Cultural Diversity Management: Exploring the Impact of Cultural Diversity on Affirma's Employees

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Checklist for dissertation submission

Abstract & Introduction	Did you remember to include an abstract?	
	Have you clearly presented the problem or issue which is to be addressed?	
	Have you stated why your research is worthy of study?	
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Abstract

The present investigation was carried out with the main concern of addressing the management of cultural diversity, how it is being managed and how this management is impacting the performance of Affirma employees more specifically; to obtain the results, the researcher carried out a questionnaire with open and closed questions, providing the opportunity to express the desired points of view, maintaining above all anonymity and respect for non-participation or abstention from answering any specific question.

The research was carried out in a qualitative way, starting the investigation and analysis of the literature and then carrying out the questionnaires that sought to know how the opinion of the employees was already mentioned in order to understand the subject in question, analyse the results obtained through SPSS (Statistics Product and Service Solution) to finally discuss, conclude and recommend.

Although currently more and more are being studied about the effect that cultural diversity can generate in organizations around the world, in Ireland there are currently not many that address this issue, which for the researcher is of the utmost importance given the case of the talent migration and the formation of totally diverse work teams in the organizations in Ireland.

Companies to succeed and differentiate its elves from the competition must offer added value to its products or services, the same that can be obtained through cultural diversity since it can provide better levels of problem resolution, understanding of laws or better communication with customers and countless other benefits, which is why more and more companies are giving more importance to this issue in their daily effort to position themselves in the world market.

Affirma is a multicultural company with large work teams that have high talent retention rates, but are currently in the daily struggle to incorporate policies that take advantage of the benefits of this multiculturality in a more positive way, which is why this research will help to know the impact that it is causing within the employees, their opinion and points of view will undoubtedly be a great tool for the future.

Thesis Declaration Page

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Acknowledgements

On this occasion, I would first like to start by thanking my family and partner who have always encouraged me to grow professionally and not give up until I achieve my goals.

To my college for giving me the opportunity to study in its multicultural and successful institution, to my professors for all the knowledge and experiences shared during this time and especially to my thesis supervisor Víctor del Rosal who patiently guided me during the development of my thesis, providing tips and guides to meet this goal.

Finally, I want to thank Affirma for allowing me to carry out this study in their organization and for all the support and patience throughout this process and from each of the participants.

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1. Introduction

With the passage of time and in the XXI century the world is becoming globalized and emerging (Robertson, White, 2007), in this way cultural diversity is taking over the world in all its aspects and it is easy to see more and more the mixture of cultures, nationalities and beliefs, the labour market has also evolved towards an insular market and a world economy (Fine, Johnson, Ryan, 1990).

It is in this way that companies are gradually betting more and more on opening up and being part of an internationalization of human talent (Mazur, 2010), looking for ways to have heterogeneous workspace teams and destroying more and more the previously predominant minorities, thus totally changing the workspaces from predominantly homogeneous to heterogeneous and totally diverse groups, this with the intention of capturing the best human talents and totally focused (Cox, Blake, 1991).

Understanding the concept of cultural diversity (Ranaivoson, 2007) helps to understand and create more open and tolerant work environments among work teams without any distinction, creating more egalitarian work spaces and leaving aside ego problems for coming from a particular culture or place to share with minorities that previously did not have fair and equitable treatment.

Similarly, cultural diversity within an organization can bring advantages and disadvantages (Mazur, B., 2010) that must be constantly worked on by the board of directors to obtain the greatest possible benefit in the short, medium and long term.

The advantages of a diverse cultural diversity in organizations can be classified into:

- ❖ Retention and attraction of the best labour talent.
- ❖ In the case of women, they offer more labour.
- ❖ Better attention to diverse clients, since they are better prepared.
- ❖ Support in successful legislative, political, social or economic environments.
- ❖ Higher levels of creativity.
- ❖ Greater ease of adaptation to change and flexibility.

But certain disadvantages must be considered if policies aimed at cultural diversity are not created:

- ❖ Higher percentage of problems in times of uncertainty and complexity.
- ❖ Ease of confusion, poor communication and frustration.
- ❖ Problems may arise in reaching agreements on a given action.
- ❖ Diverse cultural conflicts and problems.
- ❖ Higher percentage of labour turnover and absenteeism.

That is why this researcher seeks to analyse how cultural diversity is impacting the job performance of Affirma workers in their offices in Dublin.

Affirma is an international company in both sales and human talent that offers business, technology and digital marketing consulting, providing innovative solutions to solve the challenges of the 21st century, it has offices in the United States, Ireland, Romania, India and Australia with teams culturally diverse in synergy with its offices in a mainly remote way.

Currently, the good management of cultural diversity is considered very important for companies since it can be a very important determinant when measuring the success or failure of a company today (Gardenswartz, Rowe, 2009); it is in this way that it is crucial for the researcher to take advantage of the opportunity to carry out research in this area by presenting a study of the impact that Affirma is currently experiencing in relation to cultural diversity, with a thorough study of the literature, identification of the problem and realization of questionnaires with open questions and giving the interviewee total freedom of participation, in the same way it seeks to provide practical and lasting solutions to Affirma according to the data obtained, which will help strengthen its work teams at all levels and internal communication and It will avoid job rotation and create better ties between employees, thus generating a better work environment and better use considering these points of utmost importance to work and strengthen cultural diversity policies to promote employment performance and hand in hand with the changes that society is experiencing over time.

The motivation on the part of the researcher to carry out this research was initially born by observing within her work experience how cultural diversity can act negatively when not being well managed and also by understanding cultural diversity in all environments in companies around Ireland which can help the maximization of workplaces and by the desire to provide people with work tools for multicultural environments where leaders are prepared to take advantage of these differences and associate them with the needs of customers and stakeholders.

The study will present a qualitative method through questionnaires with open and close questions following the lines of a subjective ontological philosophy to reach the understanding of the thought of each individual and exploring how the people who belong to it behave.

2. Literature Review.

2.1. Cultural diversity.

Over time, the world has rapidly evolved into what is now known as a globalized world and an emerging world economy. This globalization has not only facilitated access to information through different platforms, but has also gradually eliminated barriers and with it (Robertson, White, 2007) societies have been changing from homogeneous to heterogeneous due to the constant fight against discrimination and education with equal opportunities.

With this transformation, companies have also been adapting in the constant search to maximize and capitalize on its, generating diverse work teams capable of responding to global demands with creativity and innovation (Kharroubi, 2021).

Nowadays, countless investigations can be found that show that with greater diversity, efficiency standards increase; however, cultural diversity can be a double-edged sword, if it is not managed correctly (Bouncken, Brem, Kraus, 2016). For this reason, the challenge for both companies and managers or leaders today is to create more

inclusive and diverse environments to achieve greater productivity and competitive advantages with the incorporation of managerial skills in managing diversity based on fair treatment and equitable (Byrd, 2007).

