Independent Colleges
learn to succeed

LEARNER NUMBER	51692449
NAME	Daniel Vieira dos Santos
COURSE	MA in Dispute Resolution
DISSERTATION TOPIC	How can organizations avoid workplace conflict arising from ethnicity and cultural bias?
SUPERVISOR	Paul Crowther
WORD COUNT	16991
DUE DATE	02/11/2020

I certify that:

- This dissertation is all my own work, and no part of this dissertation has been copied from another source: Yes X   No ☐
- I consent to having my dissertation be retained in the library for the purpose of future research.   Yes X   No ☐

[Note that if no check boxes are selected, this dissertation will be regarded as NOT properly submitted, and may be subject to a late submission penalty]

Signature: _____

Date: _____

Notes:

[insert dissertation here]

Independent Colleges

learn to succeed

How can organizations avoid workplace conflict arising from ethnicity and cultural bias

By

DANIEL VIEIRA DOS SANTOS

A dissertation presented to the

FACULTY OF LAW

INDEPENDENT COLLEGE DUBLIN

MA in Dispute Resolution

November 2020

Table of Contents

Acknowledgment

There are many people whom I wish to thank. First to God for everything and for allow me to archive this goal.

I would like to thank my Mother and Sister very much, for always believing and giving all the support I needed during this time and before I came to Ireland to achieve this goal in my life. Without any of you, I wouldn't have done this. As you both were there for me when I most needed it. Also to all my friends and family, who have been there for me, listing to me when I was very stressed.

I would like to thank my friends in college, Debora, Vivian. Also, many thanks to John, who is a wonderful teacher, also thanks to my supervisor Paul Crowther for his guidance, support and patience with me.

Additionally, I would also like to thank Ieuan David for all his support and for being a patient partner during this past year. Asso the management and staff of The Yard Food Wine, especially to Isa and Claudia, for their assistance during this time. They were such a great help to me and my research, which I will never forget.

Abstract

Nowadays, globalization has changed the countries' borders and created a less complicated labor movement, and these organizations now involve dealing with individuals from a multitude of cultures and backgrounds. This multicultural workforce augments Human Resource managers to confront new challenges due to necessary managerial practices changes. The tendency to increasing diversity and heterogeneity within an organization is beneficial only when it is managed effectively. My work's main purpose is to obtain a deeper understanding of cultural diversity in organizations, people -- would like to bring and retain between employees how to manage such multicultural organizations. To reach this purpose, I have to explore the advantages and disadvantages of cultural diversity in organizations. Cultural diversity benefits are increasing productivity and innovativeness, increasing satisfaction among the company's clients, and eventually increasing profits. However, the drawbacks are: difficulties in communication between diverse employees, stereotyping and prejudicing, and finally discrimination. However, all these minuses can be covered by the critical idea of gaining diversity. The company obtains heterogeneous individuals in terms of nationality, backgrounds, experiences, and education but it achieves a decisive advantage compared to other companies that do possess such skills. In my work, I have analyzed different methods and techniques that HRM can work this diverse knowledge to increase an advantageous workplace environment in the organization. I gave my personal recommendations to the company I work for 'The Yard Food Wine'', what they may change in order to obtain a better job execution from its employees. Simultaneously, I gave recommendations -- to employees that work for a multinational company. My work's final research was dedicated to the survey analysis, where I have identified the conflicts that the employees find while employed in a multinational workplace. The conclusion of my study reveals that diversity implementation can be accepted in any organization as it is just a question of HRM's willingness with managers and leaders and the company's goals and objectives.

List of figures

Introduction

According to the pressure, competitiveness, and always searching for good results; organizations no longer worry about the work environment's harmony. Workplaces have become more and more culturally diverse, with people from diverse cultures, beliefs, and backgrounds that are required to interact more frequently with others in the workplace (Mazur, 2010).

