

**“Navigating Cross-Cultural Dynamics: Exploring the  
Impact of Taiwanese Working Holiday Makers on  
Human Resource Management in the Irish  
Hospitality Industry”**

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## **Abstract**

It is an in-depth study of the experiences and difficulties encountered by Taiwanese nationals on working holiday programmes in Ireland, with particular emphasis on those within the hospitality sector. This also illustrates the popularity among young people of international work experiences through programmes that are a legal way for them to explore other languages and customs. These findings echo the review of literature, where was associated with enhanced cultural experience and personal development.

The research also explores the ideas of diversity and inclusion, underlining their importance in building innovative, collaborative and productive environments. The article highlights the advantages of having a diverse team, from better problem-solving and creativity to an improved organisational reputation and employee morale. It covers issues such as how to get beyond token inclusion, the effects of unconscious bias and what happens when conflict ensues.

This interviews explores how Taiwanese working holiday makers work in Irish demographics, their work experience and cultural issues emerging by migrant worker, also the resources provided at workplace. The results of the study showed that these workers, who work in their majority in four-stars hotels located for most part in Dublin experience important difficulties of cultural adjustment. But nevertheless, they have done good for the organisation in terms of diversity into their culture and creating better guest experience.

Ultimately, the findings speak to the importance of managing workplace cultural diversity in order for every one's voice and value is heard; structural supports such as intercultural competency training, open communication strategies or inclusive leadership are more important than ever. This includes further empirical research in order to understand how working holiday makers are integrated and whether they do have any long-term impacts on other organisational practices.

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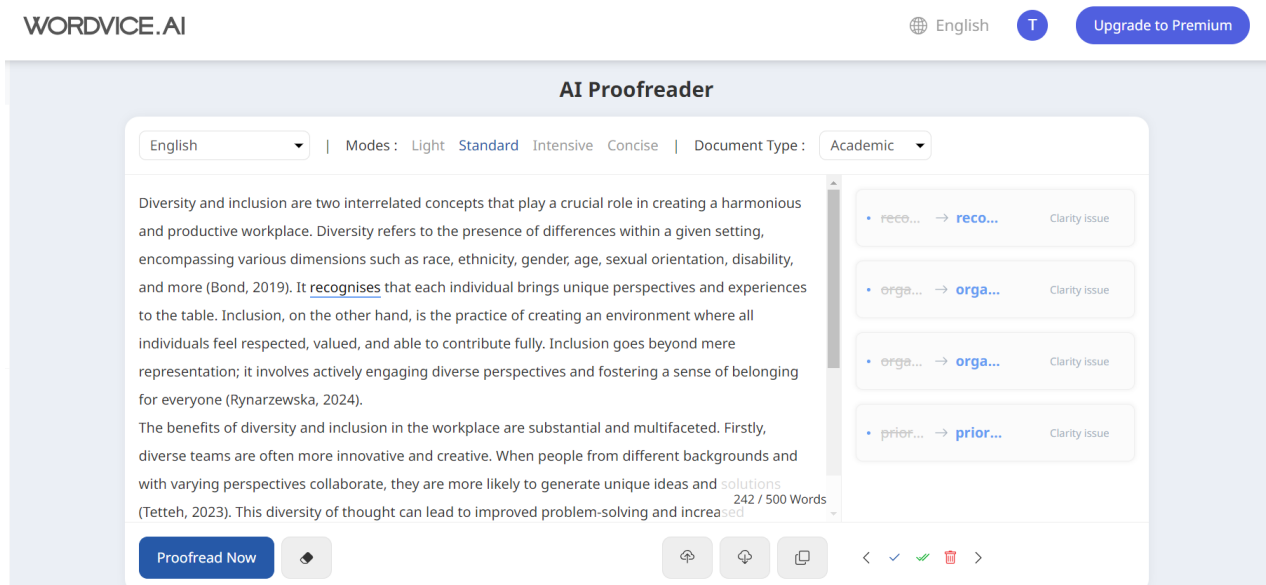
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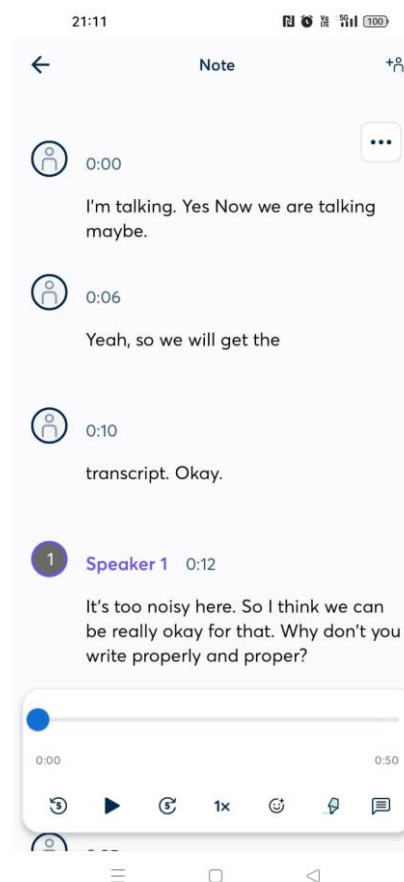
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## **List of Abbreviations**

HR: Human Resources

HRM: Human Resources Management

MOU: memorandum of understanding

WH: Working Holiday

WHMs: Working Holiday Makers

## **1. Introduction**

### **1.1 Background on the Research Topic**

The popularity of working holidays has grown substantially worldwide, with many youth pursuing global experiences that blend sightseeing with temporary jobs. This pattern is especially prominent among Taiwanese participants in Ireland's Working Holiday Maker programme, who mainly find positions in the hospitality sector. Such schemes, meant to foster cultural sharing and self-improvement, permit young people to sample diverse lifestyles and occupational settings, significantly amplifying their international perspectives while cultivating independence and competitiveness. Meanwhile, these programmes have allowed numerous hospitality companies to fill essential seasonal roles with enthusiastic, lower-cost workers from abroad eager to immerse themselves in new cultural surroundings while broadening life experience and future opportunities.

### **1.2 Justification for the Research**

While working holiday programmes continue gaining popularity worldwide, little extensive research examines the diverse experiences and struggles faced by these temporary migrants—especially within industries like hospitality. Grasping these nuances is paramount not just to strengthen support networks for working holidaymakers, but also evolve employer practices. This study seeks to offer revealing perspectives on cultural adjustment journeys, workplace complexities, and how working holidaymakers shape organisational culture and guest interactions at Irish hospitality businesses. Furthermore, the dynamic interplay between short-term expatriates and local hires warrants investigation, to optimize training

and integration. Whether navigating unfamiliar rules and expectations or advancing careers abroad, each working holidaymaker story deserves attention to build cross-cultural understanding.

### **1.3 Gap in the Literature**

While many research on temporary work programmes and the profiles of individuals partaking have looked into advantages, there is still much unknown about explicit troubles faced in employment, how well incorporated into new nation's work, and long-lasting effects of involvement. This study aims to address this by intensely inspecting Taiwanese experiences in Irish hospitality through varied, complex descriptions. From brief yet illuminating encounters to more drawn out depictions, narratives unveil both struggles navigating foreign systems as well as memories that linger after departing from shores once temporary home. Meanwhile, perspectives from employers and coworkers provide context regarding reciprocated cultural exchange within bustling venues and rigors of satisfying customers regardless of place of origin or duration of stay.

### **1.4 Main Research Questions**

This study is guided by the following main research questions:

A. How do Taiwanese WHMs influence recruitment and selection processes in the Irish hospitality industry?

B. What adjustments are necessary in training and development programmes to accommodate cultural differences between Taiwanese WHMs and Irish management?

C. How do cultural values and communication styles of Taiwanese workers impact team dynamics and collaboration within Irish hospitality

industry settings?

D. What strategies can Irish managers implement to foster cross-cultural understanding and integration between Taiwanese WHMs and local employees?

E. How do cultural differences influence the motivational factors and job satisfaction levels of Taiwanese WHMs in the Irish hospitality industry?

F. How do HR practices such as reward systems and performance incentives need to be adapted to effectively motivate and engage Taiwanese WHMs in Irish hospitality organisations?

### **1.5 Organisation of the Research**

This research examines multiple important aspects relating to working holiday programmes and diversity in the workplace. The **Literature Review** investigates prior studies focused on cultural exchange initiatives, inclusion policies, and multiculturalism within organisations. In **Methodology**, data collection, and analytical procedures are then outlined. **Findings and Analysis**, and **Discussion** are revealed and thoroughly evaluated in relation to the research questions and objectives. **Conclusion and Recommendations** remarks wrap up the key results, consider the impact on policymaking and HR practices, and propose avenues for additional scholarship.

## **2. Literature Review**

### **2.1 Working Holiday Programme**

The phenomenon of working holidays has gained popularity globally, with many young people seeking international experiences. Taiwanese Working Holiday Makers (WHMs) in Ireland are a growing demographic, particularly in the hospitality industry (Ministry for Foreign Affairs, 2022). According to the official statement, a working holiday is a youth in-depth cultural exploration and international exchange programme, allowing young people aged 18 to 35 who can live abroad for one to two years without any additional thresholds to go to various countries worldwide to experience different cultures and lifestyles in-depth while working legally at the same time. This allows them to accumulate life experience, expand international horizons, cultivate independence and enhance self-competitiveness (Ministry for Foreign Affairs, 2022).

The Irish Immigration Service (IIS) stipulates that young people aged 18 to 30 holding Taiwanese passports can apply for the Working Holiday Authorization (WHA) Programme. This scheme is intended for young people wishing to spend a longer holiday in Ireland and aims to promote an appreciation of the culture and lifestyle. The initiative provides for a quota of 400 WHAs per year. Authorization holders may engage in temporary employment and may also participate in short-term study courses lasting no longer than six months (Department of Justice, 2023).

Working holiday programmes have gained recognition as a growing and significant source of temporary migrant labour for affluent nations. How the Working Holiday Scheme and related schemes are used selectively to recruit temporary workers is as important as long-term immigrants are. An important point is that this working holiday programme and related schemes



are both exclusive and internally differentiated nationally. These programmes appear to be able to provide large numbers of temporary non-citizen workers and potentially long-term immigrants in a flexible way, nationally selective, and domestically politically acceptable (Helleiner, 2015).

The performance of a working holiday often presents itself as an open, stimulating and liberating process. However, Taiwanese WHMs point to considerable constraints on freedom and mobility involving family and social expectations, social infrastructure that supports mobility, and the time constraints that surround WHMs. Furthermore, directing the mobility of WHMs to specific workplaces also places them in flexible employment contexts, thereby increasing anxiety and insecurity (Tsai and Collins, 2017).

A working holiday is a way to find a working life, but it's only temporary and one-off. By participating in working holidays, individuals practice a lifestyle consistent with some adult values that represent their ideal of work-life balance. At the same time, they understand working holidays are temporary and take into account their "last chance effect" (Ho, 2019).

According to the above, it indicates that WHMs typically seek short-term employment, which can lead to higher turnover rates and increased recruitment costs for employers. This transient workforce often prioritises temporary positions that fit within their travel plans, meaning they are less likely to stay with one employer for an extended period. As a result, businesses may face continuous cycles of hiring and training new staff, leading to greater expense in terms of time and resources spent on recruitment processes.

Moreover, visa restrictions play a significant role in shaping the employment landscape for WHMs. The limitations on the duration and type

of work that WHMs are allowed to perform can significantly restrict the roles and responsibilities they can take on within a company (Antenor, 2021). However, short-time work also proves to be more cost-efficient in preserving jobs compared to wage subsidies (Cahuc, Kramarz and Nevoux, 2021). That is to say, while visa restrictions limit WHMs' roles, businesses can benefit from the cost efficiency of short-time work schemes. This approach helps maintain employment levels and offers a strategic advantage in managing workforce challenges within legal constraints.

## **2.2 Diversity and Inclusion**

### **2.2.1 The Concept of Diversity and Inclusion**

Diversity and inclusion are two interrelated concepts that play a crucial role in creating a harmonious and productive workplace. Diversity refers to the presence of differences within a given setting, encompassing various dimensions such as race, ethnicity, gender, age, sexual orientation, disability, and more (Bond, 2019). It recognises that each individual brings unique perspectives and experiences to the table. Inclusion goes beyond mere representation: it involves actively engaging diverse perspectives and fostering a sense of belonging for everyone (Rynarzeska, 2024).

The benefits of diversity and inclusion in the workplace are substantial and multifaceted. Firstly, diverse teams are often more innovative and creative. When people from different backgrounds and with varying perspectives collaborate, they are more likely to generate unique ideas and solutions (Tetteh, 2023). This diversity of thought can lead to improved problem-solving and increased innovation. Secondly, organisations that prioritize diversity and inclusion often see higher levels of employee engagement and satisfaction (Wadhwa, 2023). Diverse

teams drive innovation and creativity by bringing together varied perspectives and experiences, and organisations that prioritise diversity and inclusion create a supportive environment where employees feel valued and respected. When employees feel valued and included, they are more likely to be motivated, loyal, and productive. This positive work environment can lead to lower turnover rates and higher retention of top talent (Tetteh, 2023).

Furthermore, diversity and inclusion can enhance an organisation's reputation and brand image. Companies known for their inclusive practices are more attractive to a broader range of customers and potential employees (Holly and Annalize Marnewick, 2022). This can provide a competitive edge in the marketplace, as consumers and job seekers increasingly prefer organisations that demonstrate social responsibility and a commitment to equality (Baum, 2021). Additionally, diverse and inclusive workplaces are better equipped to understand and serve diverse customer bases, leading to improved customer satisfaction and business success (McKinsey & Company, 2020).

Despite the clear benefits, achieving diversity and inclusion in the workplace is not without challenges (Hellerstedt, Uman and Wennberg, 2023). One significant challenge is overcoming unconscious bias. Unconscious biases are deeply ingrained stereotypes and attitudes that can affect decision-making processes without individuals even realising it (Johns, Green and Powell, 2012). These biases can lead to discriminatory practices in hiring, promotions, and daily interactions, undermining diversity and inclusion efforts. Addressing unconscious bias requires ongoing education, self-awareness, and a commitment to changing behaviors (Hellerstedt, Uman and Wennberg, 2023).

Another challenge is ensuring meaningful inclusion. While diversity

can be measured through representation, inclusion is more difficult to quantify. It requires creating an organisational culture that genuinely values diverse perspectives and actively involves all employees in decision-making processes (Johns, Green and Powell, 2012). This can be challenging in environments with deeply rooted traditional practices and resistance to change (Hellerstedt, Uman and Wennberg, 2023) . Effective inclusion strategies often require a top-down approach, with leadership setting the tone and modeling inclusive behavior ( Tetteh, 2023).

Additionally, managing diversity-related conflicts can be challenging. Differences in cultural norms , communication styles,and perspectives can sometimes lead to misunderstandings or tensions within teams (Köllen, Kakkuri-Knuuttila and Bendl, 2018 ). Organisations need to provide training and resources to help employees navigate these differences constructively. Open communication, empathy, and conflict resolution skills are essential for fostering a cohesive and inclusive workplace ( Wadhwa, 2023).