Currently there are many doubts about what cultural diversity is and how it affects work groups, however there is no exact definition, since it can present different definitions according to the group of individuals, as a general definition according to O'Reilly, Williams, & Barsade (1998, p. 186) is: "A group is diverse if it is made up of individuals who differ in a characteristic on which they base their own social identity."

Therefore, in the business world, the word culture as such begins to give its first indications around the 1990s (Schein, 1988), when the psychologists of the time tried to explain the formation and lack of effectiveness in modifying attitudes, according to the Theory of Kurt. Lewin (Adelman, 1993), it is impossible to understand human behaviour without first knowing its environment, in conclusion this theory states that the human being is not born or made without the interaction between the two.

Lewin also influenced the leadership and T-Groups that have evolved and are used to this day as "Culture Island", which explains the new behaviours and changes that are accelerating in them away from home.

Later, in the period from 1950 to 1970, authors such as McGregor, Likert, Katz and Kahn began to be known, who introduced the term "system", which is nothing more than the explanation of attitudes of a social unit, that is, a group that can be made up of people from different cultures or social groups.

In the 1970s, the term begins to be used by authors such as Handy and Pettigrew who, through many studies, explain the differences between American companies, while Handy suggests that some cultures are more similar to some organizations than to others Pettigrew, who is the first to introduce the concept of "Organizational Culture" taking into account the human, political and social spheres within companies and not only the economic ones.

Between the 1980s and 1990s, the term culture began to make its first appearances in the business world, starting with Organizational Psychology and later encompassing organizational culture, which provided a broader explanation of people's behaviour.

It is from them that the term has gained popularity in the business world to explain any behaviour related to beliefs, religion, origin etc. and then Johnson and Scholes propose six workplace paradigms (Cacciattolo, 2014):

- ❖ **Stories:** Everything an employee has to talk about their past explains that everything a person talks about their past is immortalized.

- ❖ **Routines:** Behaviours or routines (body language) can say a lot about an employee in the short, medium and long term.

- ❖ **Symbols:** It includes the entire corporate image of a company, which is reflected through it.

- ❖ **Organization chart:** The way a company is set up speaks a lot about internal policies and decision-making.

- ❖ **Control systems:** They can be of control, systems or of any type.

❖ **Power structure:** These can be formal or informal depending on the type of company and its management.

Thus, it is none other than the importance played by each of the people who make up a group or company, contributing individually and collectively based on their behaviours or beliefs acquired over time (Sabharwal, 2014), being a key point to when talking about cultural diversity that is nothing more than how companies use cultural diversity and that has increased considerably around the increasingly emerging and globalized world to empower them and make the most of them in search of obtaining the best results and creating a differentiation from the competition by its best way of offering added value through a competitive advantage (Boli, Petrova, 2007).

The Management of Cultural Diversity as such is very innovative and is slowly gaining popularity due to the constant changes that society is experiencing and what it can offer to stakeholders at all levels (Nishii, Özbilgin, 2007); The constant challenge of satisfying stakeholders has led companies to study more and more what is the most appropriate way to achieve this diversity in a positive way in favour of strengthening and meeting objectives.

In the first place, it should be clarified that this is not a common management created by the organizations, but on the contrary, it is a response to the existing problems in a society where the migration of talent is increasing. This is how this can be considered as a response of companies to the social environment.

This dates back part of its beginnings to the Civil Rights Movement in the United States (Hine, Morris, 1985) and which later had its settlements in Europe (West, 1992), was framed in its beginnings in the search for equal rights since until the 20th century some countries began to adapt its and later this list increases, which is known as the "Punishment of Difference" in favour of non-discrimination and the search for fair and equal treatment at work.

It has taken many years and events to include cultural diversity in jobs to what we know today, gender equality, opportunities, talents and fair treatment.

For Thomas and Ely (Udin, Ahyar, Wikaningrum, 2017) it is called "Paradigm of discrimination and justice", a paradigm that focuses on achieving this equality at the organizational level, in which it seeks to guarantee fair and equal treatment in the processes of discrimination. hiring and labour, eliminating any type of discrimination both personally and professionally.

In the international sphere (Charter of the United Nations 1945) establishes: "The solution of international problems of an economic, cultural or humanitarian nature, and in the development and promotion of respect for human rights and fundamental freedoms for all, without making distinctions for reasons of race, sex, language or religion» (art. 1.3.).

Thus, also in the Universal Declaration of Human Rights of 1948 it is established:

There should be no type of inequality between societies due to preferences adopted by customs, cultures or geographical areas or of any kind.

In the latter it can be seen that equal opportunities are emphasized more than in the first.

In Europe, on the other hand, the first antecedents against discrimination are found in the 1999 Amsterdam Treaty, which establishes:

In order to have the union of the nations, the inhabitants of the same must accept the differences between them under free choice, in this way it will be possible to live in harmony and peace among the member states.

In this Treaty, article 13 emphasizes taking legal action to combat discrimination of any kind (sex, ethnicity, religion, age or sexual orientation), it also emphasizes that every person deserves to receive fair and equal treatment.

In the same way, for the European Union (Bryden, J., 2002) as a whole, it is of the utmost importance to contribute so that anyone can develop professionally and that everyone has the same opportunities to achieve their personal and work goals, considering that discrimination jeopardizes obtaining a high level of professional development and protection, growth of the level and quality of life.

This is how the current company plays a very important role as the main agent of job creation, which is why Community Directives were developed that covered Diversity Management within a company and over time it has been incorporated through member states as employment regulators.

It is in this sense that today and in the XXI century, the Directive of the Council or 2000/43/CE is established in Europe with the purpose of continuing the efforts of equal treatment prohibiting racial discrimination impacting the spaces of employment, education, security social, health and access to goods and services.

Subsequently, in the Council Directive 2000/78/EC, equal treatment is established in aspects of belief, disability, age and sexual orientation and according to this, each country has been developing its own measures against discrimination.

2.2. Diversity Management.

Diversity Management mainly seeks personalization to avoid any type of discrimination, thus promoting equality of various lifestyles or beliefs (Golembiewski, 1995) exist in a world where mobility is part of our era, eliminating barriers that previously existed and giving new possibilities to people who did not have them in other eras no matter where they are, thus improving their quality of life or helping to meet personal goals (Freeman, 2006); in the same way, companies install offices in the places where their clients are located, this with the sole purpose of finding answers to questions where they do not exist in the place of origin (Nayyar, 2008).

With this migration that people carry out more and more, personal knowledge and culture is transferred, providing companies with opportunities for recontextualization.

Seen from another point of view, when a product is exported to another country, it undergoes a series of adaptations depending on its destination; in the same way, the person who migrates to another place undergoes a series of transformations according to their management of conflicts or opportunities (Newson, Richerson, Boyd, 2007), generating in the same way, a change of behaviour and knowledge adapting to the new way of doing things both for the person who arrives at a new place and for the place where it arrives.

Likewise, it Affirma that it is a North American company and that it has offices in Dublin, Australia, India, among other countries, and with employees in different countries, it is incorporating a great cultural diversity around the world in a natural and gradual way.