Shen, J, Chanda, D'Netto (2009), endorse that effective diversity management has been utilized as support and even a defense against bias within the workplace. It became extremely interesting to study and research diversity within different organizations, as many authors have documented it. Within this field, the authors have noticed a significant growth of diversity over the years. Over the past years, diversity has become a significant part of management. However, due to diversity increasing in the population, diversity is expected to become even more significant in the future. In the present moment, people are part of a global economy that includes competition from all around the world, and therefore, diversity is indispensable in organizations.

Diversity in organizations must accept and adapt rapidly to change and improve creativeness (Shen et al., 2009). Furthermore, diversity issues are becoming highly critical and relevant, especially for the future, since the population differences are increasing in many countries.

For (Shen et. al, 2009), globalization, workplace diversity, flexibility, and world market development are increasing awareness in the managers regarding the diverse individual's results in managing diversity within organizations. In this regard, cultural diversity is a method where different groups have the same rights and opportunities, and no one is considered worthless. Having cultural equality in the workplace can lead to organizations having a better-qualified workforce. Besides, diversity management identifies diversity in the workplace, but it also values and controls the multicultural environment such as the background, individual characteristics, orientations, and religious beliefs. Managing diversity with consideration is a crucial element for people's management, which can improve workplace productivity (Mazur 2010).

It is necessary to remember that diversity management is an important and relevant aspect of the Human Resources Management in organizations (Marras 2013), especially for the new age, since the differences are growing within the workplace population.

Managers propose that it may not be diversity that affects employee motivation, retention and performance. However, they suggest that an employee's perception of exclusion or inclusion within the organization process. How an organization and its employees recognize cultural diversity may be a hindrance without their awareness. Shen et.al, (2009) discusses a study in his thesis where it was demonstrated the varieties in the perceptions of both the managers and employees in the same companies regarding diversity practices. The employees perceived that their workplaces were not performing several diversity practices and strategies. Simultaneously, the managers in the same companies believed they were practicing the diversity strategy practices efficiently. In this opinion, it can be deduced of what is being practiced may not align with what employees perceive. Standards should be communicated and objectively grounded (Ongori and Agolla. 2007). This dissertation will explain how organizations can avoid workplace conflict arising from ethnicity and cultural bias and how to manage diversity in terms of policies and practices and what the employees perceive it to be.

It is also essential to say that the growing demand for analyzing whether organizations' strategy, policies, or practices could help fulfill positive outcomes for managing conflict cultural diversity within a workplace. Another regard is to find out about the employment policies and practices presented to the different groups. This will give a sufficient understanding of managing cultural diversity by weighing in the employee's perspective of how it is being delivered.

The concern of managing conflict cultural diversity is a primary concern for many organizations. Previous reviews have discussed a different aspect of cultural diversity management in language, religion, race, ethnicity, age, and gender. Several authors in their findings pointed out the need to assess inclusiveness in the workplace practices and how organizations could benefit from diversity actions. The study will explain how employees understand cultural diversity within their work environment, inclusiveness, policy issues, and challenges. This study also will focus on the findings by the human resource department regarding the management of the leaders and employees. Additionally, an observation of how diversity policies, practices or strategies are being delivered and perceived in the workplace.

This work leads managers and leaders to explore proper strategies for effectively managing culturally diverse employees and workplaces, so the Human Resource department takes responsibility for mixing chosen approaches and procedures into their operational methods which will support to decreasing the level of conflicts in the workplace.

There are three objectives for this research:

- How can the HR department maintain a cohesive, diverse ethnic culture within an organization?
- How can HR proactively reduce conflict within a diverse ethnic organization?
- What tactics can HR apply if an employee does not comply with policies regarding diverse ethnicities?

The dissertation then introduces three chapters of contributions to our understanding. In the first chapter, this work will discuss the different understandings of the topic cultural diversity, it's issues in organization management, and the advantages and disadvantages that diversity may bring to the organization. Chapter two will provide a full understanding of conflict and the causes of conflict in the workplace specifically related to diversity. Chapter three is reserved for talking about HRM in organizations regarding cultural diversity and how those theoretical frames measurements can help organizations with diversity.

Chapter four will be explore my primary research, specifically questionnaires with employees from small and large scaled companies and interviews I conducted with The Yard Food Wine human resources team. The intention is to map out and help HR understand better approaches about cultural diversity. Finally, I will culminate this thesis with a solid conclusion.

