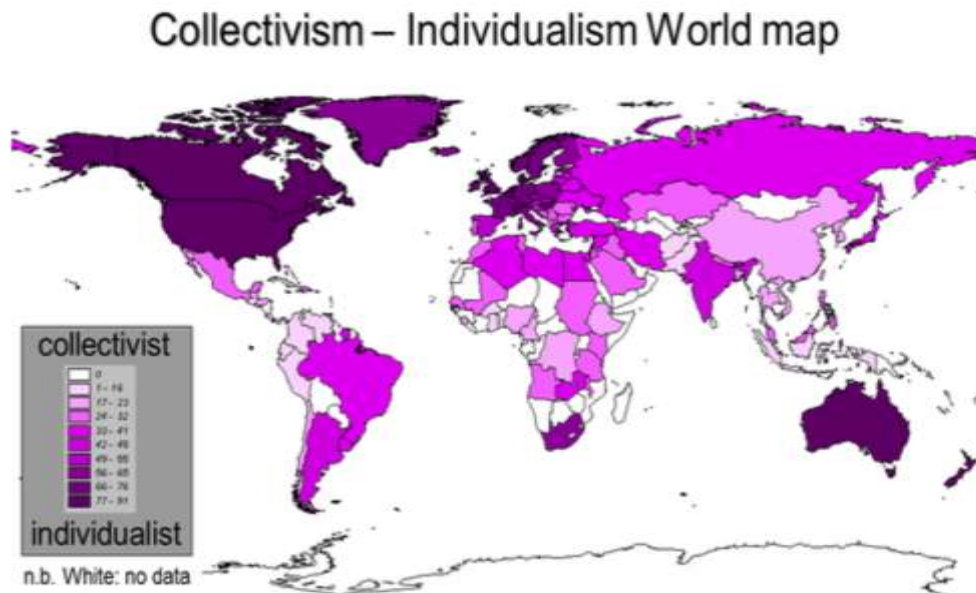


Figure n1. Collectivism-Individualism World map (Hofstede, 2020)

1.6 Groups and International Teams

In flatter organizations of the modern era, companies from all around the world are made by people working in groups and teams. People who work in a group are usually able to influence other members and are usually influenced by them. Having good management at the top is essential to reach the company's goals.

Connerley and Pederson (2005) stated that belonging to a cultural group means accepting the identity of each member, including their social and cultural connections, like family, nationality, and ethnicity.

Teams are necessary for every workplace, but when it comes to international teams, there is the risk that cultural differences might have a bad influence on the entire work environment.

Individuals from the same country share the same cultural backgrounds, so even communicating is easier compared to groups of people with cultural differences, as just understanding each other sometimes can be a difficult task. For this reason, sometimes, different backgrounds can lead to misunderstandings and conflicts, that can affect the entire team's performance.

These conflicts can be accentuated when multinational teams are in a single-country context. As there is a majority of one culture, managers don't realize how it is essential not to underestimate the importance of the cultural factor. That's why managers that are at the head of multicultural teams have to be prepared to deal with the challenges that they can bring.

One of the biggest barriers in multicultural teams is in the language.

As communication is essential to work together and avoid misunderstandings, many companies have chosen English as a business language. But even if all the employees can speak English, there will always be misunderstanding related to communication.

McIntosh, Davis and Luecke (2008) suggested different solutions to enhance communication between people in the international environment:

- Keeping verbal and written communication simple
- Avoiding slang
- Avoiding idiomatic expressions
- Avoiding usages that could be misinterpreted
- Checking periodically for understanding
- Speaking slow and clear

Vlad and Stan (2013) stated that many surveys revealed that multicultural teams can be more effective in resolving issues in the business.

Teams composed of people from different cultures provide good performances and are faster compared to teams composed of people with the same nationality.

Ideally, a smart organization would create a competitive advantage with the cultural differences between the company. For this purpose, it's important to have good management and a good organizational strategy.

1.7 Leadership and management

According to Palmer (2003), multinationals have a multicultural structure and require a different management concept to face the challenges that they can bring.

For a manager, understanding different cultures are difficult as the easiest tasks can result in challenges. Moreover, people's culture may affect their opinion about how a good manager behaves.

As suggested by Wang, Tong, Chen, and Kim (2009), managing people operating in different cultures is often an extreme challenge. It's important that managers give employees the chance to express themselves as a sign of cultural respect and acceptance.

In the case of multicultural environment, managers and leaders are the ones that are firstly responsible to manage the diversity that people with different backgrounds bring to the table. According to Tröster and van Knippenberg (2012) "In a competitive international environment, the upward communication of ideas and suggestions is important, because middle managers with different national backgrounds are important sources of diverse information and perspectives for global operations".

According to Koonce (2001), it's important that managers understand the cultures of their employees and their opinions, and as well their habits.

For their personal skills given by their different backgrounds, employees bring value to the company, creating a competitive advantage.

As value creators, different scholars perceive employees as part of organizational assets. Jeffrey Mello (2014) is one of them, as in his book Strategic Human Resource Management he identified the human capital as an asset of a company.

But Mello's theory had several critics, as there is a big difference between company assets and its employees. Firms actually "own" their assets, while this is not possible with the human capital working there. That's why in the literature there is more than one school of thought about the idea of a company investing in its employees, as they might leave their current position, seeking for new opportunities somewhere else. For this reason, managers and middle managers must provide their employees with a good reason to be "committed" to the company and motivate them to give their best.

1.8 Employee Commitment

According to Newman (2019) "Talented people join and remain with companies where they feel engaged and motivated. Managers can improve the ongoing engagement process by having regular performance-related coaching and feedback conversations with their team members, as well as conversations that focus both on personal skill and career development."

When employees are motivated, their performances will be higher. But what Newman missed in his article, is that motivating employees is not easy and most of the time there are "obstacles" that can affect their motivation. Those obstacles can be internal at the workplace, like problems with co-workers, or they can be due to external's factors, such as the employee's personal life outside the company.

It's in the best interest of the company to overcome those obstacles and to keep its employees highly motivated, to increase the level of the commitment of each employee and decrease in this way the staff turnover.

According to Fang, Chang, and Chen (2009), leadership has a significant and direct effect on the work satisfaction, and hence to the level commitment that employees have toward the company.

With the Theory of Motivation (1943), Maslow stated that people attempt to fulfil five basic needs: physiological, safety, social, esteem and self-actualization. When an employee can satisfy all these needs within a company, he will be 100% motivated, and his commitment will be really high.

On the other hand, the two-factor theory (Herzberg, 1959) stated that the job satisfaction, and the commitment of the employees, can depend on different factors. Herzberg classified these factors into two different categories:

- Hygiene factors. These factors are "essential" for the employees, and don't provide additional satisfaction, but are extrinsic to work. They are mostly required to avoid job dissatisfaction.
- Motivational factors. These factors are actually important as they motivate the employees to improve their performance doing a better job. Employees find these factors "rewarding".

Companies who seek to improve the commitment of their employees, should provide their employees of motivational factors.

Organizations that have a multicultural work environment need to be more careful with the cultural diversity. A company that manages cultural differences well has the capacity to create an environment that allows individuals with a different background to use their potential to bring advantage to the organization.

According to Kececi (2017), there is a difference between the level of commitment to a company between individualist and collectivist people. She suggested that “collectivist people see their organization as the continuation of their family, feel self-belonging, and care about loyalty. Because they tend to stay in their organizations for a long time, their loyalty is high. It can also be said that since collectivism has a positive influence on organizational commitment”

1.9 The GLOBE Project

The GLOBE (Global Leadership and Organizational Behavior Effectiveness) project was born in 1991 and followed the same path of Hofstede’s theory of the six cultural dimensions.

The research program was founded by Robert House with the purpose to examine the interrelationships between societal culture, societal effectiveness, and organizational leadership (2004, 2007 Studies - GLOBE Project, 2020).

This research was based on over 17000 middle managers in 62 different cultures.

The GLOBE shows nine different dimensions, three of which have been already introduced by Hofstede (Future Orientation, Power Distance, Uncertainty Avoidance):

- Performance Orientation: indicates how important the achievement of the goal is for culture.
- Assertiveness: this dimension defines the level of hardness and competitiveness of people, as opposed to that of understanding and sweetness.
- Humane Orientation indicates how much culture prefers behaviours such as fairness, altruism and friendship.
- Institutional Collectivism: highlights how culture is oriented to the collective distribution of resources and collective actions.
- In-Group Collectivism: indicates how important is for a country belonging to a group (e.g. family, club, etc.).
- Gender Egalitarianism: indicates the difference between the possibilities reserved for women and those reserved for men in culture.