It should be noted that after the Industrial Revolution which took place last century changing the paradigm from the field to the factory, this is catalogued as a knowledge economy movement (Senge, Carstedt, Porter, 2001), that is, creativity as an economic engine based solely and exclusively on the ability of organizations to attract and retain the best talent (creative people) who positively support their progress.

Then, this new era can be defined as an Economy Creative where it is not only important what the company has to offer but also the added value that it can offer its customers.

In article 3 of the Universal Declaration (United Nations General Assembly, 1949) defines cultural diversity as endless possibilities that are offered to everyone equally intellectually and personally, in the same way in its articles 7 and 9 it declares that everything begins with the cultural origins that with the passage of time in transformation with the transfer of information that helps to enhance the personalities and virtues in each person.

It is in this way that creativity arises from the synergy between a group of people with certain differences and free of thought focused on the same objective and this helps innovation to achieve success (Meyerson, Martin, 1987), although it should be emphasized that this creativity or diversity is not totally sufficient but the same thing, they must conduct themselves properly with freedom of expression and without any type of pressure for certain behaviours, in this way creativity will flow, thus increasing the chances of success.

Finally, cultural diversity acts as a highly competitive factor, there are many ways to demonstrate the benefits of diversity within organizations as such, but these are intangible and take a long time to demonstrate, according to the Europe in the Creative Age Report (Rutten , Gelissen, 2008) today the creative class corresponds to more than 25% in all of Europe, this report makes main emphasis on the "Creative Age" and its role in the 21st century ensuring that current economic growth depends on technology, talent and tolerance, ensuring that the countries that have achieved the greatest success are those that are more tolerant of diversity as this organizations attract more talent in the short and long term and that people feel more comfortable settling down and engaging, in this report Ireland is ranked 13th with an overall score of 19 points in the European competitiveness ranking, led by Sweden and Germany.

2.3. Cultural Diversity in Ireland.

In Ireland, according to the last national census (McGinnity, Privalko, Fahey, Enright, O'Brien, 2020) carried out in 2016, 535,475 people from other countries reside temporarily or indefinitely in Ireland of approximately 20 different nationalities, among which the Poles, English and Lithuanians (ESRI) stand out, according to the Economic & Social Research Institute of Ireland.

From 1987, Ireland went from being a country with a peripheral economy to becoming a growing global economy and then, around the 1990s, Ireland began to see the first signs of economic growth and in 2000 it was considered the richest in the European Union in terms of GDP (Whelan, 2014), it has since become a welcoming country with

countless multinational companies entering the country every day and the migration of people of all nationalities entering this country mainly for educational or work purposes, which has turned society into a totally culturally diverse population, currently in Ireland according to the last national census (ERSI) carried out in 2016, 535,475 people from other countries reside temporarily or indefinitely in Ireland of approximately 20 different nationalities, among which the Polish, English and Lithuanian stand out, representing approximately 16.7% of the population total population, greater female population (50.27) compared to male (49.72%), ranking 31st in the ranking of countries with the highest number of immigrants worldwide.

It is affirmed that when migration begins to increase considerably in a certain place, the natives of the same create a certain resistance and understanding in its beginnings without forgetting that this migration helps the labour market and the improvement of the economy to later adapt (Black, Adger, Arnell, Dercon, Geddes, Thomas, 2011), according to the Human Rights Convention (Greer, 2006) between paragraphs 132 and 157, the main emphasis is placed on the fight for Human Rights and equality in minorities, promoting the awareness of human rights and equality within the Convention seeking above all the elimination of any form of discrimination in the workplace and especially minorities, as already mentioned.

According to the UN, there are currently approximately 833,564 immigrants living in Ireland (16.7% of the total population), with a larger female population (50.27) compared to males (49.72%) ranking second. 31 in the ranking of the countries with the highest number of immigrants worldwide.

Likewise, in Ireland, women have a market share (Bergin, Kelly, 2018) of 53% in 2016, reducing by 7 points the percentage of women who are mainly dedicated to housework since 2006 and likewise the highest rate 79.4% is concentrated in women between 25 and 34 years old of this percentage, the majority work in the area of health, wholesale and retail trade, and education.

Likewise, in the same year 2016, 43% of women work 35 hours per week and 30% between 35 and 39 hours per week, compared to 13% of men.

Between 2006 and 2011, the salary difference by gender has decreased 5.5 points with 11.7%, according to data from 2012 the difference is 14.4%, likewise the willingness of women to receive a pension increased 10 points 75.2% between 2009 and 2015.

According to the Irish Central Statistics Office, Ireland is currently in position number 7 in the latest Gender Equality Index 2017, ranking below countries as Sweden, Denmark, France, Finland, the United Kingdom and Netherlands. with a general indication of 71.3.

For its part, the employment rate for men stood at 74.6% in 2019 and in the case of women it increased from 2008 to 63.7% in 2019.

In Europe since 1992 approximately 20% of managerial positions have been held by women, but when talk about senior management positions it is between 2 and 3% in the case of Ireland and Germany in the private sector and 6% in the public sector and the percentage of women in any business position in Ireland rises to 32%, an increase from the 18% presence four years ago.

It should be emphasized that valuing cultural diversity does not mean that all people are the same, but rather it is about valuing the small differences when choosing the best talents, so it is essential to work on tolerance, communication and teamwork.

Finally, it is possible to say that in Ireland and around the world with globalization and migration of talent, also minorities are taking more and more responsibilities in jobs that were previously held by a single line of people.

In Ireland, thanks to the constant work of organizations and supported by the government, the presence of the minority can be observed more and more, among which the presence of women in senior management positions can be highlighted, non-Irish people who not only carry out technical work or the Inclusion in work teams, this is leading to evidence of more heterogeneous and compact work groups, which helps organizations to achieve better standards.

3. Research Question and Objectives.

3.1. Introduction.

This part seeks to describe and explain both the methodology and the techniques that have been used during this chapter in order to collect all the necessary information that can help and support the research question in question and thus achieve the objective of the study.

In this way, it can be said that research, whatever its type, seeks to manage different activities that can help solve the research problem (Jharotia, Singh, 2016), always seeking the generation of knowledge through methodological requirements.

The methods go from the general to the specific according to the problem to be investigated, with different stages according to their nature, mainly seeking to reflect the main purpose, emphasizing the subject of study.

As explained above, the main objective is to know the effects that cultural diversity generates in Affirma's employees in order to strengthen Diversity Management and improve job performance.

Through this research, it seeks to know the different variables that occur in relation to internal communication both internally and with interested parties, the generation and retention of talent, equal fair treatment and freedom of expression regarding management practices of cultural diversity, etc., emphasizing the satisfaction of the collaborators in their work, inclusion and decision-making, the existence of internal prejudices, such as the work environment and innovation and creativity.

3.2. Aim.

The objective of this research is to know the effects that cultural diversity generates in Affirma employees to strengthen Diversity Management and improve job performance.