Aims and Objectives

This dissertation aims to explore how cultural diversity is managed through Human Resource policies and practices and how the organization's employees recognize these practices. This dissertation will also add more awareness and insights into how the HRM manages cultural diversity in the workplace to support the employees and reduce conflicts. By reducing conflicts in the workplace, the result will be a positive collaborative team. Also, this research will add to the college for prospective readers, it will also increase information and insights on the topic of managing conflicts within cultural diversity in terms of policies and strategies to support the employees in a workplace with the following objectives:

- How can the HR department maintain a cohesive, diverse ethnic culture within an organization?
- What tactics can HR apply if an employee does not comply with policies regarding diverse ethnicities?
- How can HR proactively reduce conflict within a diverse ethnic organization?

Research Methodology and Methods

To study this topic in question and understand how organizations avoid workplace conflict arising from ethnicity and cultural bias, it is essential to search academic references, besides investigating the several websites, consulting companies that show the relevance of the subject discussed.

The research will be conducted exploring the theme in various channels and websites of human resources consultancies, and companies, in addition to the vast existing bibliographic material on the subject.

The approach will be quantitative, aiming at basing the collected data.

These methodological processes will support in the basis and development of the dissertation proposal on the topic discussed.

Theoretical Background

_____

This chapter will explore the approach of reviewing the relevant literature related to organization, culture and diversity, followed by discussing cultural diversity in organizations and the types of diversity in the organization. Therefore, the literature leads to a discussion with the perspectives of a few analysis investigations on this dissertation. This section will commence with a general view of the organization, culture diversity, followed by the positive and negative effects of diversity in organizations and therefore managing cultural diversity with the analysis of – critics such as Rodrigues, Chiavenato, Hofstede, etc Models.

_____

Chapter 1

Organization

Recently it has been noted that organizations are continually experiencing moments of instability. This scenario was formed due to the constant technological development and the fact that the markets undergo constant changes as, for example, competitors appear and disappear overnight.

Thus, managing these changes and developing the mission of keeping employees and clients with a high degree of self-esteem has become a significant challenge. In this sense, in the new service society, an increase in dynamics is observed in providing services that require new skills and competencies. This requires new learning strategies, whether in an institution, a company, a non-governmental organization, etc. According to Dryden Vos (1996), most of the advances in learning have already been completed successfully by various companies.

Organizations can be conceived of roles. Each individual who occupies a position in the organization is asked to perform a set of activities and to maintain certain behavior (Gil, 2011).

It is necessary to make the work environment as pleasant as possible in the organization, especially when regarding interpersonal relationships. Currently, this task is almost entirely assigned to department leaders and the human resources sector, who must form motivated teams focused on quality excellence in producing useful services.

Globalization is a complex process in which, among others, it demonstrates to large business groups the advantages that could be obtained in an increasingly liberalized and deregulated world, in a scenario of dizzying advances in communications brought about by new technologies.

In the economy, one of the consequences of globalization was the internationalization of business, and in this scenario, controversial debates arose about the influence of different cultures and ethnicities with their beliefs and values in management theory and practice. Previously, organizations used to be classified as vertical organizations and hierarchical organizations.

According to Rodrigues (2007), employees used to execute services related to cleaning and coffee distribution. Because the companies' structure was closed as they were pyramidal type, companies used to complete their own internal service, creating difficulty in communication between external alliances. While horizontally, they used to seek to serve directly the superior.

The hierarchical organizational model generated the so-called "data capture silos by companies."

The existence of gaps and "flaws" between departments created conflicts, which, although still often of little relevance, ended in an uprising so that the high levels of the organization used to spent time on non-priority and unfocused issues for customers, the market, and competitors and with the possibility of companies capturing a large amount of information, data silos have increasingly become a factor of significant influence when executives make decisions. Currently, we could say that data is a source of wealth. In these types of organizations, the keywords are bureaucracy, standardization of products, services and salaries, hierarchy, centralization of information, authority, decision, and planning.