The research has highlighted that there are different kinds of leadership in the 62 countries studied. “Different societies may have differing expectations from their leaders, influenced by their cultural values” (2004, 2007 Studies - GLOBE Project, 2020).

Based on traits, personalities, skills and behaviours, the studied introduced six global dimensions of leadership:

- Charismatic/Value-Based Leadership: indicates the ability to inspire and motivate the team.
- Team-Oriented Leadership: highlight the effort of a leader in building a good relationship among the team.
- Participative Leadership: indicates the degree to which team leaders involve other members of the team in making decisions.
- Humane-Oriented Leadership: indicates how supportive and considerate is a manager.
- Autonomous Leadership: indicates the level of independence of a manager.
- Self-Protective Leadership: focuses on protecting the safety of the individual and the group.

1.10 Literature Review Discussion

The literature review has shown a series of theories and concepts that helped the researcher during the study.

It's important to understand that a person's culture represents its own personal *identity*, composed of its language, religion, customs, etc. The term "Multicultural" has always been used to describe a group of people characterized by diversity, or a group of minorities.

The challenges that nowadays companies must face refer to the fact that a big part of the workforce is composed of those "minorities", and it can be difficult to deal with such different cultures.

Companies in Dublin represent a perfect example of a multicultural work environment, as per already shown in the introduction, in 2019 the Capital city is home to nearly 200,000 non-Irish nationals (Dublinchamber.ie, 2020).

Although many firms in Dublin are successful for their multicultural environment, which give them the chance to compete in a global market, it has been demonstrated that different cultures behave differently.

Most of the theories above discussed have presented that multicultural teams can be a problem if not well managed and that managers and supervisors must be ready to deal with more cultures and the challenges they can bring.

As Newman (2019) stated, motivation is essential for keeping employees in a company, and due to the challenge given by multinational teams, managers must be willing to fully understand other cultures in order to give them the right motivation.

One of the studies that have been more discussed in the literature review is the Six Cultural Dimensions of Hofstede. Through this study, Geert Hofstede showed six dimensions of culture. This research is focused on *Individualism*.

As a result of his study, Hofstede declared that “Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies, people belong to ‘in groups’ that take care of them in exchange for loyalty” (www.hofstede-insights.com).

The reason why this research wants to know more about individualism is that this particular dimension can have a big impact on the work environment, as people who are considered “group-oriented” are more willing to work in group and share their experiences, while “individual-oriented” people are more focused on themselves, and can be difficult for them to adapt their work to the external group.

This research wants to find out how multicultural teams react with the two groups of people mentioned: group-oriented and individual-oriented. In particular, the research has been conducted on a multinational company, and for this purpose, the researcher has picked people from different nationalities to understand different points of view.

The multinational company picked for the research has a high percentage of foreign employees from all around the world.

The first purpose of this research is to understand if the study conducted by Hofstede in 1980 can be still applied today. Although the methodology used for the research is different from the one used by Hofstede, the researcher decided to compare the results of the study made in 1980 with the outcomes that this project provided.

The second goal of this study is to explore if the dimension of Individualism is an obstacle in the harmony of the team, or people working in the same team are able to overcome their differences and create a collaborative work environment. Moreover, the researcher aims to know if

there is a connection between the dimension of individualism-collectivism and the commitment to a company.

CHAPTER II. RESEARCH QUESTION

2.1 Introduction

As already mentioned in the introductory chapter, due to globalization many companies in Ireland, and mostly in Dublin, hire foreign people for every kind of role. Therefore, there is a high chance that people find themselves surrounded by other cultures in the workplace.

Multiculturalism in the workplace can result in a challenging environment, especially for people who are not acclimatised. Multinational teams are composed of people with different backgrounds and different personalities, and it's not always easy to deal with diversity.

The literature review has presented Hofstede study, in which he showed six different culture dimensions. Following his study, this research is mainly focused on the dimension of Individualism.

Individualist people are more focused on performing a task, while collectivist people are more naturally willing to create relationships within the team and bonding with the other members (Kullarni et al, 2010).

As multinational teams are composed of both individualist and collectivist employees, the difference between these two categories can impact the work environment, and it can create misunderstandings between workmates.

With this research the author wants to explore the dimension of Individualism and the impact that it has on multinational teams.

The following paragraphs will explain in detail the objectives of the research and the research questions.

2.2 Research aim and objectives

Considering the issue presented above, the goal of this study is to specifically explore the dimension of Individualism and how individual-oriented people behave in a multinational environment.

Individualist people are more likely to put their needs in front of the others, while collectivists people care about the rest of the group. Therefore, this research has different objectives:

- As this research has been inspired by the Hofstede's study, one of the objectives of this study is to understand if employees working in Company X reflect the results evaluated by Hofstede in 1980 in terms of Individualism index.

- The second objective of this study is to know if Individual-oriented people can have a strong impact on the team and so jeopardise its harmony.
- The third objective of this research is to explore if there is a connection between the Individualism index and the level of commitment of employees to a company. More specifically, this study aims to understand if Individual-oriented people feel less engaged with the company where they work, or the commitment is affected by other factors.

2.3 Research question

Based on these premises, this research aims to answer to two different questions:

- What kind of impact has the dimension of Individualism on the harmony of the team?
- Does the Individualism index have a connection with the employees' commitment to a company?

CHAPTER III. RESEARCH METHODOLOGY

3.1 Introduction

After presenting the literature review and discussing the research question, this chapter aims to show how the research has been conducted through the methodology.

Saunders, Lewis, and Thornhill (2015) designed the “Research Onion” to show the different stages of research. They described six different areas: research philosophy, research approach, research strategy, research choices, time horizons and techniques and procedures

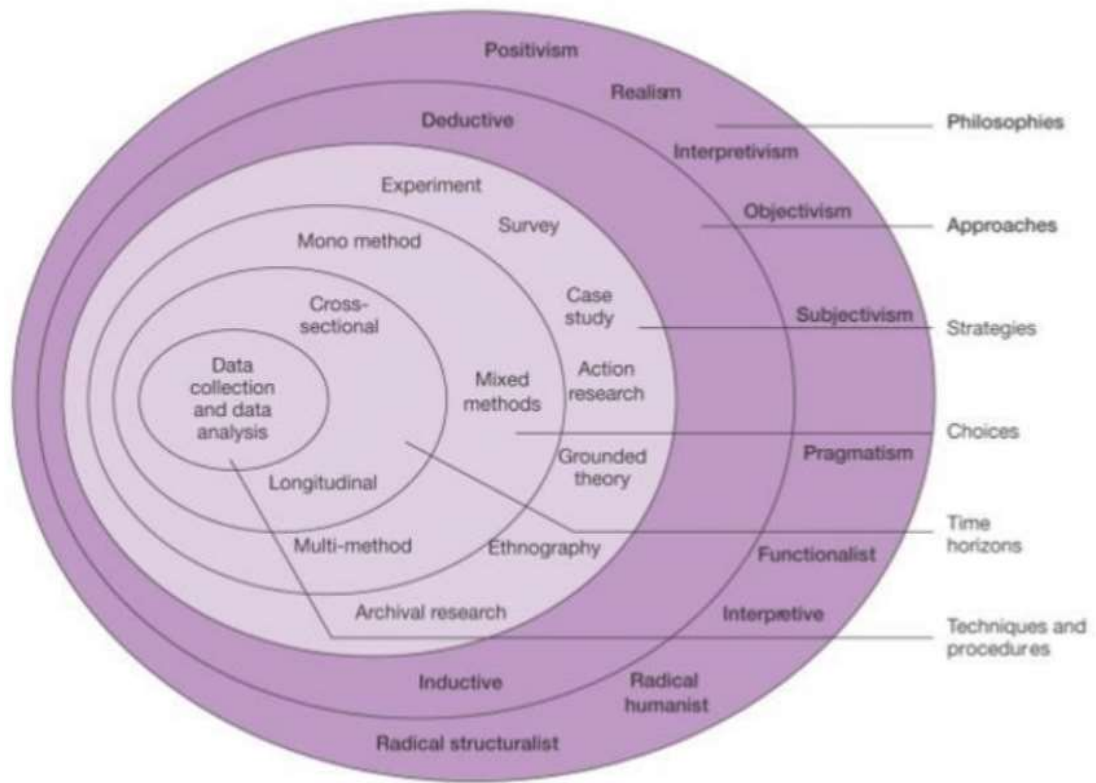


Figure n2. Research Onion (Saunders et al., 2015)

According to Blaikie (2000) the most critical stages of research are the research design and the strategy. These two aspects are essential part of the research's structure, and they are most likely going to determine its success.