### **2.2.2 Cultural Diversity Management**

Currently, researches indicate that diverse teams inherently bring together individuals with varying backgrounds, perspectives, and experiences, which fosters innovation and creativity. This diversity of thought encourages teams to approach challenges from multiple angles, leading to more innovative solutions and a competitive edge in the market (Cook *et al.*, 2023). In order to stay competitive, managing inclusion and diversity in the workplace has taken significance (Wadhwa, 2023).

Workingholiday programmes can indeed bring workplace diversity. Participants come from various countries and cultural backgrounds, enriching teams with diverse perspectives and experiences. This diversity fosters innovation and encourages multiple approaches to problem-

solving, enhancing overall team creativity and adaptability (Hiemstra, Derous and Born, 2017). In order to minimise the unfavourable effects of interpersonal interactions, diversity management entails making excellent selections among a varied workforce (Darden, 2017). Diversity management aims to enhance organisational effectiveness through the implementation of suitable organisational structures, systematic policies and procedures, and the creation of a fair and equitable work environment for all employees (Benton, Fratzke and Sumption, 2014).

In contrast to affirmative action and equal employment opportunity, diversity management is grounded in academic research and practical application rather than legal requirements (Tetteh, 2023) . It encompasses organisational initiatives aimed at promoting knowledge exchange and fostering an appreciation of cultural diversity (Darden, 2017).

Understanding national differences is crucial in human resource management (HRM) due to the increasingly global nature of businesses (Vaiman and Brewster, 2015). National differences encompass variations in cultural norms, legal frameworks, economic conditions, educational systems, and labor markets across countries. These differences significantly impact HRM practices and strategies. Recognising and managing these differences can lead to more effective and harmonious international operations ( Vance and Paik, 2006).

Cultural norms shape attitudes and behaviours, crucial for HRM practices (Thomas and Lazaro, 2014). EU nations, for instance, enforce stricter labour laws than the US. Economic conditions affect HR strategies, with high unemployment offering hiring advantages but low prompting retention focus (The Culture Factor Group, 2023, Minkov and Kaasa, 2022). Varied educational systems affect skill availability; advanced systems provide skilled workforces, while others require extensive training. Social

and ethical norms guide HRM on diversity and inclusion; varying emphases shape policies, necessitating tailored approaches for global HR management (Vance and Paik, 2006).

Recognising and managing national differences in HRM is essential for the success of corporations (Vance and Paik, 2006). It enables companies to develop HR strategies that align with cultural, legal, and economic contexts, enhancing employee engagement and organisational performance (Min, Kim and Agrusa, 2021). Moreover, it fosters a more inclusive and respectful workplace, which is critical for attracting and retaining global talent (Vance and Paik, 2006).

### **2.2.3 Cultural Diversity and Inclusion in the Hospitality Industry**

Based on author's observation, the majority of working holiday makers tend to find employment in the hospitality industry. Thus, managing cultural diversity within the hospitality industry is essential for fostering an inclusive and harmonious work environment (Gursoy and Maier, 2023). The hospitality sector, characterised by its global clientele and workforce, must navigate various cultural differences to ensure smooth operations and excellent customer service (Keizer-Remmers, Ivanova and Brandsma-Dieters, 2021). Effective management of cultural diversity involves several key strategies.

First, cultural competence training is crucial. Employees need to understand and respect different cultural norms, communication styles, and behaviours. This training helps prevent misunderstandings and enhances interactions with both colleagues and guests (Nicolaides, 2016).

Second, promoting open communication is vital. Encouraging employees to share their cultural backgrounds and experiences can lead to a more inclusive atmosphere where everyone feels valued and heard. Third,

implementing fair and equitable HR practices is essential (Vithayaporn, 2023). Recruitment, promotion, and reward systems should be designed to be inclusive and free from bias. Additionally, fostering a supportive leadership approach that models inclusive behavior sets the tone for the entire organisation (Mafuta, Maingi and Khayiya, 2022). Leaders should actively champion diversity initiatives and address any issues of discrimination or exclusion promptly.

Overall, managing cultural diversity effectively not only improves employee satisfaction and retention but also enhances the guest experience, as diverse teams can offer more personalized and culturally sensitive service (Min, Kim and Agrusa, 2021).

Moreover, the Irish hospitality industry has increasingly recognized the importance of diversity and inclusion, implementing various initiatives to create a more inclusive environment (Devine *et al.*, 2008). One key initiative is the development of diversity training programs. These programmes aim to educate employees about different cultures and promote understanding and respect for diversity (Nolan *et al.*, 2010). Training often includes workshops on cultural competence, unconscious bias, and inclusive communication techniques. Another significant initiative is the establishment of diversity and inclusion committees within organisations (Geraghty, 2010). These committees are tasked with developing and monitoring policies and practices that promote diversity, ensuring they are effectively implemented across all levels of the organisation. Additionally, recruitment strategies have been adapted to attract a more diverse workforce (Nolan, 2002). This includes partnering with multicultural job boards and attending job fairs that cater to diverse populations. Organisations also emphasise the importance of inclusive leadership, encouraging managers to foster an inclusive culture and support diverse team members (Ntukula,

2013). Furthermore, many hotels and restaurants have started to celebrate cultural events and holidays, which helps to raise awareness and appreciation of different cultures among staff and guests (Hanrahan, 2017). These diversity initiatives not only enhance the work environment for employees but also improve the overall guest experience by fostering a more welcoming and culturally sensitive atmosphere (Nolan *et al.*, 2010).

#### **2.2.4 Irish Government-Implemented Laws**

In addition, the Irish administration has adopted a spate of laws and regulations for fostering equal opportunities (McGinnity *et al.* Laws vary from employment to equality, workplace safety etc. (Department of Children, Equality, Disability and Integration) Anti-discrimination laws, which overtly accept and exploit diversity in individuals or groups for corporate gain promote peace at workplaces through development of a productive and problem solving culture. A statutory objective for the ONI relates to workforce diversity (Tetteh, 2023) and it is likely that these realisations also find their place in determining how working holiday makers are received by Irish employers leading credence to theoretical expositions of fairness, justice or fundamentalbased approach within employment regulations.

The Government of Ireland has imposed several laws to support diversity, inclusion and equality in the workplace (McGinnity *et al* 2021). All these laws keep people coming from different communities are treated well and get equal chance of employments. Read on important key legislations that help encourage cultural diversity in the company.

The Employment Equality Acts 1998-2015 (the “EEA”) are the bedrock of Irish anti-discrimination law. These provide protection against discrimination on nine grounds — gender, civil status, family status age



disability race sexual orientation religious belief and membership of the Traveller community. These include provisions to treat all persons equally, not harass or sexually harass Direct discrimination and harassment in respect of any protected characteristic are direct forms of This measure is known as positive action promote equal opportunities for members from particular groups with different cultural perspectives.

THE Equal Status Acts 2000-2018 The Equal Status Acts are the parallel pieces of legislation to Employment Equality and prevent discrimination in providing goods/ services, accommodation or education. When workplaces embody such values, they are contributing to cultural diversity in an indirect way by fostering a greater societal inclusion (Irish Human Rights and Equality Commission 2020).

Furthermore, the National Action Plan Against Racism (Napar) is a whole-of-government strategic framework to address racism and interculturalism developed by the Irish government. Although not legislation, the NAPAR provides policy and practices guidance in a number of areas one being employment. It also promotes the development of policies and practices that advance cultural diversity, prevent racism. In addition, it supports work with companies to provide employers and employees education on racism and cultural diversity (INAR 2023)

## **2.3 Current Theories of Cross-Cultural Management**

### **2.3.1 Cross-Cultural Management Theories**

More importantly, they help in developing cross-cultural management theories that are essential for understanding the complexity of cultural diversity at work. These theories give us additional clarity on the problems and opportunities of managing teams and organisations that are composed of

individuals whose cultural background is different (Min, 2005; Thomas & Lazarova, 2014).

The rise of corporate globalisation, which is still developing, has made management by businesses pay increasing attention to the importance of cross-cultural factors (Tjosvold & Leung 2016). Instead, it's the "reconciliation of differences between very heterogeneous cultures so as to build a common – associative- culture for an enterprise" (D' Iribarne *et al.*, 2020). The end goal is to develop high-performance management practices. This is an inclusive management in the context of global operations (Tjosvold and Leung, 2016) against the background cultural environment hosted by subsidiary location. It aims to create a very powerful management process by taking care of potential conflicts that could have arisen due to the cross-cultural nature of things and crafting an entirely unique corporate culture in line with these findings (D' Iribarne *et al.*, 2020).

This basic goal is to create functional organisational kinds and management methods which are versatile in different cultural settings (Tjosvold & Leung, 2016). Moreover, in the corporate level such as management process that requires global operations it is to find jurisdictional objective across cultural conflict and provide one single code of conduct within different culture background employees Thomas & Peterson 2018. The company has taken the approach that it is going to maximise control over these operations and extract the untapped potentials and value in the business (Thomas & Peterson, 2018). Operational processes can only be smoothly executed, competition could further heighten and market share would be broadened provided the successful implementation of cross-cultural management in globalised enterprises (Tjosvold & Leung, 2016).

### 2.3.2 Hofstede's Cultural Dimensions Theory

Cultural Dimensions provides a framework for understanding cultural differences and their impact on workplace behaviour and management practices. Two notable frameworks, Hofstede's cultural dimensions theory and Trompenaars' cultural dimensions, are often employed to analyse and interpret cross-cultural dynamics (D' Iribarne *et al.*, 2020).

Hofstede's cultural dimensions theory provides a systematic framework for comparing and contrasting cultural values, enabling researchers, policymakers, and organisations to understand and navigate the complexities of intercultural interactions (Nickerson, 2023; Cronjé, 2011). Hofstede presented a cultural aspects model with six dimensions: power distance index, individualism-collectivism, uncertainty avoidance index, masculinity-femininity, long-term and short-term orientation and indulgence-restraint (Dowling, Festing and Engle, 2017). This model investigates whether a culture values hierarchy and respects unequal power distribution, or if it values equality, shared power, and poor tolerance for imbalances in power. It looks at how much stress is placed on a person's autonomy, rights, and ambitions as opposed to collaboration, shared objectives, and community ties. It also contrasts how different cultures see future unpredictability—accepting changes and hazards or resisting them in the sake of stability. It also takes into account whether a culture prioritises gender equality, interpersonal relationships, professional ambition, competition, gender role differentiation, and quality of life. Time-based orientation is evaluated in terms of restraint in the pursuit of pleasure and present vs future goals (Dowling, Festing, and Engle, 2017).

Cross-cultural management research has traditionally been dominated by the positivist tradition, notably exemplified by the influential work of Hofstede. However, increased interaction between different paradigms in

cross-cultural management research allows such interdisciplinary engagement to lead to further advances in knowledge in the field (Romani, Barmeyer, Primecz and Pilhofer, 2018).

### **2.3.3 Trompenaars' Cultural Dimensions Theory**

Trompenaars' cultural dimensions theory on the other hand is a universal paradigm to enhance understanding of variety organisational complexities. This model can be useful in exploring the consequences of humongous diversity on communication, decision making and interpersonal attraction at work. In this way, organisations can be assisted in acknowledging and valuing these cultural dimensions to craft solutions for coping with cross-cultural dilemmas, encourage mutuali9ty within teams and advance effective intercultural communication (Trompenaars & Hampden-Turner, 2012).

Trompenaars' cultural dimensions theory can help address these and other important challenges WHMs may face in the context of prevailing values or beliefs – including communication barriers, work style differences and expectations around hierarchy or decision-making. Effective use of cultural diversity facilitates creation of inclusive environments, in which all participants experience a sense of belonging and can fearlessly deliver their best.

### **2.3.4 Motivation Theories**

Understanding What drives employees to perform and remain engaged at work is crucial for effective human resource management (Bandhu *et al.*, 2024). Several well-established motivation theories provide valuable insights into employee behaviour and the factors that influence motivation in the workplace (Michalak and Zochorek, 2022). Theories such as Maslow's

Hierarchy of Needs and Herzberg's Two-Factor Theory explain the factors that drive employee motivation and satisfaction.

Maslow's Hierarchy of Needs is a psychological theory proposed by Abraham Maslow (Kovach, 2018). It posits that human needs are arranged in a hierarchy, and individuals are motivated to fulfill these needs in a specific order. Physiological needs are Basic survival needs such as food, water, and shelter . In the workplace, this translates to adequate pay and comfortable working conditions. Safety Needs is security and protection from physical and emotional harm. Job security and safe working environments address these needs (Tepliuk and Domina, 2022, Kovach, 2018).

Next, social needs is the need for love, affection, and belonging. Positive relationships with colleagues and a sense of camaraderie fulfill these needs. Esteem needs means the desire for self-esteem, recognition, and respect. Opportunities for advancement, recognition programmes, and responsibilities help meet these needs. Last one is self-actualization needs, which is to achieve one's potential and self-fulfillment. Offering challenging projects, career development, and creative opportunities helps satisfy these needs (Tepliuk and Domina, 2022, Kovach, 2018).

Frederick Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, suggests that there are two sets of factors influencing motivation (Michalak and Zochorek, 2022). Motivators are Factors that lead to job satisfaction and motivate employees to perform better. These include achievement, recognition, the work itself, responsibility, and advancement. On the other hand, hygiene factors are factors that can cause dissatisfaction if not addressed but do not necessarily motivate if present. These include company policies, supervision, salary, interpersonal relationships, and working conditions. Herzberg argued that

improving hygiene factors can prevent dissatisfaction, but true motivation comes from enhancing motivators (Tepliuk and Domina, 2022, Kovach, 2018).

Overall, Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory are highly relevant to understanding the motivational dynamics of working holiday makers (WHMs) within different cultural contexts. Maslow's model underscores the diversity of human needs across cultures, suggesting that WHMs from different backgrounds may prioritise different needs such as safety, belongingness, or self-esteem. Herzberg's theory complements this by emphasising the importance of adapting hygiene factors (like work conditions and salary) and motivator factors (like recognition and growth opportunities) to meet diverse cultural expectations among WHMs. By tailoring motivational strategies based on these theories, organisations can enhance WHMs' satisfaction and motivation, thereby fostering a productive and engaged workforce that thrives in culturally diverse work environments. Understanding these theories enables organisations to create supportive and fulfilling work experiences for WHMs, aligning motivational strategies with cultural nuances to maximise employee satisfaction and performance.

### **2.3.5 HRM Strategies and Practices**

WH programme participants often originate from many countries and cultural backgrounds. They come with various experiences, cultural beliefs and norms to work. Such diversity adds fresh perspectives to teamwork and problem solving by coming up with new ways of thinking approaches. It is liable to boost creativity and innovation where people based on their cultural upbringing can provide out of the box ideas, insights (Cook *et.al.*, 2023).