According to Rodrigues (2006), nowadays, many organizations have already evolved from the typical hierarchical functional structure of industrial society to systems with a

horizontal operational base and with a small number of hierarchical levels. However, Chiavenato (2002) considers that many organizations still apply conservative and traditional management. Today, the bureaucratic model no longer makes sense, as it is void of conditions.

According to Chiavenato (2002), we are in an era where every change is rapid and profound as we are facing on a daily basis; the bureaucratic model has been replaced by the democratic model where people can be managed in a more involved style. Then the military era changed to a more spontaneous way where people have more cooperation and collaboration. Because when people participate, collaborate, and cooperate, it naturally leads to the organization's successful "new age sense".

Cultural diversity

Accordinh to Hofstede (1984), culture is the combined programming of the perception that divides one category of people from another. It is also crucial to state that the culture's acts can be noticeable, but the meaning can be vague. In this context, we could reflect on the rationality and irrationality that exists as a guide of man's behavior in every culture, the motivations, expectations, and the model that can shape its behavior. Culture may also influence the dynamics in the workplace and the way they do business. According to Trompenaars (1998), a culture's impact on a company can change from one place to another. There is a need for standardization in organizational systems and procedures, which globalization has brought to the 21st century. The dismiss of cultural barriers and the standardization of numerous foods and products that we can find globally. Nevertheless, culture is more of a set of values and behaviors adapted and implemented to achieve a common goal. Alvesson (2002), states that organizational culture is described as 'the shared practices administering cognitive and affective perspectives of membership in an organization, and the means whereby they are shaped and expressed'. Organizational culture establishes the principal tool for a well-managed organization, as Mann (2010) stated, 'the culture of an organization is more than behavior. It is the balance among the strategic focus and the values ethos'.

In the organizational context, national culture and organizational culture play an essential role in leveraging or minimizing the organization's synergy. Though, this research focuses on the culture that varies from nationalities, towns, and religions from

the workforce in an organization. In other words; multicultural organizations or culturally diverse workforce. Cox (1991) claims that there is value in diversity that can be fully recognized by diversity and pluralism in the workplace presented by multiculturalism. Also, it is defended by Sarala & Vaara (2010) that national cultural differences provide great potential for knowledge transfer, showing that cultural integration in the form of organizational cultural convergence and cultural cross vergence is crucial in such knowledge transfer. In their study, Sarala & Vaara (2010) also found that 'cultural integration creates a positive social dynamic environment'; this will be discussed in the following segments when presenting the positive and negative effects of cultural diversity.

What is diversity?

According to Pitts (2005), diversity is a behavioral psychology aspect based on the sense of likeness and otherness. As globalization contributes -- enriching different groups of people with various cultures worldwide, diversity generates differences in numbers, races, and gender. Diversity refers to all divergences among people, including one person, group, and cultural differences Bucher & Bucher (2010). Variety also possesses different dimensions depending on the point of looking at it. Nowadays, the term diversity has been expanding continuously due to it being a multidimensional concept. In terms of this research, we will look at cultural diversity in organizations. Seymen (2006) describes diversity as a mix of people with different group personalities within the same social system.'

Mlliken & Martins (1996) mention that diversity is about understanding each other and moving beyond simple tolerance to enfold and celebrating the rich dimension of diversity within each individual. They also argued that organizations would understand considerably the benefits for their diverse workforces, as -- to make strategies to enhance the workforce tactics. In addition, Mlliken & Martins (1996) also stated that a standard definition of diversity would lead to less confusion about the concept. Cox (2008) says that 'Different aspects of diversity seem to have a different impact on the performance, depending on the specific situational conditions.' In this context, the authors mentioned above suggest a standard definition of diversity and explain diversity dimensions.

The two main streams in which research focuses more; those perspectives are the visible aspects of diversity and the complex dimensions of diversity. Cox and Smolinsky (1994) define diversity as: 'The depiction of people in different group identities in the same organizational social system' in this definition, the authors subsumed characteristics of social categories and social groups. Cox and Smolinsky (1994) say that managing diversity is driven by managers and other employees' attention and endeavor to respond adequately to the challenges posed by diversity in workgroups. In this context, it is essential to mention that managing diversity represents challenges for managers. Still, there is proactive attention and efforts for managing diversity successfully, according to Cox and Smolinsky (1994).