3.3. Key Questions.

By identifying the problem within the impact caused by cultural diversity in job performance, the research question was identified:

It is positively impacting the management of cultural diversity in Affirma's employees?

H0: Cultural diversity has a positive impact within Affirma employees.

H1: Cultural diversity is acting negatively on Affirma's employees.

In the investigation, the objective of the proposed question is the identification of key factors that help understand if cultural diversity is having a positive or negative impact on Affirma employees, with secondary questions and conclusions based on the data explored.

The organizational cultural management, the spaces for creativity and innovation, the internal communication and also the results of the evaluation will provide a better panorama of how the work performance is from the point of view of cultural diversity.

Through this research, an exploration will be presented on whether cultural diversity is acting positively or negatively both in job performance and in internal communication from the point of view of the employees, knowing the flaws will help Affirma to improve the relationship between employees and the company to achieve long-term benefits that can be obtained.

Although it is true that through this research it mainly seeks to explore the impact that cultural diversity has on job performance at Affirma, according to the results different behaviours can be explored under certain circumstances, which will allow Affirma to have a broader vision and to be able to make changes or modifications to its internal cultural management policies.

According to an in-depth evaluation of the literature and the results of the surveys, the internal effect that cultural diversity causes today can be observed.

4. Research Methodology.

4.1. Research Strategy.

To carry out this research, the researcher carried out an exhaustive search for companies that have culturally diverse teams. Once five companies of interest were selected, different resources were used to contact those responsible for the Human Resources department in order to obtain the necessary permits to carry it out, Affirma was finally chosen, a company located in different parts of the world that has offices in Dublin and culturally diverse teams in all its aspects.

This decision was made in an easy and simple way by having friends who helped in the process until obtaining acceptance and at the same time because the researcher has a main interest in the topic of choice since throughout her professional experience, she has worked in various places which have had an immense cultural diversity, some better managed than others, knowing by themselves both the benefits and the problems that can develop if there is no good cultural management.

Affirma is an international company both in sales and in human talent that offers business, technology and digital marketing consulting, providing innovative solutions to solve the challenges of the 21st century, it has offices in the United States, Ireland, Romania, India and Australia among others countries, with culturally diverse teams in synergy with their offices; within it, the company has different work groups with people in different countries doing partially remote work and with flexibility of hours and workplace, so the researcher has considered a suitable place to carry out this type of research.

Consequently, the choice on the part of the researcher has been to carry out a qualitative approach (Mohajan, 2018) because it strives to understand a specific topic

in the most natural way, focusing mainly on the "why" by collecting information that is not relevant numerical, including questionnaires with open and closed questions (Worley, 2015) which were elaborated to be able to be interpreted easily and in a short period of time totally on-line.

To carry out this research, the researcher focused on evaluating the opinion of Affirma employees regarding cultural diversity, treatment and discrimination, creativity and innovation, and internal communication, giving this type of methodology a clear vision of the reality of the organization.

4.2. Research Objectives.

To achieve a better understanding of the specific research topic, the researcher made an understanding of the problems covered by said research to later carry out a scientific exploration (Kothari, 2004) that allows determining the purpose and scope of all its objectives, speaking more in depth, the research seeks to analyse the variables that influence the investigated topic, giving rise to specific objectives that are described below:

The general objective of this research is to know the effects that cultural diversity generates in Affirma's employees to strengthen diversity management and improve job performance.

❖ Know how cultural diversity is managed at Affirma.

❖ Understand if the management of cultural diversity in Affirma is having a positive effect on its employees.

❖ Analyse whether spaces are provided that seek to improve work performance and motivation.

The first specific objective seeks to know how cultural diversity is managed in Affirma, from the employee's point of view and if he or she understands what the organization seeks to do in favour of creating equitable work spaces; the second objective seeks to know and understand the opinion of Affirma's employees regarding how cultural diversity management is currently being carried out and their degree of commitment to Affirma.

Finally, the third specific objective seeks to analyse and explore whether there are incentives for creativity, innovation and internal recognition when it comes to achieving previously defined objectives and whether they motivate employees at work.

4.3. Research Instruments.

To carry out this research, an analysis of the philosophy of ontological research was carried out (Tuli, 2010), because it seeks to respond to the essential conditions when determining identity and explaining the existence of things or behaviours; following a line of subjective ontology (Sapogova, 2019) giving rise to the understanding of each individual who participates in this research as well as the group in general, remembering that the subjective leads us to understand and explore how a person or group of people behaves when share the same social or work circle in an interpretive way through questionnaires with two sections, the first with closed questions and a second section with open questions that seek to know the reality of Affirma based on cultural diversity and a method inductive (Gioia, Corley, Hamilton, 2013) starting from

the observation of the problem to then determine the most important facts and finally analyse it.

For the elaboration of the questionnaires, different stages were carried out, beginning with the formulation of the problem, posing questions and instructions to follow, writing and correcting the final version considering that the questions formulated will help to answer the research question, at the beginning a brief description of why the researcher is carrying out this questionnaire and general information, this entire process is carried out anonymously, the questionnaire, as already mentioned, was carried out under closed and open questions through Office Forms, giving the respondent the possibility of total freedom to express his point of view, cite examples without feeling framed in some predetermined response that may not include their real opinion, once the surveys were collected, the researcher transferred the information to Microsoft Excel to begin the coding process of data and exploration of the data and finally, once the results have been coded. In addition, the information was transferred to the SPSS IBM software (Statistics Product and Service Solution) to perform the interpretation of the data and analyse it.

4.4. Ethical considerations.

Since the beginning of this investigation, in the planning, writing of the questionnaire and data collection processes, answers to the research question have been sought, seeking different strategies, methods and techniques to guarantee its neutrality and above all seeking to guarantee the total privacy of each individual one of the participants, blocking any type of personal information that can be obtained from them and trying to use a neutral and inclusive language that avoids any type of inconvenience when participating and, offering all participants the freedom to choose whether to participate or not, in this research by providing all the appropriate and necessary information to both Affirma and the participants, always seeking the consent of the company and of each person.

4.5. Data Analysis and Data Interpretation.

To carry out the research, the questionnaires were carried out in Office Forms, a Microsoft program to be able to carry out the questionnaires on-line and to be able to receive the answers of the people instantly, later questionaries were transferred to Microsoft Excel to begin with the coding of the data, the same that in the first instance were made manually, trying by the examiner to understand and interpret each answer in a broad way, analysing and coding them through the use of keywords for the purpose of the investigation. Once the questionnaires were carefully coded, they were entered into an analysis program called SPSS - IBM (Statistics Product and Service Solution) this with the purpose of making tabular reports that guarantee the reliability of the answers obtained, made from the first answers and in this way, slowly analyse each of the answers successively, completing it once the answers of all the participants have been obtained.

This part of the investigation is the most delicate and challenging since the questions were completely open and giving total freedom to the participants to express their point of view, an arduous and thorough analysis was carried out that includes the presentation of detailed reports and mainly seeking the deduction or assimilation of answers; the surveys were analysed individually to be able to observe patterns or trends, later the pairing and comparison with the rest of the groups was carried out, seeking to reduce the risks of interpretation problems, a process that is very minor and

complex in the different stages and research methodologies to end with the presentation of a creative idea that provides a solution to the problem exposed.