This chapter is going to explain the research method chosen for the research, its strategy, the research approach, the data collection, and the data analysis.

3.2 Research Philosophy

The research philosophy represents the very external layer of the onion and Saunders *et al* (2015) defined it as “the development of knowledge

and the nature of knowledge”. In other words, it describes the different way in which the knowledge is developed during the conduction of the research.

There are different types of research philosophy, but the most used for research are: positivism, critical realism, interpretivism and pragmatism.

These philosophies are explained below.

- Positivism: this philosophy measures numbers and facts, and in this case the researcher maintains an objective stance. According to Mackenzie and Knipe (2006), the philosophy of positivism is the most suitable for research using quantitative analysis.
- Critical realism: this philosophy makes a distinction between the “real world” and the “observable world”. It is based on the way an individual interprets its knowledge.
- Interpretivism: according to Saunders *et al* (2015), this is the most complex and rich approach. Following this philosophy, the researcher is part of what is researched, and he is able to fully interpret the results of its study in a “subjective” way. The interpretivism philosophy is often used for qualitative research, where a range of data can be interpreted.
- Pragmatism: this philosophy is similar to the realism explained above, but in this case the researcher based his interpretation on a more realistic experience.

The second layer of the onion represents the approach used for conducting the research. Saunders et al. (2015) described two different approaches: inductive and deductive. According to them, when using a deductive approach, the author evaluates the results of his research and compare it with an existing theory. With an inductive approach, the researcher uses his data to create new frameworks and theories.

According to Eikebrokk and Busch (2016), Wallace’s Wheel of Science, which is shown below, is a useful tool to understand how the two above mentioned approaches are used in research.

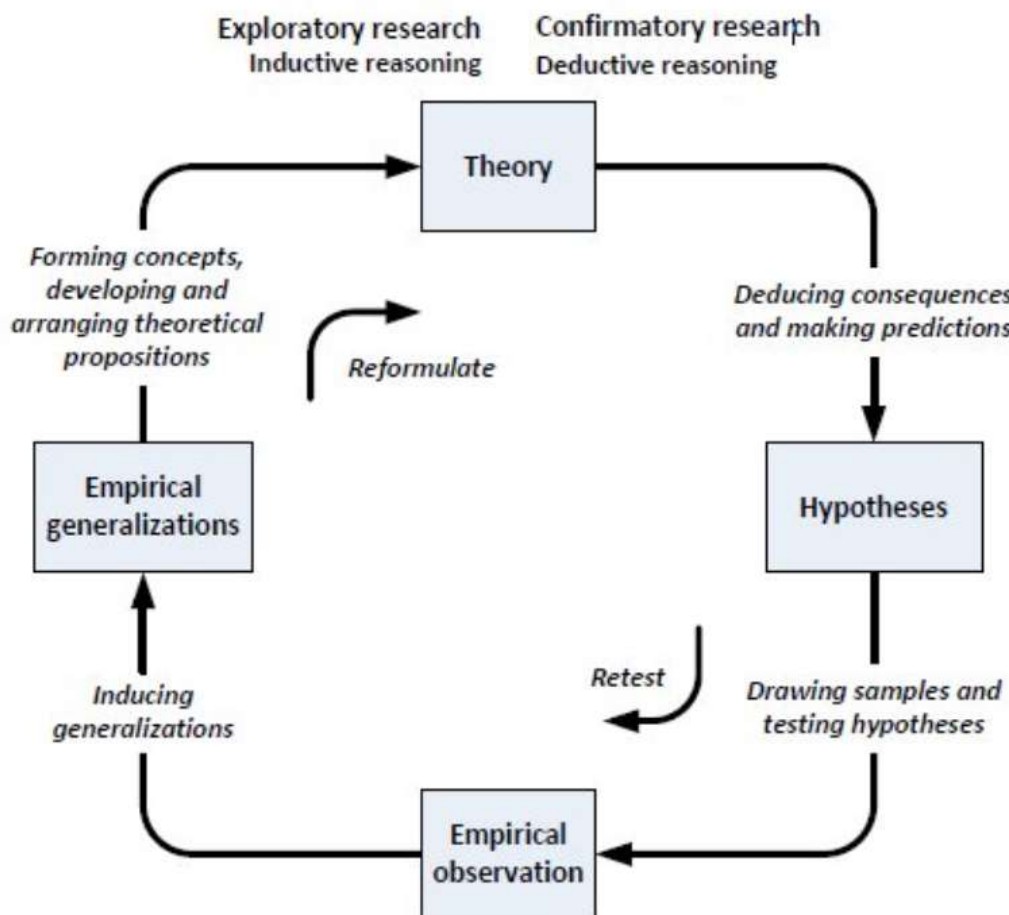


Figure n3. Wallace’s Wheel of Science (Eikebrokk and Busch, 2016)

The figure n.3 shows the pattern from the theory to the empirical observation, through a deductive approach, while the inductive approach leads the empirical observation to a new theory.

According to Thomas (2016), qualitative analysis is more likely to be conducted through an inductive approach, while Lin (1998) stated that the deductive approach is often used to analyse quantitative data.

For this research study, the author aims to answer the research questions trying to interpret the answers of the participants and considering their personal experiences.

After examining the different possible research philosophies and approaches, the researcher decided that for the purpose of the study, the most suitable philosophy would be “Interpretivism”, and the best approach would be inductive.

3.3 Research method

As previously mentioned, the main goal of this research is to evaluate the impact of Hofstede’s individual dimension in multicultural teams, and how individual-oriented people can affect the teamwork.

To reach this goal, different methods have been considered. There are three different methods suggested for conducting research: quantitative analysis, qualitative analysis, and mixed.

Quantitative research is “the type of research that is based on the methodological principles of positivism and neo-positivism and adheres to the standards of a strict research design developed prior to the actual research. It is applied for quantitative measurement and hence statistical analysis is used.” (Adams, Khan and Raeside, 2014). In other words, with quantitative analysis, the researcher “reports what he sees”, and most of the time this kind of research is conducted through surveys or close questions.

On the other hand, ‘qualitative research consists of a set of interpretive material practices that make the world visible’ (Denzin and Lincoln, 2008). This means that this kind of research is “wider” as it can be conducted with different methodologies, and using different tools, such as interviews and observations.

Qualitative analysis is defined as “interpretative phenomenological analysis”, as the researcher has the chance to interpret the results, and especially people’s reactions during the study.

This methodology offers more flexibility compared to a quantitative approach, giving the chance to each participant to express their points of view, without the researcher influencing their thoughts.

As suggested by Blumberg (2005), quantitative research is based on numbers and figures, while qualitative research is based on words, sentences, and narrative.

The objectives of this study and the questions that this research intends to answer: *“What kind of impact has the dimension of Individualism on the harmony of the team? Does the Individualism index have a connection with the employees’ commitment to a company?”* required detailed responses.

The author decided to conduct the research through qualitative analysis as it allows the participants to be more detailed in their answer, and the researcher to easily understand their meanings, and furthermore it seems to match better with the research objectives.

3.4 Research strategy

To get the best results from this research, the author has been searching for the best methodology for its conduction.

Following Saunders Research Onion, there are several strategies that researcher can use while conducting a study:

- Experiment: with this approach, the researcher creates a “research process”, and compare the result of an experiment with the expected results (Saunders et al., 2007).
- Survey: are often used in quantitative research, and according to Bryman and Bell (2011), this approach consents the collection of a vast amount of data.

- Case Study: Yin (2009) defined a case study as an “empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.” This approach is focused on a certain amount of people, and it can provide insights to research questions or theories.
- Grounded Theory: this approach “sets out to discover or construct theory from data, systematically obtained and analysed using comparative analysis” (Chun Tie, Birks and Francis, 2019). It involves the construction of theories through the analysis of the data.
- Ethnography: this strategy is often used to study different ethnicities or societies. Following this approach, the researcher “goes into the field to explore a cultural group and/or explore certain social interactions” (Reeves, Peller, Goldman and Kitto, 2013)
- Action Research: this approach is often used to find solutions to certain problems. According to Wiles *et al.* (2014), this strategy is used for professional researches, where the author wants to find ways to improve themselves.

Although the mentioned strategies seem to be good approaches for a research, the author decided to conduct the research through a case study.

The survey strategy hasn't been considered for this study, as it can be useful for quantitative analysis, but this research has been conducted through qualitative research, and so it didn't match the research methodology. The author decided not to use the Experiment approach as this research is not an experiment, and it doesn't involve the developing of any theory, so the Grounded Theory strategy hasn't been taken into account either. As the author didn't aim to find solutions to a problem, the Action Research wasn't considered for this study.