Friday & Friday (2003), says that over the past few decades, educators, practitioners, and organizational researchers have recognized that diversity is a phenomenon with a wide array of effects within the workplace and society in general. However, other authors base their research on analyzing diversity effects on teams and found out that 'diversity affects teams through process losses and gains associated with increased divergence and decreased convergence' (Stahl, Maznevski, Voigt, Jonson 2010)

Cultural diversity & organizations

In this research, organizations' cultural diversity is defined as "the variety of people with different cultural backgrounds in the same organizational system."

We could say that organization is a social system of a different nature than a nation in which organizations influence work. According to Cox (2008), cultural diversity represents one social system of people with distinctly different group affiliations of cultural significance. The significance of differences between people makes them vulnerable in the organization in terms of effectiveness, decision-making, and a peaceful working environment. Cox also states that it is well known that understanding the effects of culture on human behavior is crucial to business success. In this context, it is necessary to understand the complexity of cultural diversity in organizations and how they can work together effectively.

Gardensuwartz & Rowe (2003) stated, 'how to manage diversity in organizations to secure its prospective benefits? From this statement we can deduce that diversity is about inclusion and exclusion'. It is notorious that multiculturalism is a growing figure in employers nowadays in every type of company. Nevertheless, this represents a

challenge for organizations that are willing to manage cultural diversity effectively. Cox says that an effective way to encourage the introduction of culture norms on organizational decision making is to achieve cultural diversity at all organization levels. He also argues that managers nowadays want to transform plural organizations into multicultural organizations and create an environment in which all members can contribute to their maximal potential.

It is also noticeable that cultural diversity has to be well defined for the organization to accomplish. It is necessary to involve the inclusion and exclusion involved in the organization every day. In this context, he presents a model of the four layers of diversity.

The graphic describes the dimensions of diversity, where there is inclusion and exclusion around the centric circles:

Figure 1
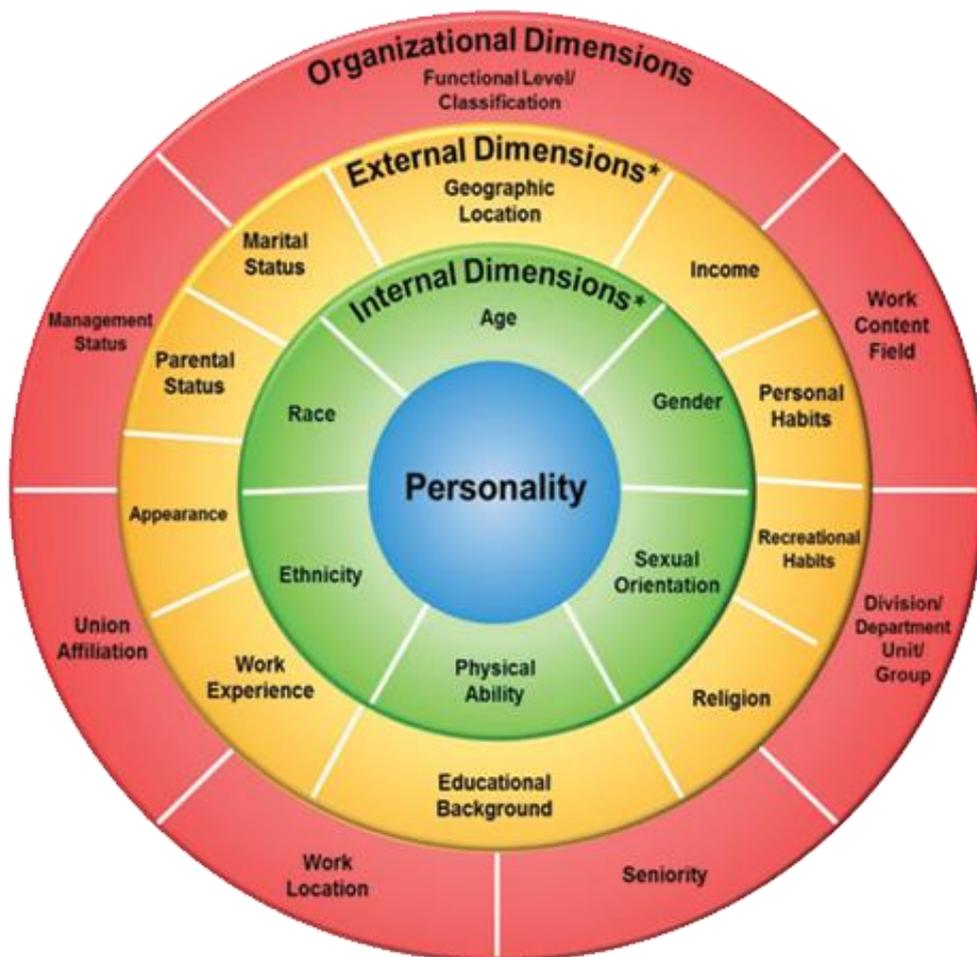
- **Personality:** this layer is related to the individual style, whether the person is introvert or extravert, and how the individual will be treated and get along with others in the organization.