4.6. Participants sample.

The present investigation was carried out online with Affirma employees, 20 people from different positions and different nationalities, a questionnaire of general closed and open questions was carried out to all the respondents regardless of any type of difference in order to carry out the desired analysis.

Initially, we sought to know the nationality, age ranges and ethnic origin to then ask the general questions.

Before carrying out the questionnaire, communication began by contacting two Affirma managers who, once the investigation was approved, provided details of the contact person within Affirma to whom the system that was going to be used for the investigation was explained via email present investigation and making it clear that participation is completely voluntary and anonymous, emphasizing that people can refrain from participating in it without the decision affecting their relationship with Affirma, in the same way emphasizing that if a person agrees to take the questionnaire, they can also refrain to answer any question that they feel violates your privacy or makes them uncomfortable.

Likewise, the respondents were informed that the surveys would be available for a month and that different programs would be used to analyse the results in order to find the necessary findings to meet the objective and finally it was communicated that once the present investigation was finished, Affirma will get a copy of the investigation.

5. Finding and Analysis.

5.1. Introduction.

Throughout this chapter, results and analysis obtained from the questionnaires made to Affirma employees in the city of Dublin, Ireland will be presented. Affirma is a company that works with different projects for clients, with a totally flat structure made up of directors, project managers and team leaders, who in turn are responsible for their work teams and compliance with policies and procedures, the researcher's goal has been to examine from theory if cultural diversity has an impact on the job performance of employees through open-ended questionnaires, which, in coordination with the procedures, obtained a total of 18 participants between seniors and juniors.

Said questionnaires were carried out using Office Forms but unfortunately, this program does not tabulate or analyse the information obtained correctly to later be downloaded into Microsoft Excel where the manual coding of the answers was carried out and finally, they were analysed in SPSS, a program that helped us obtain the desired answers from according to the objectives of the present investigation in question.

The data was manually entered into SPSS (Statistics Product and Service Solution) through a coding carried out by the researcher and analysing them by frequency, which also allowed us to find answers to other questions of greater interest to the researcher in order to reach the conclusions and recommendations towards Affirma.

Table 1 shows the frequency according to nationality/ethnicity, where although there is participation of both Irish and non-Irish, 55.5% of the study population are Irish citizens and 33.4% are European citizens. and 11.2% are non-European citizens.

Table 1 Nationality.

	Frequency	Percent	Valid Percent
Irish White	8	44.4	44.4
Irish Caucasian	2	11.1	11.1
Lithuanian	1	5.6	5.6
Spanish	2	11.1	11.1
Hungarian White	1	5.6	5.6
Indian	1	5.6	5.6
Brazilian	1	5.6	5.6
Portuguese	2	11.1	11.1
Total	18	100.0	100.0

5.2. Employees Survey Analysis.

Through cross tabulations using SPSS software, Table 2 shows the relationship between nationality and age, 66.6% of the participants are between the age ranges of 30-40 years, followed by 22.2% corresponding to the age ranges of 40-50 years, to 5.6% between 20-30 years and the same percentage to people with +50 years.

This, according to the researcher's interpretation, can be considered on the one hand, since between the ages of 20-30 people are being trained academically, so they opt more for part-time jobs or temporary jobs or student jobs, since that are currently known, as they need greater flexibility. In terms of schedules and free time to study and, on the contrary, today people over 50 years of age do not have extensive work experience in the technological field or for the company, it can result in greater expenses due to early retirement and other issues, lastly, the researcher considers that between 30-40 years of age, people are starting their careers, and from what is observed that Affirma is a great school for people who are starting out in the world of technology, this can also have a connection due to the interest of people in certain companies with which Affirma has a contract.

At the same time, it can also be seen that although Affirma can be a source of opportunities for new talent, its staff turnover is also reasons that will be analysed later by the researcher and for which a deeper and more general analysis of the questionnaire is needed.

Table 2 Cross tabulation between nationality and age ranges.

		How old are you?				Total
		20-30	30-40	40-50	50+	
	Irish White	0	5	2	1	8
	Irish Caucasian	1	1	0	0	2

What is your nationality?	Lithuanian	0	1	0	0	1
	Spanish	0	1	1	0	2
	Hungarian White	0	1	0	0	1
	Indian	0	1	0	0	1
	Brazilian	0	1	0	0	1
	Portuguese	0	1	1	0	2
Total		1	12	4	1	18

As it has been possible to review in the literature review, companies around the world within their internationalization processes and governments seeking to achieve compliance with the Millennium Goals proposed by the UN, are increasingly seeking to place gender equality and the inclusion of minorities as a priority, it is in this way that according to a study carried out by Living in Ireland (Survey 1995 - 2000), where it is shown that the participation of women in the year 2000 reached 50.0% compared to 49.1% participation of men between 15 and 64 years.

Likewise, this information obtained has been reflected in this way in the questionnaire where, through the crossings between nationality and gender (table 3), it can be observed that 77.8% of the people who participated are women compared to 22.2% of men.

Currently Affirma is a company where the female presence predominates and in many cases is sought at the time of new incorporations, however no major variation was observed in this opportunity in terms of minorities.

Table 3 Cross tabulation between nationality and gender.

		What is your gender?		Total
		Male	Female	
What is your nationality?	Irish White	2	6	8
	Irish Caucasian	0	2	2
	Lithuanian	1	0	1
	Spanish	1	1	2
	Hungarian White	0	1	1
	Indian	0	1	1
	Brazilian	0	1	1
	Portuguese	0	2	2
Total		3	14	18

When the researcher analyses according to the SPPS software, in table 4 of cross tabulations between nationality and position, to preserve the anonymity of the people, it has been divided between senior and junior.

Bearing in mind that in Ireland the term senior is used for people who are more experienced and in most cases have people in charge, while junior is a term used to

refer to a person who is a beginner or has no the experience necessary to have many responsibilities within a job; it has been observed that in Affirma 77.2% of the participants correspond to Irish senior employees compared to 27.8% participation of non-Irish junior workers, when analysing these data by the researcher, it has been possible to observe that although there is a predominant cultural diversity in Affirma, even more work must be done on diversity management issues where diversity can not only be observed in terms of gender or junior positions, but also to evaluate the best way to include this diversity in positions of more responsibility or senior to provide the same possibilities. of professional growth.

Table 4 Cross tabulation between nationality and position.

		What is your position in Affirma?		Total
		Senior	Junior	
What is your nationality?	Irish White	7	1	8
	Irish Caucasian	1	1	2
	Lithuanian	1	0	1
	Spanish	1	1	2
	Hungarian White	0	1	1
	Indian	1	0	1
	Brazilian	1	0	1
	Portuguese	1	1	2
Total		13	5	18

To analyse this issue a little better and to be able to observe the diversity a little more, we have carried out a cross-tabulation, presented according to the SPSS software in table 5 between gender and position.