Although this research aims to study different cultures, conducting a research through Ethnography approach would take too long time for its developing, and so the author decided to carry out the research through a case study.

3.4.1 Case study

Given its nature, a case study is probably the best approach to this research, that seeks to know how a limited group of people behave in a certain context.

As suggested by Atkins and Wallace (2012), "in educational research the case study provides a means of conducting a small-scale investigation in order to explore research question or theory". As per its flexibility, the case study can be used to study a variety of topics, and it can help the researcher to answer the most detailed questions.

Merriam and Tisdell (2015) suggested that a case study is characterized by the “unit of analysis”, and not by the topic of the investigation. In their book “Qualitative Research: A Guide to Design and Implementation” they argued that the phenomenon that the research is going to study must be *bounded*, while Creswell (2013) suggested that in a case study the researcher can explore a bounded system or multiple bounded systems, but he must certainly do it using *multiple sources of information*.

This particular research has been specifically focused on one single case study.

The choice of working on a single case study can be seen as “tricky” and more complex, as the sample selected for the project must reflect the reality in which the research is conducted. Therefore, the researcher needs to be really careful in deciding the sample of the research.

Studying a single case has given the chance to the researcher to examine the case as a whole and “to get a deeper understanding of the subject” (Dyer & Wilkins, 1991). According to Gustafsson (2017), with a single case study, the researcher has the chance to question old theories and explore new ones. As a matter of fact, this is one of the purposes of this research, as the author wants to know if the study made by Hofstede in 1980 is still valid.

Another important distinction made by Yin (2009) is the one between holistic and embedded case study. The difference between these two different approaches is that with the holistic case study the researcher will

study all the aspects of a certain phenomenon, while the embedded case study is more focused on studying certain aspects of a variety of phenomenon.

This case study has been conducted through a holistic approach, and the researcher decided to focus its attention on one single team of a multinational company.

Specifically, this case study is going to study the impact of the Individualism in the team of Account Managers in Company X.

3.5 Data Collection

According to Yin (2009), there are six different sources of data collection: documentation, archival records, interviews, direct observation, participant observation, and physical artefacts.

As this research has been conducted through qualitative analysis, interviews represent the principal tool used to get information.

According to DeMarrais (2004), the research interview is a “process where a researcher and participants engage in a conversation focused on questions related to a research study”.

Interviews are a useful tool, as through them the researcher is most likely to get certain kind of information. In agreement with Patton (2002), “the purpose of interviewing, is to allow us to enter into the other person’s

perspective". The full meaning of the qualitative interview is that the researcher can "study" the interviewee's mind and get their most interesting thoughts about a particular topic.

Saunders, Lewis, and Thornhill (2015) stated that there are different types of interviews. One of them is the semi structured interview, and it's the one that has been used for this research. "In semi structured interviews the researcher will have a list of themes and questions to be covered, although this may vary from interview to interview" (Saunders *et al*, 2015).

The semi structured interviews are not standardized, and often used for qualitative analysis. This research has been conducted through semi structured interviews as it's possible to take notes and will allow each participant to express more thoughts. The interviewer can take advantage of this structure as the interviewees are more likely to open themselves.

This study has been conducted through two different questionnaires, one for managers and line managers, and a different one for employees.

This distinction is important as in this way the researcher can be more conscious about the difference in managing international teams and being part of it. As part of the literature review explained the importance for managers to be able to manage multiculturalism, the researcher wants to understand what managers working in the chosen company think about the multicultural work environment, and specifically if they "feel" the difference between individual and collectivist oriented employees.

Each questionnaire contains three different sections:

- Personal Information: this section aims to know the personal details of the interviewed, useful to understand his cultural background.
- Multicultural Environment: this section is useful to understand what the interviewed thinks about the multicultural environment of the company.
- Relationship With The Team: with this section the researcher wants to know what kind of relationship the interviewed has with his team.

As COVID has impacted people's daily lives, and face to face meeting weren't recommended, the interviews for this research have been conducted online.

It's possible to conduct interviews synchronously through various tools that help daily people to communicate with each other, like Skype, Zoom, Microsoft Team etc (Merriam and Tisdell, 2015). The main pro of the online interviews is that they can be recorded, and it will be possible to actually "see" the reaction of the interviewees more than once. On the other hand, online interviews can be less easy to conduct, as the connection can be lost, and the participants can feel "less involved" in the research.

The data collection for this research didn't involve just online interviews, but the author sent the interviews as well via email, to give the time to the interviewees to think more deeply about their feedback.

It's possible to find a copy of the semi structured interviews, one for managers and one for employees in the appendix. Moreover, the author decided to publish the answers received from one of the interviews conducted.

To help the success of the research, the researcher used other instruments as well. Observations are another useful tool for qualitative research. The main difference from observations and interviews is that the participants are not aware of the research, and so they act in the most "unconditional way".

According to Merriam and Tisdell (2015) "observation is a research tool when is systematic, when it addresses a specific research and when it is subject to the checks and balances in producing trustworthy results". It's important that the researcher "learn" how to observe, (Patton, 2015), how to pay attention, how to take notes etc.

As part of the company chosen for the research, the author had the chance to conduct a participant observation, and consequently not just observing the actions of the participants, but also feeling their experiences.

As for the COVID situation previously mentioned, the researcher has been observed the participants through emails and online meetings, trying to gather more information as possible regarding the object of the research.

3.6 Pilot study

Before starting the research, the author has conducted a pilot study. According to Bryman & Bell (2011), the pilot study 'allows the researcher to determine the adequacy of instructions to interviewers', and helps the author to have a first look at the results and to understand if the study can be helpful to identify the answers to the research questions.

In this case, the pilot study consisted in a pilot interview and it has been conducted with a person that hasn't take part in the main research. The pilot interview helped the researcher to refine the questions for the interviews, and it gave the chance to the interviewer to test the first impression that the participants could have during the interviews.

3.7 Sample of the research

For the success of the research, it's important to define a sample. In survey research, Lavrakas (2008) defined a sample as "a subset of elements drawn from a larger population", where the population is represented by the subjects of the study.

It's important sampling as in this way it's possible to obtain a representative sample, that is a sample with all the characteristics of the "population" that the researcher is going to study. According to Christense, Johnson, and Turner (2015), a perfect sample would be a "mirror image" of the population selected for the study.

In the case of this study, the population selected is composed of the employees of a multinational company, that for privacy reasons is called "Company X".

Company X is the European leader company in its sector, and it currently operates in 11 European countries. As per its presence in different markets of Europe, a big part of the employees is from different countries, to be able to take care of each market.

One of the main reasons this company has been chosen is its high level of foreign employees, making it similar to the majority of the big companies here in Dublin, where multicultural teams are an integral part of the workforce.

It is its multicultural environment that outlines Company X as a multi-ethnic company, an essential characteristic that makes the company an ideal place where conducting the research.

As explained above, this research has been conducted through a case study. A single case study requires a bounded system, so the researcher decided to use a limited sample. The sample of this research is composed of the international team of Account Managers in Company X.

The employees that agreed to participate in the research are international people from the following countries: Ireland, Italy, Spain, France, Greece, Denmark, and Sweden.

Following Hofstede's study (Compare countries - Hofstede Insights, 2020), those countries have the following level of individualism:

- Ireland: 70%
- Italy: 76%
- Spain: 51%
- France: 71%
- Greece: 32%
- Denmark: 74%
- Sweden: 71%

All the people that have taken part in the research are European people, and from the first observation of Hofstede's study, it's possible to notice that apart from Greece and Spain, most of the European countries show a pretty high level of individuality.

3.8 Interviews Development

Before starting the process of interviewing people, the researcher sent an email to the people part of the Account Managers team in Company X, asking for their availability in being interviewed.

As mentioned already, it was impossible to interview people face to face due to the COVID-19 restrictions, but people were happy to participate in the research through a video call using Microsoft Team.

Building the questionnaire wasn't easy, as this research aims to answer two different questions, so the interviews had to be well planned in detail. This is why the interview questionnaire was an adaption of two questionnaires used for other research.

The first one was a study made by Chitra Shastry: "Individualism versus collectivism – the cultural context" (year unknown), which has conducted qualitative research about individualism and collectivism in the multicultural environment.

The second study that helped the researcher to create the questionnaire was a case study conducted by Sara Guzman: "An investigation into the influence of cultural diversity in SME organisations in Dublin" (2014). In this case, the researcher aimed to discover, through a qualitative analysis, how cultural diversity is managed in multinational companies in Dublin.