Intercultural or cross-cultural management theories offer a theoretical

background to discuss why and how the cultural diversity in organisations affects inter-organisational dynamics, as well as communication, leadership practices and all kinds of workplace behavior. These theories may provide crucial theoretical perspectives on the dynamics of cross-cultural teamwork through transient labour experiences in WH settings. The theories of cross cultural management suggest the significance of capacity for functioning and adapting to different cultures, commonly known as ‘Cultural intelligence’ (Yari *et al.*, 2020), which means that how a person can act smartly in changing surrounding culture. Participants in WH programmes would have to carry out extensive cultural intelligence quotient (CQ) when it comes to managing a context that is soaked with different cultures (Riggio, 2020, Wang and Goh, 2020).

Also this knowledge of communication styles is very important. Another issue which is argued from the perspective of cross-culture theories (high context versus low-context communication) and might impact interacting, communicating, sharing information among WH participants how they interpret messages. The theories also consider the ways in which cultural factors influence team dynamics (Romani *et al.*, 2018). WH participants frequently work in culturally diverse teams, and a knowledge of cultural dimensions like individualism-collectivism can support teamwork.

Cross-cultural management theories can also help to explain the challenges and opportunities confronting the WH project. Individuals on a working holiday journey through levels of culture shock. Such transition theories based on cross-cultural management can identify anticipated challenges that will emerge during this period and strategies to intervene (D' Iribarne *et al.*, 2020). WH programmes is an opportunity for cross-cultural growth Cross-cultural management theories help to explain the learning that takes place and how people can further develop this cultural competence.

Further, organisations that host WHMs can also gain from cultural diversity management approaches based on cross-cultural theories (Köllen 2021). This includes work to create an inclusive environment that appreciates and leverages different cultures. Cross-cultural management theories can also provide insights on how knowledge is transferred among individuals from distinct cultures (Wang and Goh, 2020). Organisations around the globe can undertake knowledge-sharing strategies in a culturally tuned manner. On the whole, the repackaging of factor mobility and cross-cultural management theory transfer to WH programmes is useful for advancing our understanding on how cultural dynamics work in temporary labour setups.

## **2.4 Inconsistencies and Shortcomings**

One major inconsistency in the literature on cross-cultural human resource management (HRM) is the lack of consensus on best practices for integrating working holiday makers (WHMs) into the local workforce and effectively managing cultural differences. Despite the growing presence of WHMs in various industries, existing HRM practices often fall short of fully addressing the unique needs and challenges posed by a culturally diverse workforce. This shortfall is particularly evident in the context of the Irish hospitality industry, where there is limited research specifically focusing on Taiwanese WHMs. Most studies tend to concentrate on larger, more culturally homogenous populations, leaving a significant gap in understanding the nuanced experiences of Taiwanese WHMs in Ireland.

### **2.4.1 Need for Further Testing**

Several Areas within this field require further Empirical testing due to a lack of conclusive evidence. For instance , the effectiveness of specific



training programs designed for culturally diverse workforces remains underexplored. /Research is needed to evaluate how these programmes can better prepare WHMs and local employees for cross-cultural interactions. Additionally, the long-term. impact of WHMs on HRM practices and organisational culture is not well-documented, necessitating further investigation. Another critical area that demands more empirical testing is the effectiveness of various Cross-cultural Management strategies across different organisational contexts . Understanding which strategies work best in specific settings can help improve integration and collaboration within diverse teams/.

## **2.5 Conclusion**

The working holiday programme offers young people a unique opportunity to experience life abroad while working temporarily. This programme promotes cultural exchange , personal growth, and independence. However, participants face challenges such as family constraints and social expectations., which can increase anxiety and insecurity. Effective management of cultural diversity is crucial for the success of such programmes ,, particularly in industries like hospitality. Strategies include cultural competence training, open communication, and inclusive leadership. The Irish government supports diversity and inclusion through laws and strategic frameworks , promoting equality and tackling racism./

Cross-cultural management theories and motivation theories provide valuable insights for enhancing workplace collaboration and employee satisfaction. Further research is needed to address the shortcomings in current HRM practices and to develop more effective strategies for integrating working holiday makers . Overall,, fostering an inclusive and

culturally aware work environment benefits both organisations and their employees, enhancing innovation, engagement, and productivity.

To sum up, examining how WHMs from diverse cultural backgrounds collaborate within shared work environments is crucial for Human Resource Management (HRM) . This understanding allows HRM to effectively manage teams by leveraging the strengths of cultural diversity, fostering teamwork, and enhancing overall productivity. It also helps HRM in resolving conflicts that may arise from cultural differences, promoting mutual understanding and harmony among team members.

Moreover, this knowledge is vital for HRM in attracting talent from diverse backgrounds and ensuring inclusivity in recruitment processes. By embracing cultural diversity, HRM can create a workplace where employees feel valued, respected, and motivated to contribute their best. This inclusivity not only enhances employee satisfaction and loyalty but also strengthens the organisation's reputation as an employer of choice.

Furthermore, HRM can use insights into cultural diversity to develop tailored training and development programs that promote cultural awareness , Effective communication, and cross-cultural collaboration. These initiatives empower employees to work collaboratively across cultural boundaries, fostering innovation and creativity within the organisation.

Ultimately, understanding How WHMs from diverse cultural backgrounds collaborate is foundational for HRM in cultivating a positive organisational culture that embraces diversity, drives performance, and achieves long-term success.

### **3. Methodology**

#### **3.1 Introduction**

Given that the research intends to investigate and explore how Taiwanese WHMs are affecting HRM in Irish hospitality, a qualitative approach would be suitable enabling capturing multifaceted experiences of people involved.

This study will use qualitative research to access the first-hand experiences and opinions of people involved in working holidays. This will be examined in the context of three key participant groups— Taiwanese WHMs, Human Resource professionals and organisations leaders within the Irish hospitality sector along with their personal experiences attitudes perceptions. The method employed may involve a mix of interviews and participant observations to capture, in depth the complex nature of these experiences.

This chapter discusses the chosen methodology, research philosophy, approach, design as well as ethical concerns, validity, reliability and finally limitations and ending with a summary.

#### **3.2 Faulty Designs and Methods**

The present body of research on cross-cultural HRM suffers most from methodological inadequacies. Researchers tend to gravitate towards quantitative methods that frequently miss the nuanced singular experiences and viewpoints of WHMs and HR. In order to achieve a more profound understanding of these dynamics, qualitative approaches such as indepth interviews and focus groups are indispensable. Furthermore, there are almost no long-term studies that trace the ramifications of cross-cultural dynamics on HRM practices. Yet only through such studies can we ascertain

how integration develops over time and what lingering effects are left on organisational effectiveness.

### **3.3 Research Philosophy**

Research philosophy, one of the basic frameworks for doing research, is a paradigm based on the premise of the nature of knowledge and reality, which directs how non-experimental studies are approached. It supports the data gathering method used and influences the shape and interpretation of the data. When examining how Taiwanese WHMs affect Irish hotel industry HRM, several study philosophies offer diverse perspectives and research approaches. The research primarily employs an interpretative technique, although it also has features of positivism and pragmatism.

#### **3.3.1 Interpretivism Approach**

Interpretivism emphasises understanding social processes from the viewpoints of persons concerned. Subjective interpretations, contextual factors, and the social construction of reality are highlighted. According to interpretivists, people's actions and behaviors are shaped by how they interpret their experiences, which are influenced by their distinct social and cultural origins. Subjectivity, qualitative approaches, contextual knowledge, and extensive description are some of interpretivism's salient features (Wijesinghe, 2011). While qualitative methods are data gathering techniques that frequently incorporate interviews, ethnography, or textual analysis to examine meanings and interpretations, subjectivity demonstrates that researchers realise their role in creating study findings and interpretations (Ryan, 2018). While rich description emphasises that researchers strive to produce extensive, context-rich descriptions of phenomena under investigation, contextual understanding places focus on understanding the

social and cultural settings in which behaviors and activities occur (Alharahsheh and Pius, 2020).

An interpretivist approach might entail conducting in-depth interviews with Taiwanese WHMs, HR professionals, and organisational leaders to gain insight into their subjective experiences and perceptions; examining the cultural and social contexts that influence interactions between WHMs and local employees in hospitality settings; and analysing interview transcripts to find themes and patterns that reflect WHMs' perceptions of their roles and impacts within organisations.

### **3.3.2 Positivism Approach**

The foundation of positivism rests upon applying scientific techniques to studying society. The positivist seeks universally applicable principles governing human conduct, emphasising detached, systematic inspection. Positivists maintain reality persists independent of individuals, discerned through rigorous examination and quantification of observable phenomena (Alharahsheh and Pius, 2020). Objectivity in methodology, causal links, conclusions extending to wider populations, and empiricism define positivism's defining characteristics. Empirical observation encompasses gathering real-world data through observable phenomena and statistical analysis. Separately, maintaining objectivity alludes to researchers' aim to remain neutral without impacting experiments or insights. Positivists often strive to illustrate causal relationships between elements. However, determining generalisability proves challenging without testing theories across diverse settings and samples. Meanwhile, small studies may elucidate micro-level dynamics yet preclude broader assumptions. Notwithstanding, synthesis of mixed techniques can help offset individual limitations, yielding a balanced portrait approximating reality.

A positivist approach could entail gathering quantitative data through surveys on the perceived effects of Taiwanese WHMs on HR practices, examining statistical data to find correlations between WHMs' participation and organisational outcomes, and attempting to establish generalisable findings that can guide more comprehensive HRM strategies in the hospitality industry.

### **3.3.3 Pragmatism Approach**

Pragmatism emphasises usefulness and practicality in study design and results, combining aspects of positivism and interpretivism. Rather than rigidly adhering to a single philosophical position, pragmatics contend that various research methods should be chosen based on the context and research question (Maarouf, 2019). They give top priority to the application of techniques that can yield useful insights and effectively handle the research topic. Pragmatism's core attributes include problem-centered, actionable knowledge, methodological diversity, and adaptability. Problem-centered research emphasises addressing real-world problems or issues that people or organisations face, and methodological pluralism shows that researchers are willing to use both quantitative and qualitative methods when necessary (Parvaiz, Mufti, and Wahab, 2019). While flexibility refers to pragmatists' willingness to modify research techniques in response to new information or shifting study contexts, actionable knowledge focuses on producing knowledge that may guide practice or decision-making (Morgan, 2014).

A practical approach to researching the effects of Taiwanese WHMs on HRM in the Irish hospitality sector could entail combining survey and interview methods to collect quantitative data on organisational impacts and qualitative insights into individual experiences; combining results from

various approaches to offer a comprehensive understanding of how WHMs affect HRM practices; and working with industry stakeholders to guarantee research findings are applicable and actionable within hospitality organisations.

### **3.4 Research Framework**

A research framework offers direction and organisation for carrying out a study. It describes the main elements of the research process, such as the timeframe, procedure, technique, goals, and research questions. A clear research framework makes it easier to guarantee that a study on the effects of Taiwanese WHMs on HRM in the Irish hospitality sector is methodical, exacting, and in line with its objectives.

#### **3.4.1 Research Objectives**

Research objectives are specific goals that a study aims to achieve through systematic investigation and analysis. In the context of examining the impacts of Taiwanese WHMs on HRM in the Irish hospitality industry, these objectives provide a clear roadmap for exploring various dimensions of the topic. They guide the research process by focusing on key aspects that need to be understood and evaluated.

For a study on Taiwanese WHMs' impacts on HRM in the Irish hospitality industry, the research objectives include:

- A. Examine the impact of Taiwanese WHMs on HRM practices by investigating their influence on recruitment and selection processes, and identifying necessary adjustments in training and development programmes to accommodate cultural differences between Taiwanese WHMs and Irish management in the Irish hospitality industry.

- B. Understand cultural dynamics by analysing how the cultural values and communication style of Taiwanese workers impact team dynamics and collaborations within the Irish hospitality industry, and proposing strategies for Irish managers to foster cross-cultural understanding and integration between Taiwanese WHMs and local employees.
- C. Analyse employee motivations and engagements by examining how cultural differences influence the motivational factors and job satisfaction levels of Taiwanese WHMs in the Irish hospitality industry and determining adaptations needed in HR practices, such as rewards systems and performance incentives, to effectively motivate and engage Taiwanese WHMs in Irish hospitality organisations.

### **3.4.2 Research Questions**

- A. Examine the Impact on HRM Practices
  - a. How do Taiwanese WHMs influence recruitment and selection processes in the Irish hospitality industry?
  - b. What adjustments are necessary in training and development programmes to accommodate cultural differences between Taiwanese WHMs and Irish management?
- B. Understand Cultural Dynamics
  - a. How do cultural values and communication styles of Taiwanese WHMs impacts team dynamics and collaboration within Irish hospitality industry settings?
  - b. What strategies can Irish managers implement to foster cross-cultural understanding and integration between Taiwanese WHMs and local employees?



### C. Analyse Employee Motivation and Engagement

- a. How do cultural differences influence the motivational factors and job satisfaction levels of Taiwanese WHMs in the Irish hospitality industry?
- b. How do HR practices such as reward systems and performance incentives need to be adapted to effectively motivate and engage Taiwanese WHMs in Irish hospitality organisations?

#### **3.4.3 Research Timeline**

A research timeline describes the anticipated timetable for carrying out the several phases of the study, including data collecting, analysis, and reporting. It assists in making sure the study stays on course and fulfills deadlines. This schedule guarantees a methodical approach to carrying out the study, evaluating the information, and finishing the dissertation in the allotted amount of time. It guarantees completeness in data collecting and analysis while providing flexibility to handle any unforeseen obstacles.

- A. Preparation Phase: Month 1-4 (January- April 2024): Involve finalizing the research proposal and securing approvals, reviewing literature on Taiwanese WHMs, HRM practices in hospitality, and cultural dynamics, developing research instruments like interview guides and observation protocols, recruiting participants such as Taiwanese WHMs, HR professionals, and organisational leaders, drafting and revising dissertation chapters based on feedback.
- B. Data Collection Phase: Month 5-6 (May-June 2024): Send invitations to interview participants and confirm their availability, and Provide interview questions to interviewees and finalize details. Pilot test research instruments and refine based on feedback, and Conduct semi-structured interviews with Taiwanese

WHMs, HR professionals, and organisational leaders.

- C. Data Analysis, Writing and Finalization Phase: Month 7 (July 2024): Conclude the data collection phase, transcribe interviews, and organise and code the transcripts using thematic analysis, and then analyse observational data to identify cultural dynamics and HRM impacts, and conduct cross-case analysis to compare findings across participant groups. Finally, finish discussion and conclusion chapters, finalize the dissertation, and then submit it for examination.

### **3.5 Research Approach**

The research approach outlines the comprehensive plan and techniques utilized to successfully address the study questions and objectives. A variety of methodologies is used to provide thorough insights, given the qualitative nature of the study on the influence of Taiwanese WHMs on HRM in the Irish hospitality industry.