In this cross-tabulation, 83.3% of the employees participating in the research correspond to women compared to 16.7% to men.

In the same way, it can be seen that 61.1% of senior positions in Affirma are held by women compared to 38.9% of men, it is in this way that the connection that exists with an estimate of the labour participation rate can be seen where it is shown that the female has grown considerably as can also be seen in the analysis of the participation of women between 15 and 64 years of age, said participation is constantly growing from the 90s to date thanks to both government and internal company policies to increase the female presence, it should be noted that in Ireland's female workforce currently accounts for 55.09% (The Global Economy, 2020).

In the same way and analysing the previous question, the researcher perceives that although there is a management of cultural diversity in Affirma where it seeks to have more female participation in senior positions, unfortunately this does not have a level of connection with the nationality, demonstrating likewise and giving a better overview to the researcher in those aspects that the organization should work better.

Although and in accordance with the study presented above where the female labour force in Ireland has increased significantly not only in jobs, but also in importance in terms of senior management positions, it can be seen that at Affima, the experienced (senior) workforce is female more than male.

Table 5 Cross tabulation between gender and position.

		What is your position in Affirma?		Total
		Senior	Junior	
What is your gender?	Male	2	1	3
	Female	11	4	15
Total		13	5	18

In the second part of this questionnaire, open questions were asked so that the participants have total freedom to express their opinions regarding the questions developed anonymously and confidentially.

In the same way, this series of questions seeks to understand the relationship between having culturally diverse teams and internal policies that seek to create work experiences where employees feel motivated, valued and have possibilities for personal and professional growth.

When a workplace has a cultural diversity like the one that can be seen in Affirma, it is extremely important to constantly work on these aspects in order to ensure that cultural diversity contributes positively to the company, through equal gender, creation of spaces for creativity and innovation, honest and transparent recruitment and selection processes, equal opportunities for all employees regardless of gender, race or nationality, feeling that their points of view and opinions are taken into account and that they can have a good internal communication not only with your work colleagues but also with your team leaders and managers or direct.

In the first place, it has sought to explore the opinion of Affirma employees in relation to professional and personal growth in Affirma with equal and equitable genders, on the one hand, it is observed that 88.9% consider that they have growth possibilities compared to 5.6% who are not sure and 5.6% who consider that this process is carried out in an erroneous way.

This, from the researcher's analysis, shows that Affirma is considered a place where a person can grow if they so wish, with possibilities according to the objectives defined by each person, where hard work and compliance have a reward.

Table 6 Do you consider that employees have a path of personal and professional growth within Affirma regardless of their origins, promoting them in a fair and equitable manner according to their work performance and not their origin?

	Frequency	Percent	Valid Percent
Yes	16	88.9	88.9

No	1	5.6	5.6
Not sure	1	5.6	5.6
Total	18	100.0	100.0

Subsequently, the researcher sought to know and analyse the opinion of the employees in relation to how internal communication is considered, both with the staff in general and with senior positions in Affirma, the participants have agreed when expressing their opinions that internal communication is good, accessible and egalitarian as it has a flat structure and facilitates accessibility to senior managers or directors, likewise in the case of this question in particular, no negative comments were observed, except for 22.4% of the participants who they consider that although internal communication is good, they need to improve even more, with Affirma having many possibilities for improvement and effectiveness.

This provides a great opportunity for Affirma to pay enough attention to this issue to generate proposals that seek to improve it, since it is a very important aspect when job performance is evaluated.

Table 7 What is your opinion of internal communication within Affirma to fulfil tasks and communication with senior positions such as managers or directors?

	Frequency	Percent	Valid Percent
Possibilities to improve	7	38.9	38.9
Good, accessible and equal	7	38.9	38.9
Constant improvisation	2	11.1	11.1
Extremely good	2	11.1	11.1
Total	18	100.0	100.0

In the case of the following question, where reference is made to whether Affirma has policies or practices to promote creativity and innovation, 44.4% consider that they are promoted by Affirma and consider that these spaces are considered, followed of 27.8% who, although they agree that they are promoted, consider that there continuous improvement of the same will greatly benefit the organization since in some cases these spaces are carried out during very busy times where employees in some cases do not participate, on 22, 2% are not sure and 5.6% consider that these spaces are not carried out, to investigate this question it helped to understand that through the results they present a possibility of creating more spaces dedicated to this topic where employees can contribute ideas both in solving problems and in different topics that can generate a positive impact in Affirma.

Table 8 Do you consider that there are practices that promote creativity and innovation, and do you think that process and outputs are given fair consideration by management?

	Frequency	Percent	Valid Percent
No	1	5.6	5.6
Not sure	4	22.2	22.2
Possibilities to improve	5	27.8	27.8
Creativity and innovation are promoted	8	44.4	44.4
Total	18	100.0	100.0

Subsequently, in the following question, where the researcher sought to know the opinion of the participants in relation to whether they consider that the points of view or criteria of the employees are taken into account when making decisions, it is led by 44.4% who consider that their opinions are taken into account, 27.8% consider that the points of view of the employees are taken into account only in some cases, 16.7% are not sure that it is taken into account and 11.1% consider that it isn't considered.

In the case of this question, the percentage of ignorance or of those who consider that the points of view are accepted and taken into account only in some cases, offers the possibility of implementing policies where employees feel free to express their points of view and that will be taken into account according to their contribution so that they feel more committed within the organization.

Table 9 Do you considerer that all points of view are taken into account when making decision?

	Frequency	Percent	Valid Percent
Not considered	2	11.1	11.1
Not sure	3	16.7	16.7
Yes, absolutely	8	44.4	44.4
Sometimes	5	27.8	27.8
Total	18	100.0	100.0

Subsequently, analysing the following question about the process of recruitment and selection of personnel, 50% consider that it is transparent and equal, 33.3% are not sure that it is fair and equal, 11.1% consider that it is a constant uncertainty and 5.6 % considers that the processes are not carried out in a transparent and equal manner.

Among the answers that most caught the attention of the researcher are that many people consider that it is fair and equal only in the case of junior positions and that in the case of wanting to aspire to senior positions, this is not shared with Affirma

employees or in many cases they already know who will occupy said position, in the same way many of the participants consider that when working with annual projects they are in constant uncertainty of losing their job sources or continuity.

Table 10 Do you consider that the selection and recruitment process is carried out in a transparent and inclusive manner?

	Frequency	Percent	Valid Percent
Absolutely	9	50.0	50.0
Not sure	6	33.3	33.3
Lack of honesty in the processes	1	5.6	5.6
Constant uncertainty	2	11.1	11.1
Total	18	100.0	100.0

Seeking to know the relationship that exists between Affirma employees and their bosses or managers, 55.6% consider that it is excellent, 16.7% are not sure, 11.1% consider that it is bad and 11.1% that they are in constant uncertainty.