As already mentioned, the researcher created two different questionnaires, one for employees and one for managers, to try to understand the two different points of view.

The interviews were open questions and each of them lasted around 20 minutes. Open questions helped the researcher to gain more information and to get the deeply thought of each participant.

At the beginning of each interview, the researcher explained to the interviewed the aim of the research study, that the interview was anonymous and completely voluntary. The participants were happy to be

part of the research and really curious about the topic, which aided the success of the interviews.

It's possible to find a copy of both questionnaires in the appendix.

3.9 Data Analysis

Once the researcher has been able to collect all the data, a critical phase consists of analysing the material.

The empirical data analysed for this research is composed of interviews and observations conducted during team meetings and emails exchanges.

“Analysis consists of segmenting the data and reassembling them with the aim of transforming the data into findings. Findings can consist of a description that is more or less theoretical as well as interpretive explanations of the research subject” (Boeije, 2009).

According to Boeije (2009), interpretation is a key word for analysing the data in qualitative research. Interpreting someone's words during an interview means explaining why the person said those words, and what should be understood from them. About this topic, Bryman & Bell (2011) suggested that “qualitative researchers are frequently interested not just in what people say but also in the way they say it”, so it's important to observe the emotions of the interviewee. This is the reason why interviews are essential in qualitative analysis, and it's important to transcribe each

meeting to have a record of the main topics discussed during the interview.

The first step of the process of analysing data is coding the results.

According to Charmaz (2006) “coding means categorizing segments of data with a short name that simultaneously summarizes and accounts for each piece of data”. In other words, coding helps the researcher to find “key words” that could potentially impact the result of the research. Boeije (2009) defined code as “a word or string of words used as a name for a category generated during analysis”, which are helpful for analysing the data.

Strauss and Corbin (2007) differentiate three different types of coding: open coding, axial coding, and selective coding. Following their definition, open coding is the process of “breaking down, examining, comparing, conceptualizing and categorizing data”.

Through open coding, all the data collected is divided into fragments, which are then compared with each other and categorized. Each fragment, in the end, is labelled with a code.

For this research, the author decided to code the interview with open coding, and the table of codes has been published in the appendix.

3.10 Time Horizon

One of the layers of Onion Research is the Time Horizon. It represents the time frame in which the analysis has been conducted. According to Saunders at al. (2015), the time horizon can be cross-sectional or longitudinal.

While a longitudinal time horizon is used for research that last during a long period time, cross-sectional time horizon refers to all the studies that are conducted during a pre-established period of time.

For this study, the researcher has conducted the research through a cross-sectional time horizon. See below a Gantt Chart that shows the timeframe used for each stage of this research.

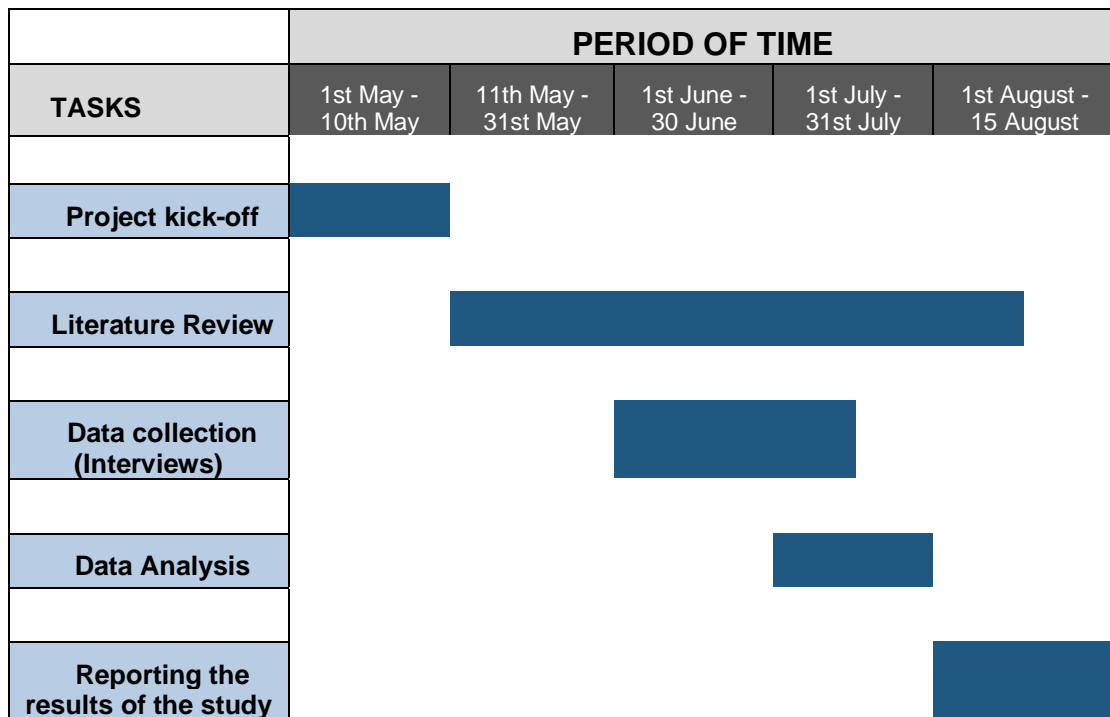


Table n1. Gantt Chart of the study

3.11 Reliability and Validity

In qualitative research, and especially in interviews, there is often the chance that the reliability and the validity of the study can be threatened.

Interviews can lose their reliability for different reasons: participant errors, participant biases, research errors, researcher biases. For this study, the researcher has made sure that none of these threats could have an impact on the result, carefully organizing each interview to best suit the researcher and the interviewed schedule, to create a quiet environment to avoid errors and biases.

The interviews were semi structured, and while answering, participants were able to expose their thought without being stopped by the interviewer to avoid forging their answers. According to Saunders at all (2012), semi-structured interviews allow the research to reach a high level of validity due to their form.

3.12 Limitations

The methodology chosen for this research has presented a series of limitations during its conduction. The lockdown due to COVID, instituted in March of the current year, has impacted this study for different reason.

A big challenge for the author was the conduction of the observations. Working remotely wasn't considered when the methodology for the research was chosen, so the researcher had to change their strategy.

Observing from the office would have probably given more detailed results, but fortunately daily meetings have allowed the observations to be conducted successfully.

Another limitation for the realisation of this research was in the amount of people who didn't accept the interview. The email was sent to 25 people, and just 14 agreed in being part of the research. Probably the lockdown had an impact on this as well, as living the office life would have given to the author the chance to talk to people in person and present the research differently.

The involvement of more cultures in the research would have been useful to answer the first research question, which unfortunately has been penalized for lack of data.

3.13 Ethical considerations

As requested by ESRC, the economic and social research council (Esrc.ukri.org, 2020), the research has respected the rights and dignity of every participant. It has been conducted with integrity and transparency, and all the participants gave their consent to their answers to the questionnaire.

The research has been completed in anonymous, and just the researcher knows the name of the samples, that has decided to participate in the study voluntarily.

CHAPTER IV. FINDINGS AND RESULTS

4.1 Introduction

This chapter aims to narrate the evolution of the case study and the results gained by the research, from both interviews and observations.

The first paragraph will show the story of Company X, its strategy, and the company goals.

The second paragraph, demographic description, presents in detail the demographic profile of the people that have decided to participate in the research. It's important to know the background of people that took part in the research, as they represent the sample of the study.

In the third paragraph there will be explained the work of the specific team chose for the single study, the Account Managers of Company X, and the current situation in which the organisation finds itself in the period of time in which the research has been conducted.

4.2 Company X background

Company X is a company specialized in gift boxes. It was founded in 2007 in France, and it has subsequently expanded all around Europe. Right now, is the European leader in its field.

Its expansion is due to all the acquisition that they made during the years. In fact, the acquisition represents the primary expansion strategy of the Company X.

In 2012 the company decided to move all its department in Dublin, where it currently has an office with about 600 people.

With the relocation of all the

departments in one country , the company created a multicultural work environment, where currently work people from different countries.

According to Hoge (2010), if the diversity in a multicultural environment is not well managed, it can have a bad impact on the results of the entire organization. To facilitate the bonding of the people working in multicultural teams, the company created different social committee that organize events and help people to acclimate in a multinational environment.

Bryman and Bell (2007), suggested that multinational company should “welcome the challenges of diversity”, and in order to improve the communication between foreign people, and minimize the threats deriving from different languages, the company provides free English classes open to everyone.

Since 2017 the company has gone through several structural changes, that have impacted the commitment of its employees. In fact, Company X has a really high employees' turnover, and it's now working hard to try regaining their loyalty.