A prepared set of open-ended questions combined with flexibility is known as semi-structured interviews, a type of qualitative research approach. They are extensively employed in social sciences, such as management studies, anthropology, sociology, and psychology, to get comprehensive understanding of participants' viewpoints, experiences, and actions (Adeoye-Olatunde and Olenik, 2021). Semi-structured interviews, as opposed to structured interviews with set formats, provide a more detailed investigation. Open-ended questions in the interview guide are intended to extract rich qualitative data by collecting aspects that may be missed by quantitative approaches (Kallio *et al.*, 2016). Prioritizing the viewpoints of participants allows for a greater comprehension of intricate topics including attitudes, motives, and cultural dynamics (Adams, 2015).

While semi-Structured interviews actively involve participants and provide rich, contextualized material, they can also be time-consuming and biased by the interviewer. Careful consideration and subjective assessment are necessary when analysing qualitative data (Raworth *et al.*, 2012). Because Semi-structured interviews offer a good mix of structure and flexibility, they are the preferred method for this study's analysis of HRM practices, cultural dynamics, and employee motivation among Taiwanese WHMs in Irish hospitality industry.

In this study, fifteen participants (Table 1) engaged in in-depth interviews across three diverse groups who offered varied viewpoints on our research topics. Five Taiwanese WHMs were consulted to gain understanding of their experiences and challenges navigating the Irish hospitality sector as well as their cultural interactions. Five HR professionals were interviewed to glean insights into their management and support of Taiwanese WHMs. Finally, five organisational leaders provided perspectives on the strategic influence and integration of Taiwanese WHMs in their companies.

Over several weeks, interviews delved profoundly into personal narratives, attitudes, and reflections. The semi-structured discussions allowed for flexible yet systematic exploration of key issues like HRM practices, cultural interactions, nuanced challenges, and strategic considerations. Participants offered rich qualitative data through longer, more intricate responses as well as shorter, more direct replies. Overall, the interviews captured a textured picture of stakeholder viewpoints to inform the analysis.

**Table 1. The List of Interviewees**

Number	Interview Date	Interview Method	Gender	Age	Nationality	Job Title	Company
WHM01	20/6/2024	video interview	female	29	Taiwan	front desk receptionist	a four-star hotel in Dublin 2
WHM02	20/6/2024	video interview	female	34	Taiwan	house keeper	a four-star hotel in Dublin 2
WHM03	29/6/2024	face to face	female	32	Taiwan	waitress	a four-star hotel in Dublin 2
WHM04	30/6/2024	face to face	female	35	Taiwan	barista	a chain coffee shop in Dublin 1
WHM05	30/6/2024	video interview	male	27	Taiwan	waiter	a Chinese restaurant in Dublin 8
HMP01	26/6/2024	face to face	female	45	Ireland	HR manager	a four-star hotel in Dublin 2
HMP02	26/6/2024	face to face	female	36	Brazil	HR manager	a four-star hotel in Dublin 2
HMP03	29/6/2024	video interview	female	34	France	HR	a chain coffee shop in Dublin 7
HMP04	04/07/2024	face to face	male	42	Ireland	HR manager	a five-star hotel in Dublin 2
HMP05	04/07/2024	face to face	male	36	Ireland	HR manager	a four-star hotel in Malahide
OL01	28/6/2024	face to face	female	55	Ireland	general manager	a four-star hotel in Dublin 2
OL02	06/07/2024	face to face	female	34	Taiwan	manager	a Chinese restaurant in Dublin 8
OL03	07/07/2024	face to face	female	33	China	manager	a Chinese restaurant in Dublin 1
OL04	07/07/2024	face to face	male	66	Ireland	restaurant manager	a four-star hotel in Malahide
OL05	11/07/2024	video interview	male	40	UK	duty manager	a four-star hotel in Dublin 13

### 3.6 Research Design

The entire plan or approach used to successfully address research questions and accomplish research objectives is referred to as research design. It offers a road map outlining the methodical procedures for gathering, analysing, and interpreting data. The research design includes a number of essential elements in the context of examining the effects of Taiwanese WHMs on HRM in the Irish hospitality sector, including research strategy, data collection techniques, sampling strategy, data analysis, research demographics, ethical considerations, validity and reliability, and limitations.

#### 3.6.1 Research Strategies

The research's methodological framework or approach is described in the research strategy. To learn more about the subjective experiences,

attitudes, and perspectives of Taiwanese WHMs, HR specialists, and organisational leaders in the Irish hospitality field, a qualitative research approach is used in this instance. These phenomena are investigated in-depth using qualitative techniques like participant observations and semi-structured interviews.

### **3.6.2 Research Procedure**

Semi-structured interviews are the main technique used in this study to gather data. The structure and flexibility of these interviews allow for a thorough examination of participants' perspectives while maintaining a consistent coverage of important subjects pertaining to HRM procedures, cultural dynamics, and employee motivation. Another method for seeing and comprehending interactions and behaviors in hospitality situations is participant observation.

### **3.6.3 Sampling**

The sampling strategy determines how participants will be selected for the study. In qualitative research, purposive sampling is often used to select participants who can provide rich, detailed information related to the research questions. For instance, Taiwanese WHMs, HR professionals with experience in managing international employees, and organisational leaders from diverse hospitality establishments may be targeted for their unique perspectives.

### **3.6.4 Research Demographic**

In this research, the demographic includes Taiwanese WHMs working in the Irish hospitality industry, HR professionals responsible for managing international staff, and organisational leaders representing various types of

hospitality establishments, such as hotels, restaurants, and resorts.

### **3.6.5 Data Analysis**

Qualitative data analysis techniques such as thematic analysis will be employed to analyse the data collected from interviews and observations. Thematic analysis involve identifying patterns, themes, and categories within the data to uncover underlying meanings and interpretations. This approach helps in generating rich,descriptive findings that are grounded in the perspectives of participants.

### **3.6.6 Ethical Considerations**

Protecting participant rights, anonymity, and privacy is made possible by ethical concerns in study design. Informed permission, data confidentiality, and minimising any negative effects on participants' well-being are all ways that this study will abide with ethical standards. With their voluntary involvement in the study and understanding that their answers would remain secret, participants will be guaranteed informed consent. In order to preserve participant identities, data will be anonymised before analysis and publication. Reflexivity will also be used by the researcher to identify any biases and strengthen the validity of the study.

### **3.6.7 Validity and Reliability**

Member verification and the triangulation of data sources will guarantee validity. Rigorous data collecting and analysis techniques will improve reliability. Include member verification by letting participants know about preliminary results in order to Verify interpretations and guarantee correctness. To strengthening the validity and reliability of the study findings, take part in peer review or confer with other researchers.

### **3.6.8 Limitations**

Several constraints should be taken into account for this study, which examines the effects of Taiwanese WHMs on HRM in the Irish hospitality industry. The sample size and its effect on the findings' generalisability is one important restriction. Within a certain geographic region or among particular categories of Irish hospitality facilities, the research may focus on a particular number of Taiwanese WHMs, HR specialists, and organisational executives. Therefore, the results might not accurately reflect the range of experiences across all Taiwanese WHMs or all kinds of hospitality enterprises in various locations.

The ability of researchers and participants to communicate in different languages and cultures can have an impact on the gathering and analysis of data. Furthermore, The length and breadth of insights gained may also be constrained by the study's timeline for data collecting and analysis. The results' applicability and relevance may be affected by modifications to government policies, economic situations, or HRM practices that take effect during or after the research period.

### **3.7 Conclusion**

This qualitative research investigates how HRM in the Irish hotel sector is impacted by Taiwanese WHMs. It explores the varying perspectives and experiences of WHMs, HR specialists, and organisational leaders using semi-structured interviews and participant observations. The results demonstrate important effects on hiring procedures, training curricula, interpersonal relationships, and worker motivation. Analysis shows long-term organisational effects and changing positions within the Irish hospitality industry. The research advances knowledge of cross-cultural

HRM practices and makes tactical suggestions to improve the successful integration of WHMs and local staff, promoting the competitiveness and cultural diversity of the organisation.



## 4. Findings and Analysis

### 4.1 Introduction

Focusing on their jobs in the hospitality industry, this research investigates the experiences of 27–35-year-old Taiwanese citizens who took part in working vacation programmes in Ireland. Participants aspired to further their professional and personal growth via international employment, drawing on backgrounds in sociology, business, and hospitality management. Understanding the difficulties these Taiwanese WHMs encountered, their approaches to workplace integration, and their effects on the Irish hospitality industry are the main goals of the study.

### 4.2 Demographics and Backgrounds of Participants

The research focused exclusively on Taiwanese citizens participating in WH schemes in Ireland, specifically examining those between the ages of 27 and 35 who were experiencing a pivotal phase of personal and vocational maturation. The educational pedigrees of the participants varied considerably; included in their ranks were qualifications in business administration, hospitality administration, sociology, and social work. This diversity attests to the programme's broad appeal attracting talent from an assortment of fields, with each individual contributing unique strengths to their respective workplaces given its drawing power across an array of professions.

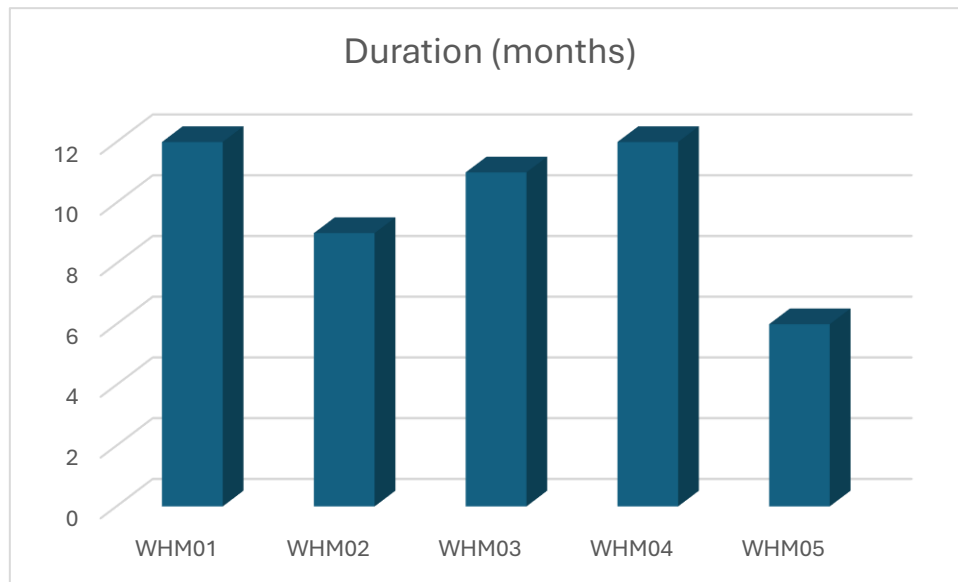
These participants' motives were mostly derived from their passions and professional goals. A strong desire to travel widely, explore different cultures, and pursue jobs in customer service drew many to the working holiday scheme. For instance, one participant articulated that *“I have always been passionate about travel culture and customer service”*. This

declaration sheds light on a more pervasive phenomenon among career-seeking travelers who pursue occupations aligning with their passions and presenting fresh, stimulating prospects, mirroring the speaker's own affinity for these domains. As these individuals eagerly seek cultural enrichment and full immersion abroad, their zeal for roaming and diversity often morphs into fervent dedication on the job. For others still, temporary roles allow sampling diverse fields before settling on careers blending work and continued wandering, wherever interests may lead. The fusion of an individual's interests and a job's requirements is core to the working holiday programme's allure. By providing occupations consistent with abilities and enthusiasms, the programme facilitates gaining useful overseas employment know-how concurrently satisfying private and career objectives. Where private incentives meet chances for professional growth creates a uniquely fulfilling working holiday for participants and helpful exchange for welcoming companies benefiting from the eclectic backgrounds and talents expatriates offer.

#### **4.3 Work Experience in Ireland**

The research participants had diverse jobs in the Irish hospitality industry, with the bulk working in four-star hotels located in Dublin. Reputable for their superior service, these hotels gave participants a chance to take on important and varied positions that gave them a complete picture of how the business is run. These respondents also had positions as baristas, waitresses and waiters, housekeepers, and front desk receptionists.

**Figure 1**



As is common with WH visas, the majority of participants retained their occupations for around a year (Figure 1). They have plenty of time to fully commit to their responsibilities, gain invaluable expertise, and contribute significantly to their host organisations throughout this period. Participants gained knowledge of industry operations, developed cross-cultural competency, improved their professional skills, and made a positive impact on host organisations throughout their employment.

First, through many operations at both hotels and restaurants, the trainees developed new skills-related training programmes: problem solving team working customer service -Combined with its own purpose in different operations, this saw to it that they were open for new professional options. Subsequently, participation in several departments of a hotel business gave trainees an overall understanding about what the industry entails and Staff must do to keep ops running normally. By working a tour of the hotel business sites, this experience has given me a whole new outlook on how closely hotel operations are interwoven, with the importance and priority of each position to our guests' satisfaction overall being noted.

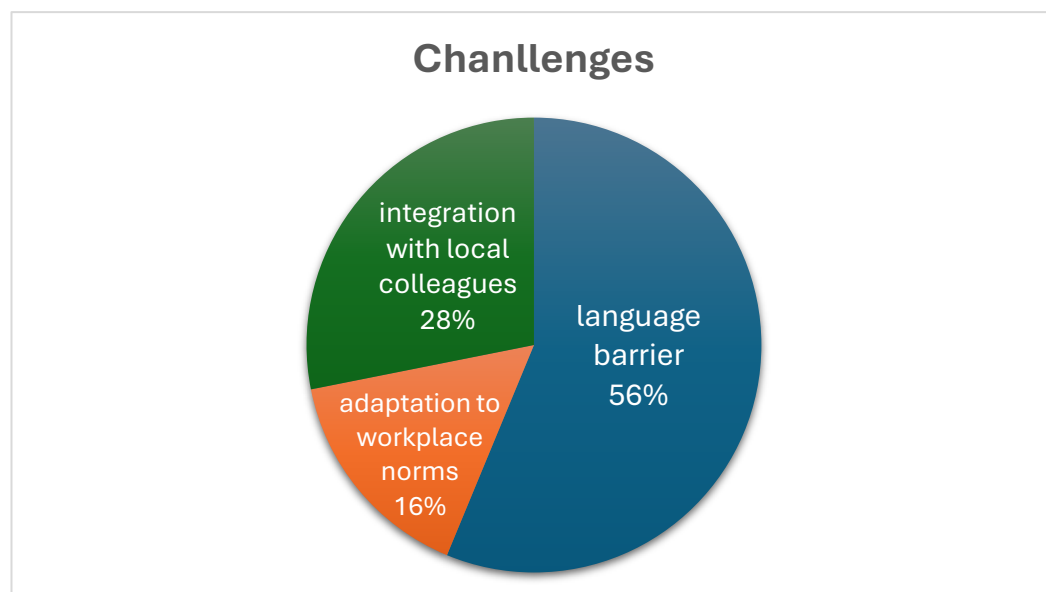
Cross-cultural communication and adaptation are critical skills for

working in global contexts, and the multinational work environment and interactions with many visitors helped participants improve these abilities. In order to enhance operations and improve guest experiences, participants also brought new ideas and vitality to the restaurants and hotels they were hosting. Their positions in the Irish hospitality industry demonstrate, all things considered, the importance of working holiday programmes in providing opportunities for significant career advancement and professional development.