For Affirma employees, the relationship with customers and stakeholders is good thanks to the people who work within the organization, their values and their hard work. Once again, the researcher was able to observe that the employees consider that it is in constant uncertainty since that in their opinion, whether or not the projects continue with Affirma can change the people who work on them, which is why it is not something they consider good or does not give way to improvisation, on the other hand, the participants who consider that it is bad, they have given rise to issues of lack of communication or that the clients are often not involved with the projects or considering that the communication with them is bad and many times there are misunderstandings or problems when executing the tasks.

Table 11 What do you think are main factors involved in the relationship between Affirma and its clients and stakeholders?

	Frequency	Percent	Valid Percent
-	1	5.6	5.6
Not sure	3	16.7	16.7
Good	10	55.6	55.6
Uncertainty	2	11.1	11.1
Bad communication	2	11.1	11.1
Total	18	100.0	100.0

Through the following question, the researcher sought to know how is the relationship in Affirma between employees and managers or bosses, surprisingly for the researcher, 72.2% of the participants consider that the relationship is excellent and that they feel they can talk openly about any problem with them to find the best solutions, in the same way 22.2% consider that it is quite good, highlighting the work and professional relationship that they have with their bosses and finally 5.6% who consider that it is not bad, without a doubt the Affirma's leadership combined with a flat organizational chart has acted as a win-win for Affirma where employees feel they can turn to their superiors when they need and will get the help they need.

Table 12 How do you consider your relationship with your bosses or managers?

	Frequency	Percent	Valid Percent
Not bad	1	5.6	5.6
Good enough	4	22.2	22.2
Excellent	13	72.2	72.2
Total	18	100.0	100.0

Through the following question, the researcher sought to know if there are currently recognitions or incentives that help create an environment of competitiveness and rewards for the effort or dedication of employees and how they feel when they contribute in some way to the organization, this question obtained answers such as gifts for birthdays or appointment of the employee of the year although many people highlighted that the people who receive this recognition are those who generate a large sum of money for the company, such as the closing of a contract, these data correspond to the 44.4%, followed by 33.3% who affirm that there are no types of thanks and finally 22.2% who prefer not to comment, in this case the researcher was able to recognize that either there are really no incentives for employees or the same they do not know, this may be due to poor job performance or because they do not exist within Affirma.

Table 13 Are there any kind of incentives related to recognition, achievement of goals and others within Affirma?

	Frequency	Percent	Valid Percent
No	6	33.3	33.3
Not sure	4	22.2	22.2
Yes	8	44.4	44.4
Total	18	100.0	100.0

Professional growth or having opportunities for advancement in an equitable and fair manner based on the experience and knowledge of employees is a very important

issue within an organization, since it helps keep employees motivated and in the constant search for improvement 72.2% affirm that they feel that they have the same possibilities as any other person when looking for new challenges, compared to 27.8% who consider that they do not mention it because they do not know anything but assume that it exists and 33.3% express that they do not know or do not know but considers it part of the culture of each person.

In the same way, the researcher perceived the employees consider that within junior jobs there is equality of possibilities and that it depends more on the personal objectives of each person, however they consider that when they want to access higher positions, they do not feel that they exist the same possibilities.

Table 14 Do you consider that there is the same opportunity for professional and job growth for all Affirma employees?

	Frequency	Percent	Valid Percent
Fair and equal	13	72.2	72.2
Does not respond	2	11.1	11.1
Not	2	11.1	11.1
Only for junior positions	1	5.6	5.6
Total	18	100.0	100.0

In this question, the researcher observed that there is a lot of confusion, although 66.7% consider that there are gender equality and policies against discrimination and equal opportunity, compared to 27.8% who are not sure and 5.6% who prefer not to answer.

The comments of the participants have been more directed based on people who consider that it is more about a personal cultural issue than on the part of Affirma, although some people have highlighted that there are policies such as MS teams channels, ERP's groups for women in the workplace, LGBTQI+ groups or who simply consider that they exist since they have never felt discriminated against.

Table 15 Could you describe the polices or practices in place to promote an equitable treatment of all employees at Affirma?

	Frequency	Percent	Valid Percent
-	1	5.6	5.6
Not sure	5	27.8	27.8
Initiatives to promote diversity	5	66.7	66.7
Total	18	100.0	100.0

6. Discussion.

Through the compilation of the information and the information obtained through the questionnaire made to Affirma, the researcher has been able to observe that it seeks a way to create a culturally diverse work environment, this not only due to its different locations or its clients located around of the world, but because they know the importance of social inclusion and the benefits that diversity can bring to work teams.

The inclusion of women has pleasantly surprised the researcher, knowing there are a large number of women occupying different positions, not only juniors but also senior management positions and at the same time because of the endless cultural diversity that it has, it is really surprising even more so since the questionnaires were carried out only in Dublin at this time.

Through a study of the literature review, the researcher has managed to analyse cultural diversity is not managed only by incorporating minorities within an organization, but also requires good management in terms of its management to achieve synergy and the benefits that it brings itself has to offer.

In the case specifically speaking of Affirma and taking into account only the information collected through the questionnaires carried out with 18 participants, the researcher has been able to observe that although there is cultural diversity in terms of team formation, there is still a way to go for the organization is long and arduous.

Indeed it has been easy to know and understand that there is a very favourable cultural diversity in Affirma which can bring many benefits, although the researcher has managed to observe that there are no internal policies that promote it, recognition for achievements or the initiative to support the organization in solving problems quickly and effectively is causing employees to lose interest in doing a little more than it has to do, in the same way the researcher considers that it would be very convenient for Affirma to see its possibilities of extending contracts fixed to their best talents in order to achieve better degrees of job performance accompanied by interest and new opportunities for growth, this considering that most people only stay in the organization while they are young or gain experience.

In the same way, Affirma is encouraged to create spaces to improve not only internal communication but also to create moments of coexistence and relaxation that help create better relationships and which, at the same time, can be used to inform employees of policies, new achievements or any important event that has occurred, these do not always need to represent large expenses for the organization or a whole day, but small events that are more informative, since it has been observed that although there are calls to inform the staff, there are carried out at times considered busy or when employees are in important meetings and in many cases the ignorance is due to the fact that they do not know what is happening in it.

Finally, the researcher has managed to observe that, according to the opinion of the employees, the personnel selection and recruitment processes are not being carried out effectively, for which reviewing them can provide the opportunity for constant improvement.

7. Conclusions.

Globalization has led to the transformation of companies, leaving aside multinationals and subcontracting, thus leaving aside concentrated work, but today they are divided; the management of cultural diversity plays a very important role in the 21st century, organizations are betting more and more adopt policies that demonstrate the different types of diversity within their work teams following fair and equal work models seeking to provide added value.

Cultural diversity is present within today's organizations and for this reason they begin to worry more and more about its good management that causes a positive impact from equal treatment to the improvement of work performance favouring positively to the organizations that manage it properly.

At the same time, it is essential not only to attract the best talent but also to attract clients and competitive lines of business, which is why it represents a constant challenge in organizations that not only want to survive but also want to differentiate themselves from the competition and expand around the world.