The results of the research showed that employees don't feel fully motivated, as the company doesn't provide them the motivational factors mentioned by Herzberg (1959).

Unfortunately, the sales of the latest years haven't been satisfactory, and the COVID has impacted even more the company revenue. For this reason, in 2020 Company X decided to reorganize the structure of the operation department, and the international team of Account Managers has been impacted.

As already explained in the Methodology section, this research has been conducted on a single case study: the team of Account Managers in Company X.

4.3 Demographic description of participants

The sample of the research was the multicultural team of Account Managers of Company X. The entire team is composed of around 30 people, and the researcher sent an email to all of them asking to participate in the research. In total, 14 people answered the email and agreed to be interviewed, 12 employees and 2 managers.

Essential for research purpose is the nationality of each participant and the amount of years that they have been working in Ireland. The latter is important as the length of time that an employee has spent working in

Ireland might have been able to influence their thoughts as they have been part of a different culture.

For this reason, the researcher decided to split the interviewees into different groups, depending on the length of time that they have been working in Ireland:

- Short term: less than one year.
- Medium-term: between one year and three years.
- Long term: more than three years.

It's possible to see in Table n.2 the total of people that have been interviewed. As the interviews were anonymous, each participant will be distinguished by their position of employee or manager. For example, there will be Employee n.1, Employee n.2, Manager n.1, etc.

Participant	Nationality	Length of time working in Ireland
Employee n.1	Irish	Long Term
Employee n.2	Danish	Medium Term
Employee n.3	French	Medium Term
Employee n.4	Greek	Short Term
Employee n.5	Irish	Long Term

Employee n.6	Italian	Long Term
Employee n.7	Italian	Long Term
Employee n.8	Italian	Medium Term
Employee n.9	Spanish	Medium Term
Employee n.10	Spanish	Long Term
Employee n.11	Spanish	Short Term
Employee n.12	Swedish	Long Term
Manager n.1	Italian	Long Term
Manager n.2	Spanish	Medium Term

Table n2. Description of people interviewed

4.3 Case study: the Account Managers team

As already mentioned, the protagonist of the case study of this research are the employees' part of the Account Managers team in Company X.

The team chose for this research is quite new, as it has been created in 2018 after a structural reorganization.

Since the beginning of its creation, that team has been composed of around 30 people. The main goal of the team is to take care of the partnership with the European clients of the company and helping them to grow their businesses.

The members of this team are from different countries, and the cultural differences between the workmates have impacted at the beginning the team bonding.

According to Kathleen (2006), “multicultural teams create multifaceted challenges”, and managers need to be prepared to the difficulties that people from different backgrounds can bring into the plate.

One of the main dimensions that can differentiate people from different backgrounds is the Individualism index (Hofstede, 1980), and this study aimed to know what kind of impact have the Individualism on the harmony of the team.

For this purpose, during the interviews the researcher asked employees *“Can you tell me about your relationship with your workmates and your direct manager?”* , and *“Is it important for you to maintain harmony in your team? Why?”*

Below an example of answer from an individualist employee:

“With my workmates I have a good relationship, with my manager is the same. I would define some of them as friends, but I’m more a colleague person than a friend person. I’m not a talkative person so I don’t often create a relationship with my colleagues”.

“it’s definitely important the team harmony. Because if there isn’t harmony in the team, there will always be people that don’t help each other. This would have an impact on the resolution of the different tasks”

Although the cultural differences, the distinction between individualist and collectivist people didn't show to be an issue in the harmony of the team, that seems to be impacted more by the company itself.

In fact, as mentioned already, in March 2020 the company announced a new change within the department, and the Account Managers team has been impacted.

This internal reorganization occurred in the very moment that the interviews for this research have started, and so the results might have been impacted by that (this will be considered in the limitations of the study).

The structural reorganization had a huge impact on the loyalty of the employees, that showed to be less committed to the company after the announcement of the change.

Changes are inevitable, but organizations need to be able to manage changes, to avoid losing employees trust through the transition.

Hiatt (2006) developed the ADKAR model, which helps companies to effectively manage changes. With this model Hiatt stated that there are 5 necessary actions that are needed to succeed through a change: awareness, decide, knowledge, ability, and reinforcement.

Company X definitely needs to improve the way it carries out changes, as during the study, employees showed to be "frustrated" for the current situation.

One of the questions of the interviews was: *“To what extent is your commitment to the company? Why?”*. Below few examples of employees replies.

- *“I’m grateful to the company as it gave me the chance to improve myself. Although I’m committed, I’m not attached and if I had the chance I would leave soon”.*
- *“30% because I feel like I’m a number and can easily replace.”*

Although the same question has been asked to all the employees, one of the objectives of this study was to understand if there is a connection between the individual-oriented people and the commitment to the company where they work.

CHAPTER V. DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter aims to analyse the results and the findings of the research in relation to the literature review, and to provide a conclusion to the study.

The literature review showed that one of the effects of globalization is the creation of multinational teams, as always more companies decide to hire people from different countries to gain more competitive advantage.

The goal of this research paper is to analyse the cultural diversity in the workplace, and more specifically the effect of the dimensions of Individualism and Collectivism described by Hofstede in a multinational team.

The next paragraphs will present the different themes that this research intended to study.

The first theme considered is the multicultural environment in the workplace, the starting point of this study. The second theme that this chapter is going to discuss is the Individualism/Collectivism, and its impact in a multicultural team. Subsequently, the level of engagement and commitment of employees in Company X will be analysed.

At the end of this chapter, the author will explore the limitations that impacted the study and will provide a solid conclusion to the research.

5.2 Multicultural environment

In the literature review it has been stated that people with no experience in working in multicultural environment are more likely to have issues in communication or misunderstanding (Vlad and Stan, 2013). The average length of time that people interviewed have been working in Ireland is “medium term”, between one and three years.

Overall, from the interviews conducted, it's possible to understand that people in Company X are enthusiastic about working in a multicultural environment and appreciate learning about other cultures.

Although the first reaction of people was a positive feeling toward the multi-ethnic workplace, a minority of the group highlighted to feel uncomfortable when speaking a language different from their native one.

It has been highlighted in the literature review that one of the biggest barriers in multicultural team is in the language, during the interviews it has been asked to people if they noticed communication issues in their teams and in daily basis activities.

Although English is considered the world's "lingua franca", people admitted that sometimes there are misunderstandings due to the culture differences, and that there is the risk that those misunderstandings can create relationship issues.

Gardenswartz, Rowe, Digh, and Bennett (2003) through the "Three Cultures Model" explained the three main influences at the workplaces: national, personal, and corporate culture.

The literature review highlighted that for a multinational company, the key to succeeding is in the understanding of each culture and to give chances for employees to express themselves.

During the interviews people showed that Company X supports the diversity of each employee and help them to settle down offering free

English classes, social events where they can meet new people, and managers are always ready to talk when needed.

5.3 Individualism and Collectivism in Company X

One of the objectives of this research study was to know if this dimension can have a bad impact on the harmony of the team. For this purpose, observations and interviews helped to understand how individualist people behave in a multinational team.

From the interviews conducted, about the 35% of the participants showed to be individualist. Kulkarni *et al* (2010) stated that this dimension is able to influence social behaviour, and so the relationships in a team.

People who defined themselves as an individualist person acknowledged to feeling “different in a certain way” from the other members of the team, as they have less interest in creating personal relationships and sharing their personal lives.

During the interview, employee n.6, which is part of the individualist employees, admitted to having a good relationship with the manager, and a “positive” relationship with the rest of the team, but he would never call them “friends”.

Kulkarni *et al* (2010) stated that collectivists people are more likely to create harmonious relationships, but the results evaluated from this

research show that individualists care about the other members of the team, and for them it's important to maintain harmony.

Employee n.1, which described himself as individualist, admitted that for him it's important to maintain harmony in the team as in this way it's easier to get the work done, and tasks are accomplished in a faster way. Moreover, he continued saying that if other members of the team have personal issues or are sick, he has more work to do.

This interview shows that the only reason why individualist employees care about maintaining harmony in the team is the accomplishment of the tasks. This is evidently supported in the literature review by Kulkarni et al (2010), who opined that individualistic people are more geared towards the completion of a task.

In conclusion, this study shows that individualistic people do not have a bad impact on the harmony of the team. On the contrary, they demonstrate to be interested in the wellbeing of their co-worker, and hence in the happiness of the team.

5.4 Individualist employees and commitment

One of the themes analysed through this research is the connection between Individualism and the level of engagement to a company.

As showed in the literature review, employee's commitment is crucial for the success of a company.