- **The internal dimension:** this layer comprises race, age, gender, ethnicity, physical ability and sexual orientation, influencing treatment in organizations.

- **The external dimension:** understands the results of life, experiences and choices. In this meaning, employees can be valued, disrespected, connected or disconnect in the organization depending on how they manage this dimension.

- **Organizational dimension:** involves all the aspects of similarities or differences in the organization that are part of work.

These areas represent the aspect of similarity of common ground and differences; however, these dimensions can affect employee's treatment and the organization's productivity.

Cultural diversity is a highly complex field with multiple distinctions, and the majority of attributes cannot be discovered immediately. Researches reveal that diversity must be seen from different evaluation points as structural integration, informal integration, stereotyping, prejudge, and discrimination in gender, age, religion, and work. Some researchers agree on the importance to separate the visible and invisible attributes of cultural diversity in organizations. Trompenaars (1998) also emphasizes gender, ethnicity, and functional diversity known as the 'melting pot'.

Cultural Diversity effects in Organizations

Diversity may be challenging in organizations as it can influence the organizational climate in the workplace. Hoge (2010) states that employees' diversity, when it is not correctly managed, can harm the whole organization and result in a devaluation of minorities. Hoge also claims that the positive and negative effects of cultural diversity and the organizational climate will influence this in the organization. However, other authors base their research on the good impact that cultural diversity provides to organizations. 'It is well known that understanding the effects of culture on human behavior is crucial to business success' (Cox, 1993). Following this assertion, Bell (2007) argues that 'organizations and their managers should admit the challenges of diversity, minimize the threats, and take on advantage of the opportunities resulting

from diversity' in this context, the section below analyses the positive and negative effects of cultural diversity in the organization.

Positive Effects

The authors have complied with enormous work on the cultural diversity topic as a positive factor for organizations when it is well managed. Thomas & Ely (1996) suggest that cultural diversity is a potentially valuable resource that the organization can use as its core to rethink and reconfigure its primary tasks. It was said that cultural diversity presents challenges in organizations in terms of managing the workforce to be integrated and heterogeneous. This leads to synergy in workgroups that could leverage effective decision-making, problem-solving, and even organizational costs. 'Organization's ability to attract, retain and motivate people from different cultural backgrounds may lead to competitive advantages in cost structures and maintaining the highest quality human resources' observes Cox & Blake (1991). Some positive points will be mention below.