Through the researcher's understanding, in Ireland it has been a latent problem in organizations for some decades, not only because of the effect that globalization is generating, but also because it is a country where, daily and increasingly, it hosts thousands and thousands of people from an endless number of people from many countries, in addition to the fact that the country as such is currently fighting for inclusion and equal opportunities for people not only with socio-cultural differences but also of gender and others who understand diversity.

This is how the researcher when observing this diversity became interested in how it is managed within organizations and if it's not only have diversity but if it is managed correctly and how it can affect or not work performance, consider focusing its study in the study of how cultural diversity impacts job performance, for which after an arduous investigative work of the best options to carry out the research, it was determined by the researcher to carry it out in Affirma, which is an organization with a wide variety of cultural diversity, gender, religion and socioeconomic although the researcher centre its studies on cultural diversity.

Affirma is an American company which is subdivided into offices in different countries housing an endless number of nationalities, which carry out work not only within the offices but also remotely from anywhere in the world, its organization chart is flat and it works with projects for important companies worldwide, for which it was selected by the researcher to carry out the present study.

The present investigation explored the response to several previously defined objectives to later carry out an analysis of the results obtained through questionnaires with open and closed questions; currently, Affirma employees have been working one hundred percent remotely since the beginning of the Covid-19 pandemic, and the researcher considered knowing how this is affecting employees, who not only have cultural differences, but are also geographically located in different countries of the world highlighting that the results show only the opinion of a group of employees on the management of cultural diversity within it, but in the same way these results provide important information on how cultural diversity is affecting job performance with barriers such as work remote, geographical location, cultural diversity and communication.

Through the first objective, we seek to know how good diversity management should be carried out so that an organization can obtain all the benefits that it brings both internally and externally, thus allowing to enhance work performance and internal communication.

The second objective sought to understand if the management of cultural diversity in Affirma is having a positive effect on its employees, the same through the analysis of the literature, it has been possible to understand the concept of diversity and the difference between it and human rights first and later and through the questionnaires, the researcher was able to collect the necessary information to know the impact that diversity is having on Affirma employees or if the way of managing it is currently being correct in order to finally be able to provide recommendations according to the results obtained.

Finally, the last objective sought to analyse whether spaces are provided that seek to improve work performance and motivation, through the analysis of the responses obtained and the understanding of the concepts of cultural diversity management, this objective aims to know the internal policies , activities or moments of recognition that are carried out in Affirma as part of the management of cultural diversity, since these scenarios are aimed at motivating employees and improving their work performance, personal development, effectiveness and efficiency, and professional within of the same and above all the commitment of the same in front of the organization with the generation of good internal policies by the managers of the same.

The investigation has yielded results where, although the participants know the basic concepts of cultural diversity and its importance and although they consider that Affirma is a company that seeks to promote cultural diversity in all its aspects, the researcher has observed through the answers that the management of cultural diversity focuses on attracting multicultural talents, but nevertheless the workers are not aware of internal policies that promote it, spaces that generate motivation in them or activities that seek to increase the creativity and innovation, in many cases the respondents make answers such as: yes, it exists, but when they mention it or they do not do it or they simply mention topics such as annul recognition to those who help Affirma to generate more income or video calls where the majority of employees do not can participate since they are carried out during peak hours or they cross with meetings with clients, which is why it represents a great opportunity for the researcher and a great challenge for Affirma over time to work on improving diversity management so that it can benefit from the countless cultural variety they have today for today.

What has been surprisingly observed is that cultural diversity is not affecting internal communication between employees, managers and clients, which the researcher wishes to highlight since the results obtained have been very favourable in Affirma where it can be seen that human rights and possibilities are open to all people without any distinction.

In conclusion, positive results can be observed in terms of the impact of job performance, however, it is representing a very narrow line between the positive side of it and the negative in relation to the management of cultural diversity, but without a doubt, the present investigation presents a great opportunity for Affirma to improve policies and spaces for diversity that can provide the internal benefits that all companies seek.

8. Recommendations

The Management of Cultural Diversity is still a new and above all very broad topic that, as the researcher mentioned, brings with it a number of benefits if it is managed correctly or disadvantages if it is not managed, however it is considered to be a new but still latent problem for companies in Europe and Ireland mainly since the country has grown and continues to grow by leaps and bounds in diversity issues in all its aspects.

Ignorance of management is undoubtedly a problem that the researcher has been able to observe in the case of the organization in question, the management of diversity has nothing to do with human rights and must be managed properly and communicated using different and diverse strategies that achieve an impact and generate greater commitment and loyalty.

The implementation of internal policies that promote diversity, motivation, creativity and innovation of each of the members of the organization will help create more integrated and committed work environments, where employees feel that every effort, they make is recognized, encouraged and valued will help create a better work environment.

In the same way, the researcher considers that the implementation of activities and spaces for interaction, recreation will help to create work teams that are more synergistically connected and these spaces can be used for the communication of policies or topics of main interest that sometimes if they are carried out at scheduled times. of work are not assisted or understood.

Finally, the researcher urges students to continue studying cultural diversity management in more depth, since it is a fairly broad topic and requires great importance for both students and companies, as it is a current reality for companies in Ireland. and that the study of it can bring many benefits in the medium and long term.

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Appendix

Appendix I: Questionnaire

Questionnaire Affirma

Dear participant;

Below is a series of open questions with the purpose of knowing what is the impact that the existing cultural diversity generates in the performance of the employees in Affirma.

Therefore, the participants are asked for complete sincerity and freedom, the questionnaire is carried out anonymously, which will be presented to the National College of Ireland and Affirma respectively.

1. **Gender**

   Female ☐

   Male ☐

   Other ☐

2. **Age ranges**

   20-30 ☐

   30-40 ☐

   40-50 ☐

   +50 ☐

3. **Nationality and Ethnicity**

4. **Position**

   Junior ☐

   Senior ☐

5. **Do you consider that employees have a path of personal and professional growth within Affirma regardless of their origins, promoting them in a fair and equitable manner according to their work performance and not their origin? Yes/No why?**

6. **What is your opinion of internal communication within Affirma to fulfil tasks and communication with senior positions such as managers or directors?**

7. **Do you consider that there are practices that promote creativity and innovation and do you think that process and outputs are given fair consideration by management?**

8. **Do you consider that all points of view are taken into account when making decisions? If so, how is decision-making inclusive or not?**

9. **Do you consider that the selection and recruitment process is carried out in a transparent and inclusive manner? If so, explain how.**

10. **What do you think are the main positive and negative factors involved in the relationship between Affirma and its clients and stakeholders?**

11. **How do you consider your relationship with your bosses or managers? Please explain.**

12. **Are there any kind of incentives related to recognition, achievement of goals and others within Affirma? please describe...**

13. **Do you consider that there is the same opportunity for professional and job growth for all Affirma employees? Please describe.**

14. **Could you describe the policies or practices in place to promote an equitable treatment of all employees at Affirma?**