#### 4.4 Cultural Challenges and Adaption

During their stay in Ireland, Taiwanese WHMs faced significant problems due to cultural differences (Figure 2). These difficulties included adjusting to workplace standards, integrating with local coworkers, and overcoming language limitations. It took organisational assistance as well as individual adaptability to address these problems.

**Figure 2**



#### 4.4.1 Language Barriers

One of the biggest issues for Taiwanese WHMs is language limitations. Even though many of the participants spoke English well, they had trouble understanding Irish idioms, dialects, and local accents. Everyday conversation was greatly hampered by the difficulty of distinguishing between different regional accents. One participant remarked, *"Sometimes I don't know what they are saying...when they wrote it down I couldn't understand it because of the handwriting."* This quotation highlights the real-world challenges experienced by Taiwanese WHMs, for whom even written correspondence may be difficult if handwriting is illegible or uses slang words they are not acquainted with.

#### 4.4.2 Integration with Local Colleagues

Integrating with local colleagues presented distinctive difficulties that required nuanced navigating. Building rapport and cultivating cooperative collaborations with team members from diverse backgrounds necessitated finesse and cultural sensitivities. Taiwanese WHMs strived to reconcile cultural variances and circumvent biases or misconceptions through thoughtful discussions. Differences in social norms and workplace etiquette further complicated integration. Such societal distinctions at times spawned misunderstandings or uncomfortable exchanges, potentially undermining unit cohesion and good cheer within the workplace environment.

#### 4.4.3 Adaptation to Workplace Norms

Taiwanese WHMs in Ireland faced a great deal of difficulty adjusting to the diverse workplace standards; they included work tempo, social relationships, and organisational hierarchy. A participant expressed *"I feel uncomfortable with the slow pace of work of the Irish"*, emphasising the

challenge of adjusting to a less demanding work schedule. They also had to adjust to the less formal and more egalitarian workplace relationships in Ireland compared to the hierarchical procedures they were used to, as well as manage new social dynamics including knowing local conventions around communication and cooperation.

#### **4.4.4 Employer Initiatives to Address Challenges**

Employers that understood the difficulties Taiwanese WHMs faced introduced cultural sensitivity training to assist with bridging communication barriers and adjusting them to local working customs. *"Our employer implemented Cultural sensitivity training for both Taiwanese WHMs and local staff,"* one participant observed. In order to promote a more inclusive workplace, this training featured courses on effective communication, comprehending cultural differences, and adjusting to local customs. Employers also promoted open communication, gave tools for navigating the new cultural environment, and provided ongoing assistance through mentorship programmes and frequent feedback sessions.

#### **4.5 Integration Strategies and Team Dynamics**

Effective strategies include cultural competence training, promoting open communication, and implementing fair HR practices (Nicolaidis, 2016; Vithayaporn, 2023). It took aggressive Efforts from the employers as well as the Taiwanese WHMs for the WHMs' successful integration into their Irish workplace. Informal encounters and mutual learning were included in this process in addition to formal training and corporate activities. In the end, by creating a culturally sensitive environment, informal interactions, like friendly chats and team-building exercises, essential for establishing rapport, overcoming cultural differences, and

strengthening team dynamics (Hanrahan, 2017).

Employers played a crucial part in integrating Taiwanese WHMs, using several key strategies. One practice they used was to provide cultural sensitivity training not only to WHMs but also to local workers itself. This training is intended to make things clear and smooth between the two sides. Common subjects include effective communication, cultural norms and workplace expectations. Although confessed that the absence of formal schemes for exchange across different cultures meant no structured opportunity times, some informal backing from bosses and workmates.

***"The supervisors and managers were very kind to us and would try their best to tolerate our language deficiencies,"*** noted by one participant. But the importance of such personal support in making people feel at home can overcome conversations and help to create a friendly work atmosphere. The WHMs needed the kindness and patience from supervisors and managers which came from meeting them as equals in order to find their feet in this environment.

WHMs frequently work in the hospitality industry, where fostering a positive work atmosphere requires addressing cultural diversity (Gursoy and Maier, 2023). Team cohesion blossomed significantly owing to the WHMs' zealous efforts to cultivate relationships with colleagues through impromptu engagements like casual conversing and community-building events. One individual noted, ***"I love chatting with my colleagues, which invisibly built our relationship and Inturn we would work closely together at work."*** This underscores how such interactions assist to bridge cultural gaps and foster a sense of belongingness. By participating in casual conversation and shared experiences, the WHMs had the ability to better comprehend native work culture, dismantle obstacles, and build confidence, which is essential for successful team effort and collaboration. Lingering sentiments and

ponderous phrasings intermingled with short, straightforward statements, crafting a blend that reflected the rich complexities of relationships between diverse peoples.

Moreover, Mutual learning and respect for cultural differences were paramount in the fruitful incorporation of Taiwanese WHMs. Both the WHMs and local coworkers advantageously exchanged heterogeneous viewpoints and proficiencies. The Taiwanese WHMs contributed invaluable linguistic aptitudes and cultural insights, cultivating an organisational culture brimming with richness. As one participant articulated, *"Taiwanese WHMS have enriched our organisational culture with diversity, language skills, and global perspectives"* Their presence bettered the quality of services provided and assisted in bridging communication barriers with international visitors. Reciprocal respect for diverse cultural backgrounds fostered a positive and inclusive work environment, allowing the workplace to adaptably meet an assortment of needs.

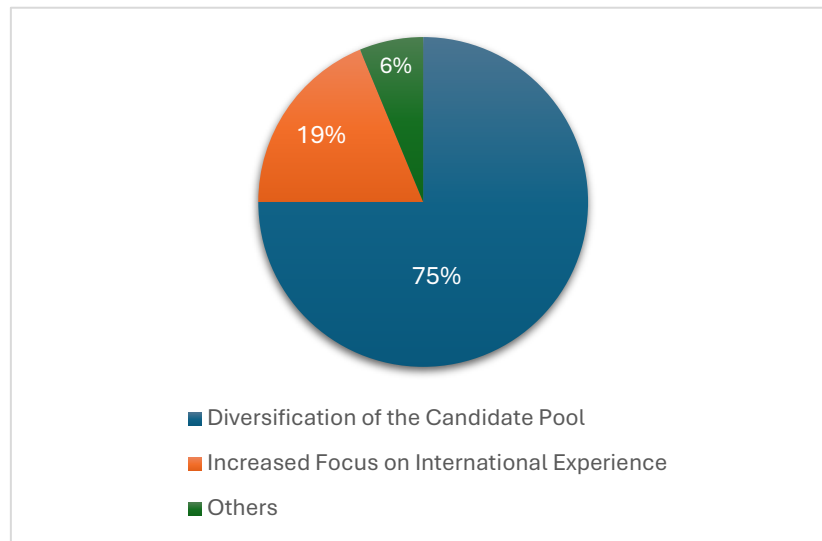
#### **4.6 Impact on Recruitment and Training**

In the Irish hospitality industry, the presence of Taiwanese WHMs had an major impact on hiring and training procedures. Many improvements that impacted employment, training, and general workforce management were brought about by their inclusion.



#### 4.6.1 Influence on Recruitment Practices

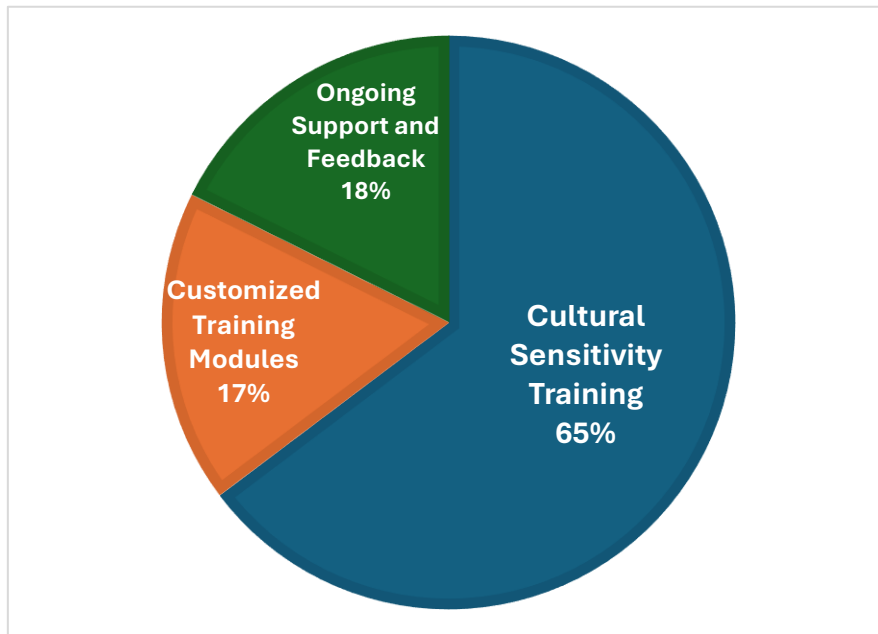
Figure 3



The arrival of Taiwanese WHMs heralded the benefits of diversifying recruitment strategies by introducing candidates with worldwide experiences and linguistic abilities beyond English (Figure 3). As one participant reflected, "*Taiwanese WHMs have brought diversity to the candidate pool, encouraging employers to consider candidate with international experiences and different languages skills*" This prompted employers to broaden their criteria to encompass individuals with uncommon strengths and backgrounds, enhancing the services provided and the experiences of their clientele. The global experience of WHMs proved a valuable asset, compelling employers to appreciate intercultural perspectives and tweak their hiring practices to embrace applicants with global perspectives, thereby cultivating a talent base addressing a diverse customer demographic.

#### 4.6.2 Adjustments in Training Programmes

Figure 4



To address the cultural nuances that Taiwanese WHMs brought, employers finely tuned their preparatory programmes, implementing intercultural understanding instruction to help both foreign workers and domestic staff comprehend these subtleties (Figure 4). The workshop covered constructive correspondence strategies, societal standards, and bias recognition. As one attendee noted, "*Our employer implemented cultural sensitivity training for both Taiwanese WHMs and local staff,*" which helped bridge cultural gaps and cultivate inclusiveness. Additionally, beyond official instruction, workplaces furnished ongoing backing through regular check-ins and feedback, allowing continual progress in preparatory processes and incorporation. Open communication was urged, assisting temporary migrants express matters and feel valued. Individualised instruction modules on local work environment norms and hands-on activities were also evolved to ready temporary migrants for their duties and boost their productivity.

### **4.6.3 Impact on Overall Workforce Effectiveness**

Recruitment strategies have been adapted to attract a more diverse workforce, including partnering with multicultural job boards and attending job fairs catering to diverse populations (Nolan, 2002). The workforce's overall effectiveness was positively impacted by the modifications in hiring and training procedures brought forth by the presence of Taiwanese WHMs. Employers improved their capacity to serve a global clientele and foster an inclusive work environment by broadening the applicant pool and implementing cultural sensitivity training. Customer satisfaction and team interactions increased as a result of WHMs' enhanced performance and integration. The distinct abilities and viewpoints of WHMs enhanced the work environment, resulting in more creative and adaptable service provision. Organisations were able to effectively handle the obstacles of a globalised market and gain a competitive advantage in the hospitality sector by emphasising cultural sensitivity and foreign expertise.

## **4.7 Performance and Retention Patterns**

Culture and immigration policies have a significant impact on the performance and retention of Taiwanese WHMs) in the Irish hospitality industry. Recognising these effects sheds light on the difficulties WHMs encountered while serving and offers insight into their experiences.

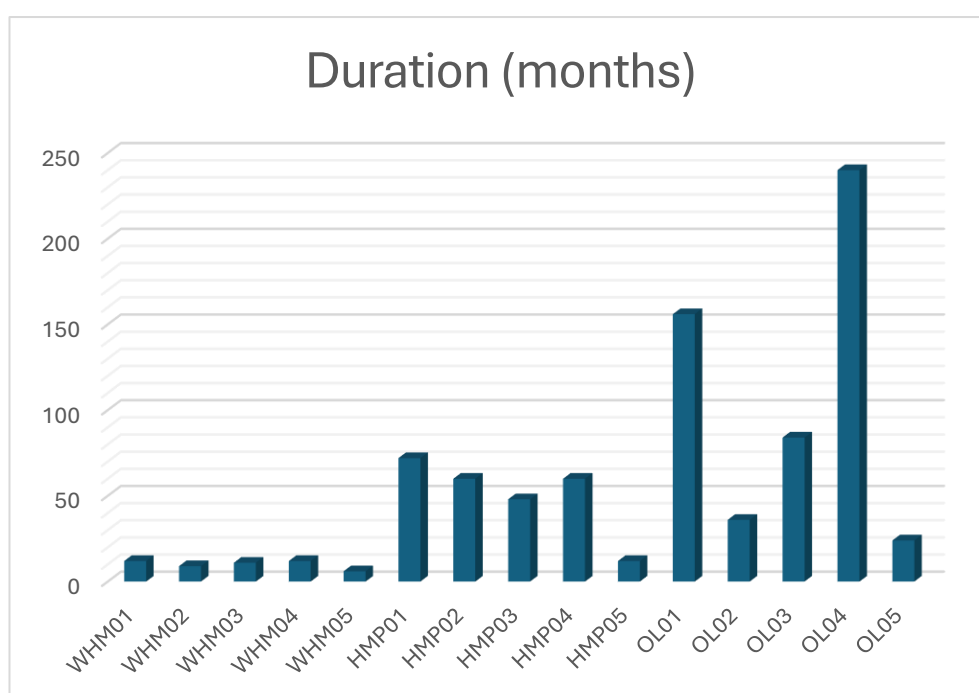
### **4.7.1 Performance Attributes of Taiwanese WHMs**

Taiwanese WHMs were renowned for their diligence and scrupulous care that significantly improved their performance in hospitality. Their formidable work ethic shone through in roles necessitating precise care like housekeeping and front desk operations. As one participant emphasised,

*"Taiwanese WHMs are often distinguished for their diligence and precisions in their work."* Furthermore, their language proficiency and cultural sensitivity were noteworthy strengths. Effective communication in Mandarin and English alongside comprehending an array of customer needs allowed them to offer individualised service. As one interviewee underscored, *"Taiwanese WHMs often excel in language proficiency and cultural awareness,"* mirroring the worth these abilities brought to their roles and the overall guest experience. This aptitude to bridge linguistic barriers and grasp cultural subtleties rendered Taiwanese WHMs invaluable assets in cultivating an inclusive and welcoming environment.