Creativity Problem solving

According to Cox & Smolinski (1994), diversity improves creativity in the workplace as individuals can bring their experience to others. Think about it this way: similarity breeds similarity. If there are only heterogeneous groups, employees from the same cultures, perspectives, and socioeconomic circumstances, you are limiting your creativity and innovation. Contrarily, employees from diverse backgrounds and cultures will bring various solutions to achieve a common goal; your goal. Consequently, cultural diversity will exponentially raise creativity and innovation in the organization. Cox & Smolinski (1994) proposed that the heterogeneous team was more inspired than the homogeneous group formed from the analysis in an experiment realized to a culturally diverse force. That is to say that as Cox maintains in his researches, heterogeneous groups are more successful in innovation in the workplace. Problem-solving is also frequently influenced by heterogeneous and homogeneous groups. Research on this domain reveals that 'the diverse groups may have had more difficulty working together initially, leading to lower performance than the homogeneous groups. Over time, as they worked through these difficulties, the advantages of diverse groups

for problem-solving began to be recognized'. As observed by Cox & Smolinski (1994), therefore, the group's cohesiveness will dictate their capacity to problem-solving.

Strategy

As globalization keeps growing every day, markets and organizations have to become more culturally diverse, and an analyze consumer behavior has continuously shown that sociocultural identities affect buying behavior.

According to Cox & Smolinski (1994), the importance of organizations' strategies regards cultural diversity in their teamwork due to enhancement in market share. They also pointed out that, 'This type of diversity-leveraging to improve marketing is reported by various other organizations in various industries ranging from local stores and newspaper to the micro organization around the world'. The authors also refer that in a workplace where there is a culture of respect for diversity, conflicts are far less recurrent. As there is an acceptable coexistence policy of contrasts, coworkers may find it unchallenging to deal with complications between them. The system of respect and tolerance encourages the ability to listen and seek professional agreements. Therefore, differences of opinion do not trigger disagreements, breakups, or friction. They are incentives for the formation of a cooperative construction and the search for a consensus.

Cost and savings

Managing the diversity in organizations can improve cost structures and increase the better work environment quality as was seem in (Cox 2008). With the decrease of the fence of globalization, more and more organizations are hiring a diverse workforce. However, this can represent a challenge for managers and human resources that need to adapt structures and personal to the organization's policies.

When the organization has investments in cultural diversity policies, this can bring a long-term value creation strategy by creating and boosting humans in the organizational capital. In this context, those organizations with efficiently integrated culturally diverse employees, with a well-managed cultural diversity force, have low employees leaving the organizations or even demotivated employees, therefore, cost savings in the

organization. According to Cox& Smolinski (1994), following this meaning, 'organizations will captivate the best available specialists of the market and motivate other employers to copy their strategy, staying equally competitive and flourish their businesses'.

Negative Effects

Looking at the negatives effects, management and scientists often focus more on the challenges than the negative effects that cultural diversity can bring, possibly because it can be called racist or discriminating. According to Hoge (2010), 'The most focuses more on the positive effects and outcomes a random workforce can have and argue that the negative impacts of diversity only occur because of poor management and wrong approaches from the managers'. However, corresponding authors who developed research on this field claim that cultural diversity may distinctly impact team outcomes. Stahl et al (2010) also point out that 'Cultural diversity leads to process losses through job conflict and decreased social alliance and process gains through increased creativity and satisfaction'. The following segments show few effects of cultural diversity in the organization.

Racism and discrimination

Human rights currently cover almost everything in the context of employment-based on racism, pregnancy, physical ability, discrimination, etc. Even though human rights has 70 years old, that has been included in organizations. Only a few years ago, equal employment opportunity law was widely interpreted to be limited to hiring, promotion, and in rare cases, compensation. Cox & Smolinski (1994), say that unfortunately, employment opportunity can still be very narrow. Nevertheless, ideally, color, race, or diversity seem to be no problem in today's organizations as it used to be. Decades of national opinion surveys and psychological research on bias and discrimination show that individuals' status corresponds to their sex, age, and ethnicity' was it was seem in (Jackson 1996). It demonstrates that, unfortunately, there are those attributions in organizations. Colored people are frequently discriminated against since there is stereotyping of marginalized cultural backgrounds. This is also interpreted in excluding minority groups, meaning no heterogeneity in the whole work environment. Stahl, et al

(2010) argues that 'people from the same cultural diversity always share basic values and beliefs, and therefore they feel strong similarity-attraction with each other'.