The level of commitment of employees can depend on different factors, and with this study the researcher aimed to know if the dimension of Individualism can influence the level of commitment of the employees.

During the interview, the author asked the participant the extent of their commitment to the company, and the reason related to the answer.

Most of the time, whatever was the extent of commitment, employees were able to justify their reply, with reasons not related to being individualists or collectivists.

Employee n.6 stated that his extent of commitment to the company is currently around 40%. The reason that such a small percentage is down to the way the company is managed, and the changes happening lately in the organization. In his statement, there is no evidence of Individualism, but just external factors that impact their level of commitment.

In another interview, Employee n.10, who defined themselves as individualistic, stated to be 100% committed to the company,

Although in the literature review it has been stated that there is a difference between the level of commitment to a company between individualistic and collectivist people (Kececi, 2017), this research shows no relevance of connection between Individualism and the engagement of the employees to the Company X.

5.5 Limitations of the research

Due to its theme and to the difficult time in which it has been conducted, this research certainly presents some limitations:

- One of the main restrictions that surely impacted the results of this study is the lockdown that started in March of the current year. Although the researcher was able to conduct observations and interviews, this historical event, and the challenges that the world is facing now have surely influenced this research. During the interviews, a number of people admitted that their responses have been impacted by COVID for different reasons. Employee n.10 explained that this challenging time made him more “selfish” in a way, as now he cares way more about his family than other people, making him feel more individualist than collectivist. Another reason why this research has been impacted by COVID is that employees that work from home can have a completely different point of view compared to employees working in the office, that are used to see their colleagues and their manager in a daily basis.
- The changes that occurred in the company during the research has been conducted can constitute a limitation of the study as well. People that have been interviewed showed to be frustrated and discouraged for the way the company went through the structural changes, and this might have impacted the results of the study.
- Another limitation that impacted this research is certainly the lack of data to analyse. The researcher expected to be able to interview

more people and so to have the chance to collect more data. This impediment became an obstacle especially for the first research question, that unfortunately couldn't have been answered differently.

- A major weakness of this research was the “fear” of the participants to be judged. As the interviewer is herself an employee in Company X, participants might have felt unsafe in sharing some information. Although before starting the session the author informed all the interviewees that the results of their answers would have stayed anonymous and wouldn't be shared with anyone, the participants showed more than once that their answer tended to be unbiased.

5.6 Conclusions of the research

This investigation aimed to explore how the differences between individualist and collectivist people can affect the team in a multinational company.

For this purpose, the researcher has conducted qualitative research, interviewing the participants, and interpreting their answers. In addition, the author of the study has conducted observations, to be able to analyse more empirical data.

The objective that this research intended to aim were three.

The first purpose of this study was to know if employees working in Company X reflect the results evaluated by Hofstede in 1980 in terms of Individualism index.

In the literature review the author reported the results of the study conducted by Hofstede (1980), and the intention was to find out if in 2020 the employees in Company X can reflect the same results. As explained in the paragraph 4.3, the results that came out of this study were completely different from the ones evaluated by Hofstede, and this might be due to the limitations that affected the study mentioned in the paragraph 5.5.

The second objective of the study was to understand if Individual-oriented people can have a strong impact on the team and so jeopardise its harmony. In this case, the methodology chosen for the study allowed the author to find an interesting response. The results evaluated from this research showed that individualist people can easily adapt in a team and aren't a bad influence for its harmony. Moreover, from this study appeared that individualist people managed to have a good relationship with their workmates and their managers and to be able to be well integrated within the team.

The third objective of this research was to explore if there is a connection between the Individualism index and the level of commitment of employees to a company. Through this study, the author realised that commitment towards a company can depend on different factors, but Individualism is not one of them. Individualist people can be 100%

committed to a company if the organization give them reasons to be. Managers, work environment, company values etc. represent the main reasons why employees are committed to a company.

This result can complement the study conducted by Wagner et al (2011), that aimed to understand the connection between Individualism and the team performance. Although the main topic and the methodology used for the research might be different, both studies aimed to know more about the individualist people within the team.

Finally, the researcher concludes that, as mentioned by Kulkarni et al (2010), individualism is able to influence social behaviour, but it doesn't impact the relationship within the members of the team.

5.7 Recommendation for further research

From the conduction of this study, and the outlined limitations that affected it, below there are some recommendation that the researcher would like to advise for future studies.

The first recommendation is for all the companies that have a multicultural workforce. Although multicultural teams can be more effective in resolving issues in the business (Vlad and Stan, 2013), this study shows that the cultural differences within teams is not always easy to manage. One of the managers interviewed advised that it's always useful to "study" about the

cultures of people that are supervised, as it might give some insights and could help to maintain good work environment.

As this was one of the major limitations, the main recommendation is about the sample of the study. For such a particular topic it will be beneficial for future research to have a wider number of participants, and specifically people belonging to different countries should take part to the study. More people will be able to give more accurate results and especially will give the chance for an author to “explore” more cultures and therefore establish more points of view.

This research was conducted through qualitative analysis and using semi structured interviews and observations. Another method and other strategies would probably give different results, especially with a wider sample. It could be interesting for future research using quantitative analysis and survey and see people’s reaction to faster and easier questions like a survey.

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LIST OF APPENDICES

Appendix 1. Managers Interview Questions

Personal Information

1. What is your nationality?
2. How long have you been working in Ireland?
3. How long have you worked in this position for?
4. Do you feel unique, or do you believe that you can be easily replaced in the company where you work?
5. Do you like your privacy, or do you prefer sharing your personal life with others?
6. In your personal life, do you cooperate with other people to help them to achieve their goals?
7. When you succeed, it's because of your abilities or other people are involved?
8. Do you think your happiness can depend on people around you, or do you see yourself as self-sufficient?
9. Following Hofstede's definition, "In individualistic cultures, people are just interested in their own well-being and their direct families. In collectivist cultures, individuals feel part of a group and are willing to take care of all the members of the group". Do you see yourself more individual or collectivist?

Multicultural Environment

10. Do you think it is easier supervising people of your nationality or foreign people? Why?
11. Are there any countries that you have found in your experience to work better in a group, and others that perform better as individuals?
12. How does your organisation relate to the fact that people from diverse cultures might be used to do things in different ways?
13. Do you feel that workers are committed to the company? If not, why is that do you think? If yes, explain.
14. When managing your team, it's important that your employees perform teamwork, or they can reach their targets as individuals?

Relationship With The Team

15. How many people do you supervise?
16. Do you feel that there are barriers of communication with culturally diverse workforce?
17. What do you think about cultural diversity and how does it affect your team?
18. Do your employees encourage each other to do their best?
19. Is there any kind of competitiveness between the members of your team?

20. Are the members of your team able to appreciate other workmates victories?
21. Is it important for you to maintain harmony in your team? Why?
22. Is the wellbeing of your employees important for you? And why?

Appendix 2. Employees Interview Questions

Personal Information

1. What is your nationality?
2. How long have you been working in Ireland?
3. How long have you worked in this position for?
4. Do you feel unique, or do you believe that you can be easily replaced in the company where you work?
5. Do you like your privacy, or do you prefer sharing your personal life with others?
6. In your personal life, do you cooperate with other people to help them to achieve their goals?
7. When you succeed, it's because of your abilities or other people are involved?
8. Do you think your happiness can depend on people around you, or do you see yourself as self-sufficient?
9. Following Hofstede's definition, "In individualistic cultures, people are just interested in their own well-being and their direct families. In collectivist cultures, individuals feel part of a group and are willing to

take care of all the members of the group”. Do you see yourself more individualistic or collectivist?

Multicultural Environment

10. Do you prefer working with people of your nationality or from different countries? Why?
11. How do you feel working with culturally diverse workmates? Why?
12. Do you prefer working on your tasks in a group or alone? Why?
13. Do you feel that your workmates had a preconception of you? Why, why not?
14. Is there any issue that you have about people from different cultural backgrounds in terms of working with?
15. To what extent is your commitment to the company? Why?

Relationship With The Team

16. How many people are in your team?
17. Can you tell me about your relationship with your workmates and your direct manager?
18. Do you feel that there are barriers to communication with your manager and workmates?
19. Do you and your workmate encourage each other to do your best?
20. Is there any kind of competitiveness between you and the other members of your team?

21. Are the members of your team able to appreciate other workmates victories?
22. Is it important for you to maintain harmony in your team? Why?
23. Is the wellbeing of your co-workers important for you? And why?