#### 4.7.2 Retention Challenges Due to Visa Regulations

Figure 5



Despite their noteworthy work, Taiwanese WHMs faced preservation inquiries owing to visa regulations. As represented in Figure 5, their tenure was much shorter compared to local respondents, sometimes under a year owing to working trip visa constraints. This transient period made it

problematic for WHMs to fully incorporate and give long-term. The impermanent attributes of their job brought difficulties for service progressiveness and team cohesion, with employers often needing to prepare new WHMs. One participant implied, " Visa is a big problem. If there is no way to successfully apply for a work visa, it will be difficult for Taiwanese WHMs to continue to work there." This underscores the influence of visa limitations on career prospects and functional productivity. The restricted-term attributes of the visas similarly limited career progression chances. WHMs regularly couldn't pursue long-term evolution or management duties, influencing their inspiration and occupation fulfillment. The incapability to transition to work visas or ensure long-term job meant numerous had to go back to their homeland after their visa terminated, affecting their long-term career preparation and professional maturation.

#### **4.7.3 Adaptations to Retention Challenges**

Taiwanese WHMs, in spite of the constraints on visas, were frequently assigned to positions that greatly valued their language and cultural proficiency. WHMs were more likely to be retained by employers for the term of their visas and to make full use of their contributions when they were employed in customer-facing jobs with foreign visitors. Employers benefited from temporary workers while also improving the experience of both WHMs and their clients by assigning positions that matched WHMs' skills. Other supports provided by certain businesses were opportunities for informal social encounters, help on cultural assimilation, and thorough training. WHMs found it easier to adjust and that their entire experience was enhanced by this encouraging atmosphere. Throughout the visa time, employers that cultivated strong bonds and gave encouraging comments

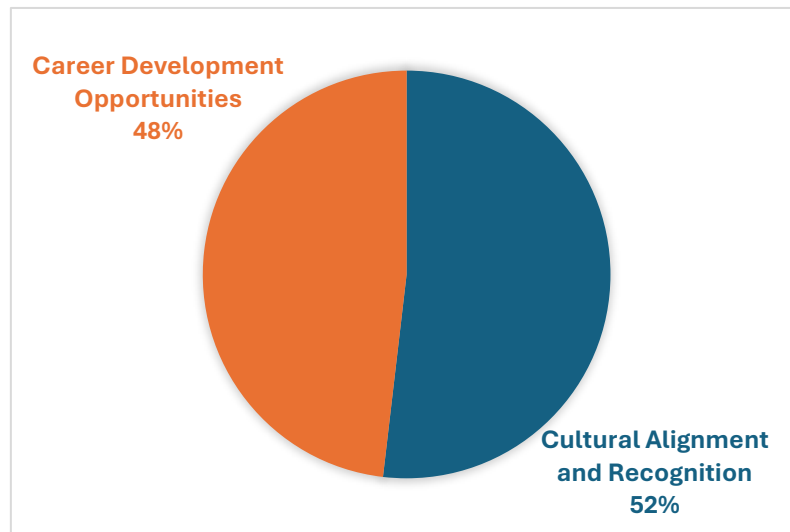
also helped employees feel more satisfied with their jobs.

#### 4.8 Motivational Factors and Job Satisfaction

Key insights on Taiwanese WHMs' work experiences and organisational effect may be gained by comprehending their motivating elements and job satisfaction levels. It's found that a number of important elements were essential to their motivation and general job satisfactions.

##### 4.8.1 Motivational Factors

**Figure 6**



Positive working relationships, recognition, and opportunities for career growth were important drivers of motivation for WHMs. Cultural Alignment and Recognition notably lifted spirits and job satisfaction among Taiwanese participants in the programme (Figure 6). As one participants noted, "Recognition of our hard work boosts morale and encourages us to perform better," underscoring the significance of feeling respected and valued in one's role. That sense of regard helped sustain their enthusiasm, while praise and feedback from employers further fueled determination. avenues to develop competencies were also pivotal, as WHMs sought means

to sharpen abilities and climb the professional ladder. However, restrictions tied to visas often hampered the ability to pursue long-term objectives. The temporary nature of WH authorizations constrained periods of stay and chances for career progression, impacting inspiration and contentment on the job. Despite such constraints, WHMs valued any chances to cultivate expertise during their limited time in country.

#### **4.8.2 Impact on Work Experience and Organisations**

The alignment of job satisfaction and motivating factors has a substantial influence on both employers and Taiwanese WHMs. Employers were able to establish positive, stimulating work environments by identifying and addressing these elements, which benefited both sides. WHMs performed better because they were more motivated when they felt appreciated. Employee dedication and performance were higher for employers that provided encouragement and appreciation. Opportunities for professional advancement and satisfying work environments boosted WHMs' commitment to the company. WHMs became more committed when they felt valued and saw opportunities for advancement, which improved team cohesiveness and created a great work atmosphere. Retention was hampered, nevertheless, by visa restrictions. Because working holiday visas are only temporary, WHMs frequently had to go before reaching their professional objectives. Employers might better capitalise on WHMs' contributions throughout their stay if they encouraged career growth and skill advancement.

#### **4.9 Challenges and Personal Reflections**

As Taiwanese WHMs) in Ireland, the participants discussed a variety of difficulties and introspective thoughts. These reflections show the

challenges they encountered as well as how they overcame them to fulfill their duties with significance.

#### **4.9.1 Challenges Faced**

For Taiwanese WHMs, Adjusting to new working customs and cultural differences were a big difficulty#. Navigating new social and professional customs, such as regional accents and colloquial idioms, was part of moving from Taiwan to Ireland. Their performance and cohesiveness as a team were affected by this. One respondent highlighted the difficulty in adjusting their practices to the new setting by stating, "Initially adapting to different workplace norms and communication styles was challenging." The necessity to comprehend the subtleties of local speech made language obstacles worse. Due to their difficulties understanding regional dialects and slang, Taiwanese WHMs frequently felt alone and misunderstood. This communication breakdown was a prominent topic that kept coming up in their experiences, affecting both daily interactions and work performance.

#### **4.9.2 Strategies for Overcoming Challenges**

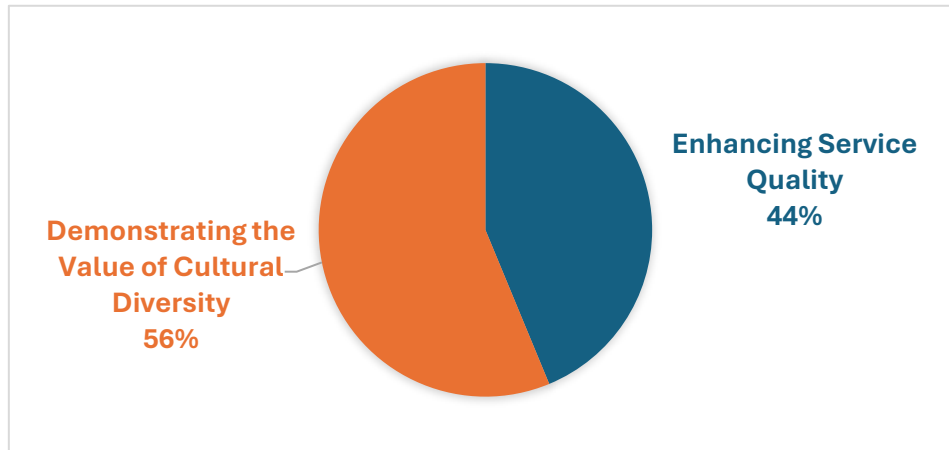
In order to overcome these challenges, Taiwan WHMs actively sought to build relationships with colleagues and managers for proper interaction. Early and close attention to interpersonal relationships was also important. Speaking of which, one participant said, "I did this by actively asking for feedback and developing relationships with my colleagues and supervisors." This method helped tailor the style to local performance expectations and standards and allowed them to acquire experience in how to ask personal questions, in a respectful manner. Additionally, they learned the interorganisational differences and more about local norms from that feedback, found it easier to bridge culturally between these two forms of



behavior-this is which enabled a happier work experience for them all.

#### 4.9.3 Positive Impact on Organisational Culture

**Figure 7**



Notwithstanding the difficulties they encountered, Taiwanese WHMs had a notably good influence on the companies they worked for. Figure 7 illustrates how Taiwanese WHMs were instrumental in promoting the importance of cultural diversity in their companies. Their attendance served as a reminder of the advantages of having a diverse staff, including enhanced creativity, a wider range of problem-solving techniques, and a deeper comprehension of client demands. Their constructive input demonstrated how ethnic diversity can improve customer satisfaction, foster a more inclusive workplace, and enrich business culture. Additionally, by offering fresh viewpoints and methods for providing customer care, their contributions improved the quality of the services as well. They were able to provide a variety of solutions and enhance the overall visitor experience because of their distinct experiences and cultural insights. Their combined talents and perspectives enhanced the service rendered, proving the advantages of having a diverse workforce.

#### **4.10 Conclusion**

This research emphasises the value of employer assistance, cultural adaption, and professional growth of Taiwanese working holidaymakers in Ireland. Participants, Who ranged in age from 27 to 35, gained experience in customer service and collaboration while working as wait staff, housekeepers, and receptionists. Employer support, through language training, cultural orientation, and mentorship , helped them integrate and move seamlessly in spite of linguistic and cultural barriers. Tailored assistance is essential to realising the benefits of overseas work programmes. The findings highlight the programme's efficacy in recruiting varied people, providing significant opportunities, and enhancing cross-cultural experiences.

## **5 Discussion**

### **5.1 Introduction**

The impact of Taiwanese WHMs on Ireland's hospitality sector has been far-reaching, necessitating novel recruitment and training strategies. Employers forged relationships with international job boards and attended global career fairs to source a culturally diverse pool of applicants. Meanwhile, sensitivity training was revamped to help newcomers and locals alike appreciate each other's backgrounds, resulting in smoother onboarding and improved job performance across the board. The presence of Taiwanese temporary workers positively influenced team cohesion within Irish hospitality. Employers instituted mandatory cultural competence classes to foster understanding between expatriates and local hires. Bonding over informal socialising and planned team-building exercises also played a key role in building camaraderie and enhancing collaboration. Additionally, those from Taiwan enriched workplaces with their multilingual abilities and cultural knowledge, generating a more welcoming atmosphere for all.

What motivated Taiwanese sojourners and how satisfied they felt depended heavily on feeling valued and having prospects. They appreciated employers who acknowledged their contributions and respected differences. Getting positive feedback and opportunities for career growth further spurred them, although visa limitations posed hurdles to long-term commitment. Those companies cultivating a culture of support and professional growth benefited from staff who were highly engaged and satisfied despite temporary status.

### **5.2 Main Findings**

The study offers important new perspectives on how Taiwanese WHMs

affect the Irish hospitality industry. These observations include a wide spectrum of impacts that WHMs have had on hiring and training procedures, as well as on the general dynamics at work.

Recruitment procedures have evolved noticeably due to Taiwanese workers abroad. Employers in the Irish hotel industry now prize personnel with global experience, as their varied viewpoints enhance customer care quality. To actively seek applicants from diverse backgrounds, hiring standards have adapted. This shift acknowledges how multicultural perspectives can augment service, fostering an amiable, inclusive atmosphere for international guests through improved communication facilitated by multilingual employees. Staff profile internationalisation has amplified understanding of different cultures, benefiting patrons and staff alike through respectful cultural exchange. The evolving recruitment approach captures opportunities in cultural blending, strengthening an globalised industry's roots in the local community.

The introduction of Taiwanese WHMs substantially impacted training programmes within the hospitality industry. To help WHMs integrate, employers adapted trainings to include cultural understanding sessions. These classes aim to foster respect between staff from varied backgrounds, thereby cultivating a harmonious work environment. Tailored modules also developed addressing WHMs' precise needs, ensuring they can adjust to local workplace conventions and fulfill duties effectively.

These customized trainings yielded several positive results. Foremost, the entire workforce's effectiveness heightened. Personnel ready working beside colleagues from different cultures leads to improved team dynamics and a more cohesive atmosphere. Additionally, heightened cultural sensitivity among employees translated to elevated guest satisfaction. Visitors, especially from overseas, feel more understood and valued,

bettering their total experience and motivating repeat visits.

Overall, incorporating Taiwanese WHMs into Irish hospitality meaningfully changed dynamics extending beyond the immediate office. These alterations underscore the more extensive benefits of embracing diversity and international experience in the labour force. By adapting recruitment and training to comprise more people regardless of background, employers not only better their service quality but also generate a more dynamic and effective team. This research highlights the pivotal role WHMs play in enriching the industry, offering important insights for sector practitioners hoping to make the most of a diverse and globally experienced labour force.

### **5.3 Analysis of Findings**

The inclusion of Taiwanese WHMs in the Irish hospitality industry has led to notable changes, bringing considerable benefits. This diverse group now represents a wide array of talents, backgrounds and life experiences. First, employees from Taiwan have injected fresh cultural viewpoints that foster a dynamic, inclusive environment. Differences inspire novel solutions and better service across many customer preferences. This cultural exchange vivifies the workplace while improving experiences for global visitors, who often connect with staff understanding their ways.

Second, these individuals carry abundant skills and understandings especially suited for hospitality. Previous customer service roles, bilingual abilities in Mandarin and English, and strong work ethics are highly prized attributes. Communicating comfortably across guests boosts satisfaction and loyalty. In addition, new mindsets and ideas can reimagine delivery and heighten efficiency. Lastly, the presence of Taiwanese WHMs pushed employers to preferentially select candidates with international experience.

This evolved stance acknowledges the unique advantages that come from a multicultural team.

Employers have learned to value adaptability, tenacity, and cross-cultural acuties that mobile individuals typically possess. In a business dealing daily with people of diverse backgrounds, such qualities are paramount. The positive impact of including Taiwanese WHMs in the hospitality workforce spans well beyond immediate service improvements. It contributes greatly to long-term industry development through cultural awareness and sensitivity promotion among all employees. This inclusive spirit cultivates a more harmonious, collaborative team where mutual understanding is paramount.

As a result, the industry is optimally poised to satisfy the evolving demands of a globalised market, emerging as a paragon for exceptional hospitality experiences. The data elucidates strong ties between WHM inclusion and workforce diversification. This diversity correlates strongly with enhanced service quality, cultural sensitivity, and inclusive work environments.

Chiefly, WHM involvement markedly boosted service quality. Their diverse skills, backgrounds, and cultural insights enrich hospitality offerings. Coming from varied locales, WHMs connect more effectively with a broader guest range by comprehending and anticipating needs. This cultural diversity translates to exceptionally personalised care, crucial in an industry flourishing through satisfaction and return patronage. Improved cultural sensitivity represents another meaningful outcome of diversification through WHMs. Often hailing from disparate regions, they import singular cultural perspectives and practices. Their presence fosters an environment where cultural interchange and learning are encouraged.

Consequently, all employees, including locals, cultivate heightened

cultural awareness and sensitivity. This enhanced understanding enables staff to interact more respectfully and empathetically with guests across cultures, amplifying overall guest experience. Moreover, the diversification of the workforce has led companies to establish a more inclusive environment where all employees feel respected and empowered.

While welcoming staff from diverse backgrounds presents new challenges, it also enriches organisations with fresh perspectives and talents. By promoting mutual understanding across cultural differences, companies cultivate cooperation, innovation and higher satisfaction - crucial drivers of success in hospitality. Notably, many employers have proactively implemented sensitivity training and customised programmes to smooth the transition for immigrant workers. These training equip employees with knowledge to appreciate nuances among cultures, allowing uniqueness to flourish alongside unity. Tailored integration activities such as orientation, mentoring and socials help new hires acclimate and forge bonds. Their efforts to facilitate inclusion have paid off beyond expectation, cultivating a cohesive team where all feel a true sense of belonging.

The results demonstrate how fostering diversity through comprehensive support leads to dynamic and gratifying outcomes. While supporting immigrant workers was anticipated to impact positively, the degree to which initiatives have transformed company culture into an environment of empathy, cooperation and care was particularly heartening. This insight reinforces the importance of cultivating an inclusive culture for companies seeking to unleash the full potentials of their people. Previous research has provided evidence that a heterogeneous workforce can boost creativity, augment problem-solving skills, and increase client satisfaction.

The conclusions of this analysis align with these theories, demonstrating that incorporating workers from diverse backgrounds has

introduced novel perspectives and talents into the Irish hospitality sector. This has enriched the workforce and improved service quality. Implementing cultural sensitivity training and customised integration programmes further supports the idea that such measures are essential to maximise the advantages of a heterogeneous workforce.

In addition, a surprising finding was the high degree of cultural sensitivity training and assistance mechanisms established by employers. This underscores a strong commitment to fostering an inclusive work environment and underscores the critical importance of ongoing help for immigrant employees. This conclusion is meaningful as it illustrates the proactive approach of employers in addressing the needs of a diverse labour force. Such efforts can serve as a model for other industries and regions seeking to enhance their employment practices.

On the other hand, an alternative possibility for the observed positive outcomes could be a general improvement in employment practices within the Irish hospitality industry, irrespective of incorporating immigrant employees. However, the presence of targeted actions like cultural sensitivity instruction and tailored integration programmes specifically designed for immigrant staff suggests that their inclusion is a primary driver of these positive changes. The consistency of these conclusions with previous analysis on the advantages of workforce diversity further strengthens the position that incorporating immigrant employees has significantly contributed to the observed outcomes. This demonstrates that the proactive measures taken by employers not only aid immigrant staff but also enhance the overall performance and cohesion of the labor force.

#### **5.4 Implications of Study**

The research findings align with established theories emphasising



cultural diversity's workplace perks. Earlier scholarly efforts consistently show a diverse team enhances creativity, improves problem-solving, and increases customer satisfaction. This study contributes additional evidence specific to hospitality, demonstrating Taiwanese Working Holiday Makers' inclusion boosted service quality and team rapport.

Strikingly, creativity and problem-solving abilities within teams notably amplified. Customer satisfaction significantly grew, attributed to unique views and skills WHMs offer, fueling innovative approaches and better comprehending and meeting customer needs. These results corroborate existing literature, reinforcing diversity as crucial to success.

Furthermore, the study challenges lingering assumptions of homogenous workforces sufficiently delivering high-quality service. By exemplifying diversity's wide-ranging advantages, it underscores recruiting and training globally to stay competitive in today's globalised market. Employers prioritising cultural diversity not only foster inclusion but optimally harness worldwide talent pools.

WHM integration proved strategically advantageous for hospitality, advancing team cohesion and a dynamic workplace culture. Findings suggest investing in thorough cultural sensitivity training and support, fully capitalising on diversity. Thereby, organisations can cultivate environments where all feel valued and perform their best.

Ultimately, this analysis underscores the significance of proactive diversity administration practices. It offers a convincing argument for other industries to consider similar approaches to labour force diversity, demonstrating that the advantages extend beyond the quick workplace to incorporate broader organisational success and competitiveness. By embracing diversity and integration, businesses can not only improve their service delivery and team dynamics but also place themselves as leaders in a

globalised economic system.

The practical implications of this analysis are major for the hospitality sector. The incorporation of WHMs has necessitated the development of more comprehensive and culturally sensitive coaching packages. These packages, which involve cultural sensitivity education and personalised assist modules, guarantee that all personnel are well-furnished to perform their roles productively. This inclusive method leads to a more inclusive and supportive work environment, which in turn enhances total team efficiency and cohesion.

In addition, the analysis highlights the importance of continuous support for international staff through language support, mentorship plans, and professional growth chances. These support systems help international staff incorporate effortlessly into the labour force, allowing them to contribute completely and confidently to their roles. This not only improves worker satisfaction and retention but also translates into a higher standard of customer service.

In the literature Review, numerous studies emphasised the theoretical benefits of labour force diversity, such as improved innovation and customer relations. This analysis builds on those theories by offering concrete examples from the Irish hospitality sector, demonstrating how the incorporation of WHMs has led to real-world benefits. It underscores the theoretical argument that a diverse labor force is better equipped to understand and meet the varied needs of a global customer base.

Moreover, the complexity of the study's multifaceted findings strongly align with previous research emphasising the necessity of uniquely tailored assistance for all international personnel, irrespective of nationality. By strategically investing in an inclusive framework of such customised support systems, hospitality organisations can ensure that each employee, regardless

of background or position, feels appreciated and incorporated, which is undoubtedly pivotal for preserving high standards of engagement and motivation among the entire workforce.

An intriguing observation emerging from the nuanced results was that while most employers have implemented well-defined measures to actively foster an atmosphere of acceptance and help for Working Holiday Makers, some WHMs reported deficiencies in perceiving or personally benefiting from such initiatives in practice despite existing policies on paper. This disparity intimates that in spite of employers' stated commitment to cultivating an inclusive work environment, there may persist gaps in how these endeavors are genuinely experienced on the ground by WHMs. This hints at a need for employers to further strengthen communication around and clarify the intended goals of their diversity and backing designs to be certain that advantages reach all employees uniformly.

While broader enhancements across the Irish hospitality sector's employment practices could provide an alternative reason for the encouraging outcomes observed, the targeted actions especially crafted for WHMs propose that their incorporation is chief among the determinants driving these changes. The consistent harmony of these discoveries with preceding exploration on the advantages of workforce variety supplements this position.

## **5.5 Limitations**

The study had several constraints that ought to be recognised to supply context for the findings and to propose regions for long term research. One of the primary constraints became the small pattern dimension. Because of the comparatively tiny wide variety of individuals, the effects of the take a look at can now not absolutely represent the broader population of

Taiwanese WHMs. This constraint would possibly affect the generalisability of the findings, as the experiences and impacts visible on this precise example might now not mirror people of all Taiwanese WHMs within the Irish hospitality enterprise or in another context.

Another sizeable constraint become the take a look at's exclusive spotlight on the Irish hospitality enterprise. Even as the hospitality sector is a essential part of the economic system and a not unusual enterprise for WHMs, the insights acquired from this analyse may no longer be immediately relevant to different sectors. Various industries have exceptional traits, challenges, and workforce dynamics that would possibly effect the studies and contributions of WHMs in diverse methods. As a end result, the findings would possibly not be generalisable to different industries inside of eire or to the hospitality sector in different international locations with unique cultural, economic, and regulatory surroundings.

## **5.6 Recommendations for Future Research**

To fully address these limitations, more expansive research must be undertaken. Enlarging the sample to encompass a broader range of Taiwanese working holiday makers would furnish a richer data set, granting more generalisable conclusions. Additionally, integrating individuals from an assortment of sectors beyond accommodation would aid in distinguishing industry-particular and cross-industry patterns and impacts of working holiday makers. This approach would offer a fuller appreciation of how working holiday makers contribute to diverse types of work environments and economies.

Furthermore, widening the geographic focus to embrace multiple nations could yield valuable comparative insights. Understanding how Taiwanese working holiday makers integrate and their effects in dissimilar

cultural and regulatory settings would help pinpoint best practices and common difficulties that transcend national boundaries. Such comparative studies could inform policy formation and organisational strategies in both sending and receiving countries, improving the overall efficacy of working holiday programmes.

In conclusion, while the present study provides important understandings into the role and influence of Taiwanese WHMs in the Irish hospitality business, its constraints highlight the necessity for future research to adopt a more encompassing and inclusive approach. By amplifying sample sizes, diversifying industry focus, and incorporating multiple geographic contexts, future studies can build upon these findings to offer a more detailed and universally applicable appreciation of the contributions of working holiday makers.

## **5.7 Ethical Considerations**

This study were conducted with the greatest Ethical concerns, demonstrating a dedication to maintaining the strictest guidelines for participant respect and research integrity. A fundamental ethical standard that was adhered to was getting informed permission from each and every participant. Participants were fully informed about the nature, goal, and possible consequences of the research before beginning the study. This made sure they understood exactly What it meant to participate and that it was completely optional .

Strict Procedures was put in place to guarantee the participants' identity and confidentiality in order to further safeguard their rights and welfare. The removal or coding of personal identifiers prevented any connection between the data and specific individuals. This method improved the quality and dependability of the data gathered by protecting participant privacy and

promoting openness and honesty in the answers.

q Additionally, the research was designed and carried out in accordance with accepted ethical standards. To ensure that the volunteers experienced no injury or discomfort, these rules were strictly adhered to. Among the precautions were making sure that no intrusive techniques or delicate inquiries that can lead to psychological suffering were used in the study. The management and reporting of data was committed to ethical norms. Researchers made sure that no results were fabricated, falsified, or misrepresented, and that all findings were disclosed honestly and openly. The study's legitimacy and the participants' confidence were preserved in part by the integrity of the data handling and reporting.

## **6 Recommendations and Conclusion**

### **6.1 Conclusion**

This study have provided a nuanced understanding of the impact of Taiwanese WHMs on the Irish hospitality industry, revealing both the Immediate and broader Implications of their integration. The findings illustrate that the inclusion of WHMs have significantly reshaped recruitment and training practice , enhanced service quality , and contributed to a more inclusive and dynamic workplace environmoents.

The integration of Taiwanese WHMS have had a transformative effect on recruitment strategies within the Irish hospitality industries. Employers has increasingly recognised the value of aa diverse workforces, adjusting their recruitment criteria to seek candidates with international backgrounds. This shift reflect a broader acknowledgement of the benefits of multiculture perspective, Which enrich the service experiences and contributed toa more inclusive environment for international guests. The skills and language proficiency that WHMS bring is particularly valued as they enhance communication with a diverse clientele and improvrr overall guest satisfactions.

Customised onboarding programmes have evolved in response to the growing inclusion of workers hailing from overseas. Cultural sensitivity workshops and role-specific orientation now aim to help migrating professionals smoothly acclimate. These tailored trainings facilitate understanding of local norms while highlighting shared values across divergent backgrounds. Positive interpersonal dynamics, cultural cognizance, and customer satisfaction have followed as international employees leverage learnings to seamlessly integrate.

The presence of foreign workers has led to a more nuanced and

cohesive team dynamic overall, contributing greater success. Insights indicate Taiwanese professionals specifically have brought a diversity of perspectives and talents beneficial across the sector. Their unique experiences enrich customer interactions and foster an atmosphere of inclusion. Problem-solving and communication are strengthened as a result of varied cultural viewpoints represented in the multifaceted makeup of the staff. Linguistic abilities and service-oriented experience from prior roles overseas serve guests well, particularly those from abroad seeking familiarity.

Embracing diversity strategically also offers advantages, as the report notes. Employers emphasising cross-cultural acumen and global experiences are better positioned to meet shifting demands from clients worldwide. Evolving recruitment priorities reflect this industrywide, focusing more on adaptability and cultural sensitivity. Such changes not only boost quality but align with growing calls for respecting diversity and inclusion in the workplace.

While the study offers useful perspectives, certain constraints should be acknowledged. The relatively small sample may limit how generalisable the outcomes are, and concentrating only on the Irish hospitality sector potentially narrows the applicability of the results to other industries or international contexts. Future analysis should address these boundaries by expanding participation numbers and exploring the impacts of Taiwanese migrant workers across diverse business fields and geographic areas. Cross-country comparative research evaluating how migrant employees are integrated and how they influence multiple cultures and regulations may provide extra discernment.

Ethical considerations were a priority in this work, with substantial focus on informed consent, anonymity, and confidential confidentiality.



Committing to principled research methods ensured the investigation maintained its findings' integrity and respected participants' rights.

In summary, the examination underscores the meaningful role Taiwanese migrant employees play in Ireland's hospitality sector. Their incorporation has led to improved recruitment and training practices, enhanced service quality, and a more inclusive work environment. The outcomes advocate the broader advantages of workforce diversity and present a compelling argument for other industries to adopt similar approaches. Embracing diversity and inclusiveness not only boosts organisational performance but also positions companies as pioneers in a globalised economy. The insights gained from this study offer valuable lessons for employers seeking to leverage the strengths of a diverse and internationally experienced labor force, ultimately contributing to greater achievement and competitiveness in the worldwide market.

## **6.2 Short-term Recommendations**

### **6.2.1 Expand Recruitment Strategies**

Take advantage of international job boards and websites to post job opportunities as well as share them with a worldwide audience. With some 225 million active users worldwide, LinkedIn has proven to be very useful in recruiting talent from diverse countries. In addition, consider niche international job boards like The Network, GlobalJobs.org, or Jobbatical. Many such sites are designed solely for recruiting global talent and expat positions. Customise postings on company's vision to emphasise the firm's commitment to equal opportunity; this will appeal to international job applicants looking for an inclusive work environment. Secondly, Attend international job fairs and recruitment events, both virtual and in person, to

engage candidates from around the globe directly. At these events can show company's culture, values, and job openings to a broad range of people. Find job fairs organised by professional associations or industry groups are worth attending.

Admittedly, Establish cooperative arrangements with universities that have extensive international programmes and student bodies. Set up Internship and recruiting initiatives targeting international staff only. Employees with a broad perspective on the world through work experience at a multinational corporation, for instance, are ideal candidates. Make guest lectures, get involved in the career service activities and sponsor student projects to create relationship with these organisations and highlight the business needs to them.

### **6.2.2 Provide Immediate Support**

Designing feedback mechanisms tailored to newly arrived overseas employees needs is crucial. Establish regular one-on-one meetings to inquire about their adaptation, offer recommendations and support. These meetings can be scheduled every month or every other week as part of the orientation period in order to ensure that new employees feel supported and belong to the company culture. After that, use digital platforms like slack, Microsoft Teams and in-house HR software to help them continue such communication. People can exchange experience or ask questions there with one another as well on a common topic.

Also, provide immediate, practical help for new employees from abroad getting on with their work and living environment. This may embrace assistance in visa application procedures, penthouse policies and even how to find housing. When necessary it is good to run cultural orientations: need to know about local customs, working habits, relationship

handling tips for social situations.. all in order that through them help alleviate or soften any shock later experienced by overseas hires. On the other hand, Set up mentorship programmes possible in which new hires are paired with other, more experienced workers. This will make their tenure at company move that much easier and can also foster some valuable professional contacts for them.