Appendix 3. Interview sample to an Employee

Personal Information

1. What is your nationality?

Italian

2. How long have you been working in Ireland?

3 years and half

3. How long have you worked in this position for?

Almost 2 years

4. Do you feel unique, or do you believe that you can be easily replaced in the company where you work?

I feel that I can be easily replaced

5. Do you like your privacy, or do you prefer sharing your personal life with others?

I like my privacy; I share my personal life just with people I trust

6. In your personal life, do you cooperate with other people to help them to achieve their goals?

Yes, I usually help people I know

7. When you succeed, it's because of your abilities or other people are involved?

I succeed for my abilities

8. Do you think your happiness can depends on people around you, or do you see yourself as self-sufficient? (I had to wait for this response. Let if to the end)

My happiness can be self-sufficient, but I think that at the same time everybody needs someone that make them happy and complete them.

9. Following Hofstede's definition, "In individualistic cultures, people are just interested in their own well-being and their direct families. In collectivist cultures, individuals feel part of a group and are willing to take care of all the members of the group". Do you see yourself more individual or collectivist?

a. I see myself as collectivist

Multicultural Environment

10. Do you prefer working with people of your nationality or from different countries? Why?

I prefer working with different cultures as I think it's a way to meet people from different countries, and it's always helpful to "decrease" the racism, as when you don't know other

people, where they come from, their culture, their stories, it's more difficult trying to understand them. I was personally working with people from East Europe. In Italy we have preconceptions about East European people but working with them I realized that apart from their countries, they have their own stories exactly like all of us.

11. How do you feel working with culturally diverse workmates? And why?

I feel good as it's an opportunity to open your mind to other culture and to see something different from your country and your culture. It's also a good way to grow up and be more flexible about life.

12. Do you prefer working on your tasks in group or alone? Why?

It depends on the tasks. I think it's really important to work with other people to understand their point of views and the result can be even better. If you work in a company it's really important to have the support of your colleagues.

13. Do you feel that your workmates had a preconception of you? Why, why not?

Yes, as people have preconceptions toward Italian people. People usually think that Italian people are lazy.

14. Is there any issue that you have about people from different cultural backgrounds in terms of working with?

No

15. To what extent is your commitment to the company? Why?

I'm grateful to the company as it gave me the chance to do improve myself. Although I'm committed, I'm not attached and if I had the chance I would leave soon

16. Is it important for you to maintain harmony in your team?

a. *Yes, it is because it's important to try to understand in which way we can do our job better and how the team could be work peacefully. When there are a lot of arguments it's not healthful and you can't focus on your tasks.*

Relationship With The Team

17. How many people are in your team?

We are 18

18. Can you tell me about your relationship with your workmates and your direct manager?

I have a good relationship with my colleagues. We can have different opinions, but we can talk and discuss about everything. We try to be close to each other as much as I can. With my team leader is also good, as I can talk to her and say what I think, but I don't feel completely supported by her as I don't think she is really qualified for her role.

19. Do you feel that there are barriers of communication with your manager and workmates?

Sometimes there are communication issues related to the language.

20. Do you and your workmate encourage each other to do your best?

Yes, we try to help each other to get a better solution for the problems

21. Is there any kind of competitiveness between you and the other members of your team?

Sometimes there is competitiveness. I can't say if it's a good competitiveness. Competitive could be sometimes really bad as you can risk fighting and have arguments with your colleagues.

22. Are the members of your team able to appreciate other workmates victories?

Yes, (maybe they lie) but they look happy when someone else has a victory

23. Is it important for you to maintain harmony in your team?

Yes, it is because it's important to try to understand in which way we can do our job better and how the team could be work peacefully. When there are a lot of arguments it's not healthful and you can't focus on your tasks.

24. Is the wellbeing of your co-workers important for you? And why?

Yes, it's important because personally I would feel bad if one of my colleagues is sick or depressed

Appendix 4. Tables of codes

Code	Explanation	Count
IT	Nationality - Italian	4
ES	Nationality - Spanish	4
EI	Nationality - Irish	2
DN	Nationality - Danish	1
SW	Nationality - Swedish	1
GR	Nationality - Greek	1
FR	Nationality - French	1
IT-MT	Italian person medium term working in Ireland	1
IT-LT	Italian person long term working in Ireland	3
ES-ST	Spanish person short term working in Ireland	1
ES-MT	Spanish person medium term working in Ireland	2
ES-LT	Spanish person long term working in Ireland	1
EI-LT	Irish person long term working in Ireland	2
DN-MT	Danish person medium term working in Ireland	1
SW-LT	Swedish person long term working in Ireland	1
GR-ST	Greek person short term working in Ireland	1
FR-MT	French person medium term working in Ireland	1
IT-LT-I	Italian person long term working in Ireland feeling individualistic	1
ES-MT-I	Spanish person medium term working in Ireland feeling individualistic	1
EI-LT-I	Irish person long term working in Ireland feeling individualistic	1
GR-ST-I	Greek person short term working in Ireland feeling individualistic	1
FR-MT-I	French person medium term working in Ireland feeling individualistic	1

IT-MT-C	Italian person medium term working in Ireland feeling collectivist	1
IT-LT-C	Italian person long term working in Ireland feeling collectivist	2
ES-ST-C	Spanish person short term working in Ireland feeling collectivist	1
ES-MT-C	Spanish person medium term working in Ireland feeling collectivist	1
ES-LT-C	Spanish person long term working in Ireland feeling collectivist	1
EI-LT-C	Irish person long term working in Ireland feeling collectivist	1
DN-ST-C	Danish person short term working in Ireland feeling collectivist	0
DN-MT-C	Danish person medium term working in Ireland feeling collectivist	1
SW-LT-C	Swedish person long term working in Ireland feeling collectivist	1
IT-LT-I-P	Italian person long term working in Ireland feeling individualistic that has a positive impact on the harmony of the team	7
ES-MT-I-P	Spanish person medium term working in Ireland feeling individualistic that has a positive impact on the harmony of the team	10
EI-LT-I-P	Irish person long term working in Ireland feeling individualistic that has a positive impact on the harmony of the team	4
GR-ST-I-P	Greek person short term working in Ireland feeling individualistic that has a positive impact on the harmony of the team	5
FR-MT-I-P	French person medium term working in Ireland feeling individualistic that has a positive impact on the harmony of the team	3
IT-LT-I-N	Italian person long term working in Ireland feeling individualistic that has a negative impact on the harmony of the team	2
EI-LT-I-N	Irish person long term working in Ireland feeling individualistic that has a negative impact on the harmony of the team	4

GR-ST-I-N	Greek person short term working in Ireland feeling individualistic that has a negative impact on the harmony of the team	1
FR-MT-I-N	French person medium term working in Ireland feeling individualistic that has a negative impact on the harmony of the team	3
IT-MT-C-P	Italian person medium term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	7
IT-LT-C-P	Italian person long term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	13
ES-ST-C-P	Spanish person short term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	6
ES-MT-C-P	Spanish person medium term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	6
ES-LT-C-P	Spanish person long term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	7
EI-LT-C-P	Irish person long term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	7
DN-MT-C-P	Danish person medium term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	9
SW-LT-C-P	Swedish person long term working in Ireland feeling collectivist that has a positive impact on the harmony of the team	8
IT-MT-C-N	Italian person medium term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	1
IT-LT-C-N	Italian person long term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	2
ES-ST-C-N	Spanish person short term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	2
ES-MT-C-N	Spanish person medium term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	3

ES-LT-C-N	Spanish person long term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	2
EI-LT-C-N	Irish person long term working in Ireland feeling collectivist that has a negative impact on the harmony of the team	3

Code	Explanation	Count
I-HLC	Individualistic person with high level of commitment	2
C-HLC	collectivist person with high level of commitment	6
I-LLC	Individualistic person with low level of commitment	2
C-LLC	collectivist person with low level of commitment	2

Appendix 3. Level of Individualism in different countries

Nationality	Individualist	Collectivists	Level of individualism
Italian	1	3	25%
Spanish	1	3	25%
Irish	1	1	50%
Danish	-	1	0%
Swedish	-	1	0%

Greek	1	-	100%
French	1	-	100%

Appendix 4. Individual people and the impact on the harmony of the team

Interviewed	Negative impact on the harmony of the team	Positive impact on the harmony of the team
Italian person long term working in Ireland feeling individualist	-	7
Spanish person long term working in Ireland feeling individualist	-	10
Irish person long term working in Ireland feeling individualist	4	4
Greek person short term working in Ireland feeling individualistic	-	5
French person medium term working in Ireland feeling individualist	3	3

Appendix 5. Level of commitment of employees in Company X

Level of Commitment	Individualist Employee	Collectivist Employee
High	6	2
Low	2	2