Furthermore, design onboarding programmes specifically for the special needs of international hires. Include components introducing new staff members to the company's global spread, diversity policies, and how his or her position fits into the larger international strategy. Offer resources and education with which they can better understand and appreciate cultural differences throughout the workplace. Keep the on-boarding process up-to-date and relevant for international employees with regular review.

### **6.2.3 Develop Training Programmes**

Implement all-encompassing cultural sensitivity training that explores multiple norms and practices of a given culture, promoting stereotypical avoidance with communication. Add interactive features such as role plays, real-world case studies to help make the training more engaging and relevant. In these exercises, participants may practice responding to various scenarios reinforcing fine cultural distinctions. In addition to this, Create training modules for various communication related skills such as active listening, empathy and conflict resolution. These modules should focus on improving staff interactions and relationships with guests from all walks of life.

On the other hand, create wide-ranging support systems to help international staff navigate language barriers and new customs. Provide language courses, resources (specially online tools) and following a foreign

student exchange programmes to assist them in developing their communication skills. In addition, consider running cultural adaption workshops which touch upon etiquette and social norms in the local culture as well as other practical tips that facilitate everyday interactions. In order to help foreign employees acclimate better and feel less isolated from their new community, these programmes will have a very positive effect on the experience of living in Romania as well as improving efficiency at work.

#### **6.2.4 Mentorship Programmes**

Provide an organised system for mentoring that matches foreign workers with seasoned mentors in the company. Carefully matching Mentors and mentees according to their jobs, backgrounds, and objectives is a necessary component of this programme . To assist new hires in integrating into the workplace culture and gaining confidence, mentors will provide tailored advice and assistance. Regular check-ins should be part of the programme to track development, offer helpful criticism, and resolve any issues that may arise . Furthermore, it need to provide mentees with occasions to inquire, get counsel, and converse about occupational duties and interpersonal relationships inside the establishment. The initiative seeks to improve the experience of foreign workers generally and enable more seamless transfers by cultivating these relationships.

### **6.3 Long-term Recommendations**

#### **6.3.1 Encourage International Programmes**

Encourage study abroad initiatives , foreign internships, and exchange programmes vigorously. Initiate a thorough marketing strategy to pique curiosity and encourage involvement. This might involve putting on

seminars, webinars, and instructional sessions that showcase the advantages and opportunities these programmes have to offer. Create comprehensive websites, brochures, and social media posts to reach a larger audience and offer interesting, comprehensible information. Furthermore, offer extensive assistance to guarantee everyone's accomplishment and accessibility. Create specialised advisory services to provide individualised direction during the application and planning phases. One-on-one counseling sessions should be a part of this assistance package to assist staff in selecting courses that complement their interests and career objectives.

Furthermore, Establish an extensive financial assistance scheme comprising grants, scholarships, and additional financing alternatives to mitigate the financial strain of engaging in these endeavors. Additionally, schedule orientation meetings before to travel to get people ready for their foreign experience. Practical topics including visa procedures, cultural differences, and health and safety concerns should be covered in these sessions. Throughout their time overseas, provide continual assistance by mentorship and check-ins to handle any issues and guarantee a positive experience.

### **6.3.2 Incorporate Cultural Training**

Adapt the curriculum to better prepare employees for an international working life in a diverse cultural world. Create design course modules with the addition of interactive strategies increasingly used for providing practice, such as role-playing, case studies and simulations that mimic a variety of cultural situations. Leverage virtual global learning platforms to connect the team with colleagues and business professionals from all parts of the globe so they can get real-time exposure to different cultural lenses in how work is done. It will take their learning journey to a new level and

make them effective in an international setting.

Meanwhile, continue to strengthen and develop cultural training programs by updating content as frequently as necessary based on employee feedback, alumni who still have a foot in the door with regard to current trends within industry. Create ways to obtain feedback , for example, surveys, focus groups, advisory boards , about the effectiveness of training and for innovations. Be aware of the latest cultural sensitivity and international workplace norms to keep the training fresh and address current challenges. By further refining the programmes and ensuring they offer the latest, most practical guidance which will prepare employees/professionals to thrive in a global environment that continues to change at breakneck speed.

### **6.3.3 Facilitate Industry Partnerships**

Collaborate with industry leading firms and professional bodies to develop meaningful internships, apprenticeships or co-op for employees. The partnerships can be put in place with the signing of a memorandum of understanding (MOU) that lays out what each party agrees to achieve, as well its roles and responsibilities. The MOUs will provide a structure for these partnerships, such as how the programme is structured and evaluated, mutual benefits. That way, it can provide real-world experience and establish solid industry--academic connections by being in touch with equipment manufacturers.

Additionally, augment the curriculum of trainings with industry-related case studies and projects that depict real-life scenarios & their solutions. Work with industry partners to build these case studies and make sure they are relevant as possible. Have workshops and guest lectures by industry experts for employees to understand the most recent happenings, trends etc.,

in building their expertise. Same with all these interactions not only are great network building but they also help employees really contextualize their learning where theory meets praxis.

#### **6.4 Implementation Duration and Costs**

Implementing the recommended strategies involves both short-term and long-term investments in time and resources. In the short term, diversifying recruitment practices and implementing cultural sensitivity training can be established within 3 to 6 months. This includes expanding recruitment strategies through international job boards and global job fairs, developing and rolling out cultural training programmes, and setting up immediate support systems such as mentorship programmes and feedback mechanisms. According to Training Industry and LinkedIn, Initial costs for these activities range from €9,000 to €27,000, covering recruitment fees, training development, and support infrastructure. Ongoing costs for maintaining these systems include regular updates to training content and continuous recruitment efforts, estimated at €4,500 to €13,500 annually.

In the long term, promoting international experience and incorporating cultural training into academic curricula require a more extended period, generally between 6 to 12 months for initial setup. This phase involves developing international programmes, integrating cultural modules into the curriculum, and establishing industry partnerships. According to Training Industry and LinkedIn, the costs for these initiatives are higher, ranging from €13,500 to €36,000. This includes expenses for programmes promotion, curriculum development, and establishing partnerships with industry players. Long-term costs include ongoing support for international programmes and periodic updates to cultural training content, typically ranging from €9,000 to €18,000 annually.

In addition, ongoing professional development and facilitation of industry partnerships also require continuous investment. Developing and maintaining these programs involves initial setup costs of approximately €4,500 to €13,500 and annual costs of €4,500 to €9,000 for training programmes and industry collaborations.

## **6.5 Personal Learning Statement**

This research has given a deep appreciation for the complications and contradictions inherent in imagining integration with respect to Taiwanese WHMs into Irish hospitality industry. It has been interesting journey providing insightful data on the implications of cultural diversity in Human Resource Management, for instance; recruitment and training to align with an intercultural background that imparts a lower degree out job performance as well low satisfaction level. Also started to observe how the values and styles of communication for Taiwanese WHMs may have an impact on work dynamics. Which had the effect of raising awareness to managers that they should really spend more time making sure their team developed cross-cultural understanding.

Lastly, the analysis of employee motivation and engagement emphasised how cultural backgrounds determine job satisfaction whilst raising my awareness about recognition, respect, and personal development. Not only now feel experienced in hiring and managing a diverse work force, but also this has provided mewith additional experience which is vital for my professional career.

## **6.6 The Final Word**

The integrations of Taiwanese WHMs into the Irish hospitality industry Have been highly transfoemative.. Their mere existence has revolutionized



HR practices by expanding the search for foreign candidates that will ultimately make recruitment pools more diverse and talented. With this change, a host of different ways to look at challenges and cultural nuances came into play an undeniably positive development in a customer driven industry such as hospitality.

In addition, the creation of cultural sensitivity classes has been a vital factor to encourage more inclusion in our workplace. It's an education process for the teams, and people from different backgrounds come in to work together. These trainings have enabled employees to perfect team dynamics and customer service by addressing WHM specific needs, thereby providing adaptive skills in new norms of cultural adaptability or language effectiveness.

Employers have also put in place ongoing support processes, such as mentoring schemes and regular feedback sessions to help WHMs adjust into their roles smoothly. These initiatives provide exceptionally important direction and support that leads to growth on a personal level, as well as helps mold the group more into one. In sum, integrating WHMs illustrate the great benefits of welcoming cultural diversity and international experience. The integration of lessons learned from this event offers a blueprint for enhancing inclusivity and cultural competence, imperatives to adequately function in our new global society.

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## Appendix A: Invitation Letter

Hi \_\_\_\_\_,

I am Ting-Hsuan Lin. I am currently pursuing my Master's degree in Human Resource Management at National College of Ireland and conducting a research study titled "Navigating Cross-Cultural Dynamics: Exploring the Impact of Taiwanese Working Holiday Makers on Human Resource Management in the Irish Hospitality Industry."

The aim of this research is to explore how Taiwanese working holiday makers (WHMs) influence human resource management (HRM) practices in the Irish hospitality industry. Specifically, I am investigating the impact on recruitment, selection, training, development, team dynamics, and employee motivation and engagement. The study also seeks to identify strategies that can help foster cross-cultural understanding and integration within this context.

To achieve these objectives, I am conducting qualitative interviews with HR professionals, organisational leaders, and Taiwanese WHMs. Given your expertise and experience in this field, I would like to invite you to participate in a 40-60 minutes interview. Your insights will be invaluable in addressing the research questions.

The interview can be scheduled at a time convenient for you, and I am flexible with the mode of the interview, whether it be in person, or through an online meeting platform.

Your participation is entirely voluntary, and you may withdraw at any time without any consequence. All information provided will be kept confidential and used solely for academic purposes.

I sincerely hope you will consider contributing to this important study. Please let me know your availability and preferred mode of communication. Should you have any questions or require further information, feel free to contact me at [tinalin87163@gmail.com](mailto:tinalin87163@gmail.com).

Thank you for your time and consideration. I look forward to your positive response.

Kind regards,

Ting-Hsuan Lin

## Appendix B: Interview Consent Form

### Consent Form

Name of Researcher: Ting-Hsuan Lin

Title of the Study:

Navigating Cross-Cultural Dynamics: Exploring the Impact of Taiwanese Working Holiday Makers on Human Resource Management in the Irish Hospitality Industry

#### Consent to take part in the above research.

- I \_\_\_\_\_ voluntarily agree to participate in the above research.
- I understand that even if I do agree to participate at this moment, I can withdraw at any time or refuse to answer any question without any ramifications of any kind.
- I understand that I can withdraw permission to use data from my interview within 2 weeks after the interview, in which case the material will be deleted.
- I understand that my personal information and the information which I provide as part of this study will be treated with the strictest of confidentiality at all times.
- I understand that when reporting on the results of this research within the final dissertation, my identity will remain anonymous. This will be done by replacing any names with a numeric number and discussing any details of my interview which may reveal my identity or the identity of people I may mention.
- I understand that disguised extracts from my interview may be quoted in the final dissertation.
- I understand that thorough written notes will be taken and voice recording will take place throughout my interview. This will be kept in a secure location until results of the dissertation are confirmed by the Examination Board and for a further 2 years after this.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years from the date of the Examination Board.
- I understand that signed consent forms will be retained in a secure location until results of the dissertation are confirmed by the Examination Board.
- I understand under freedom of information legislation, I am entitled to access the information which I have provided at any time whilst it is being stored as specified above.
- I understand that I am free to contact the researcher of this study to seek further clarification and information if required.

Participant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Researcher's Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## Appendix C: Interview Questions

### Taiwanese Working Holiday Maker (WHM)

#### General Information:

1. Could you please indicate your age?
2. May I know where are you from?
3. What is your educational background?
4. Could you please state your position at that time?
5. What are your main responsibilities in that role?
6. How long have you been working in that position?
7. Have you had any prior experience working with employees from different cultural backgrounds before working in Ireland?

#### Impact on HRM Practices:

8. How have Taiwanese WHMs influenced the recruitment and selection processes in the Irish hospitality industry?
9. Can you describe any specific changes or adjustments your employer have made to your training and development programmes to better accommodate cultural differences between Taiwanese WHMs and Irish management?
10. Have you noticed any trends or patterns in the performance of Taiwanese WHMs compared to local employees?
11. When comparing Taiwanese WHM retention rates to those of local staff, have you observed any tendencies or patterns?

#### Cultural Dynamics:

12. How do you perceive the cultural values and communication styles of Taiwanese workers affecting team dynamics and collaboration within your organisation?
13. What strategies or practices have your employer implemented to foster cross-cultural understanding and integration between Taiwanese WHMs and local employees?
14. What challenges have you observed in communication between Taiwanese WHMs and local staff, and how have you addressed these challenges?
15. How do you facilitate effective teamwork and collaboration between Taiwanese WHMs and local employees?

#### Employee Motivation and Engagement:

16. In your experience, how do cultural differences influence the motivational factors and job satisfaction levels of Taiwanese WHMs in your organisation?
17. What adjustments, if any, have your employer made to the HR practices, such as reward systems and performance incentives, to effectively motivate and engage Taiwanese WHMs?

#### General Experience and Insights:

18. Can you share any particular challenges you have faced being managed as a Taiwanese WHMs and how you have addressed them?
  19. What benefits or positive impacts have Taiwanese WHMs brought to your organisation, particularly in terms of HRM and overall organisational culture?
  20. How do your employer facilitate effective teamwork and collaboration between Taiwanese WHMs and local employees?
-

**General Information:**

1. Could you please indicate your age?
2. May I know where are you from?
3. What is your educational background?
4. Could you please state current position?
5. What are your main responsibilities in your current role?
6. How long have you been working in the current position?
7. Have you had any prior experience working with employees from different cultural backgrounds before working with Taiwanese WHMs?

**Impact on HRM Practices:**

8. How have Taiwanese WHMs influenced your recruitment and selection processes in the Irish hospitality industry?
9. Can you describe any specific changes or adjustments you have made to your training and development programmes to better accommodate cultural differences between Taiwanese WHMs and Irish management?
10. Have you noticed any trends or patterns in the performance of Taiwanese WHMs compared to local employees?
11. When comparing Taiwanese WHM retention rates to those of local staff, have you observed any tendencies or patterns?

**Cultural Dynamics:**

12. How do you perceive the cultural values and communication styles of Taiwanese workers affecting team dynamics and collaboration within your organisation?
13. What strategies or practices have you implemented to foster cross-cultural understanding and integration between Taiwanese WHMs and local employees?
14. What challenges have you observed in communication between Taiwanese WHMs and local staff, and how have you addressed these challenges?
15. How do you facilitate effective teamwork and collaboration between Taiwanese WHMs and local employees?

**Employee Motivation and Engagement:**

16. In your experience, how do cultural differences influence the motivational factors and job satisfaction levels of Taiwanese WHMs in your organisation?
17. What adjustments, if any, have you made to your HR practices, such as reward systems and performance incentives, to effectively motivate and engage Taiwanese WHMs?

**General Experience and Insights:**

18. Can you share any particular challenges you have faced in managing Taiwanese WHMs and how you have addressed them?
19. What benefits or positive impacts have Taiwanese WHMs brought to your organisation, particularly in terms of HRM and overall organisational culture?