As mentioned, diversity presents challenges in organizations. These challenges need to be managed to find the heterogeneousness in a pleasant workplace in the organization, as Cox (2008) states 'conclusions focus on the need for information about how to achieve excellence in managing diversity'. Even so, there is also evidence that a defectively managed cultural diversity workforce will generate discrimination and racism. In terms of race, ethnicity, and gender diversity, cultural diversity impacted firm performance concerning stock market values' changes. In this context, cultural diversity can also impact costs reviewed before.

Decision-making

Misinterpretation by individuals may increase anxiety in the workplace in some group members may feel less comfortable. These effects can make decision-making even more difficult and time-consuming. Decision-making can be a considerable issue in organizations because it is alongside communication between members of a group was it was seem in (Cox & Smolinski, 1994). Jackson (1996) suggests 'the view of the benefits of diversity during decision-making precisely reflects some of the possible benefits to be gained by creating diverse decision-making teams, but it is not the whole picture'. In this context, Jackson also suggests that formative decision making occurs when members of a group have the knowledge in the domain. In other words, decision-making is also influenced by knowledge; however, it is also influenced by power differentials.

Turnover

According to the studies of Cox & Smolinski (1994), a significant bottom-line effect of poor managing diversity is a high turnover in the workplace. When diversity is not well managed, it can increase dissatisfaction and, therefore, absenteeism's employee turnover. This can bring undesirable consequences as cost losses and even lawsuits. Regularly replacing lost or sick leave employees will establish a general feeling of discontent in addition to it being is costly to organizations as they have to pay to hire and train replacements. Organizations have the risk of losing superior talent to

competitors if the workplace does not provide a safe and motivating culture where employees from diverse backgrounds are welcomed and treated fairly.

Cultural bias

According to Sue and Sue (1990), causes of cultural biases can be understood through different structures: culture-bound values, behavioral expressiveness, emotional, attributed class, and verbal, differences in causes and effect orientation, and differences in communication patterns. The contrast in attribution systems that are culturally diverse employees and managers bring to their interactions may present a barrier. The interactions may fail because of the underlying tools of culturally mediated attribution differences. Triandis (1972), states that the relationship within the subjective culture and attributional processes are interpreted by theoretical and practical work conducted by social psychologists and essential insights from the field of linguistics. The appearance, form, and definition of a particular behavior in a particular situation may change from education to education because of parallels in norms, role perceptions, values, historical experience, and expectations.

According to Albert (1983), individuals from different cultural traditions bring to cross-cultural interactions different implicit and explicit frameworks for interpreting these experiences. These differences in interpretation may lead to culturally different people to view the same situation or behavior variably. Salzman (1990), endorses a great variety of within-group variations in the attribution, variation between a group might account for failed interactions because of differential attributions likely to occur. An individual's silence from one culture may be represented as neutral or hostile when intended as respectful noninterference. This discrepancy's behavioral outcomes could conflict with the development of mutually respectful, supportive, professional, and personal relationships.

However, attributions are inferences about the causes of behavior. According to Heider (1958), humans are always engaged in making judgments about observed behavior. Even though the action in any interactions that are or not performed can be necessary, it is the definitions given to these critical behaviors. Albert & Triandis (1979), endorses that a compliment can be defined s a way to manage, but help can be seen as

demeaning. These definitions have predictable behavioral outcomes and may assist in defining the interaction. Discrepant attributions have been found to confuse, under personal performance, rejection, and even conflict. It is believed that such differences are more likely to occur in cross-cultural interactions because of variations in norms, roles, advantages, and expectations that each culture has developed in adapting to life geographically, economically, and historical circumstances.

According to Heider (1958), every person who behaves as naive scientists is employed continuously to make opinions about events and observed behaviors by associating causes and motives. Causal attributions, then answer the "why" questions about behaviors. They serve as mediators between all stimuli faced in the world and responses made to these stimuli. Humans don't respond directly to events around us; we respond to these events' meanings or interpretations.

Pedersen (1989) endorses that bias is the implicit belief that usually means the same to people of different social, economic, political, and cultural experiences. However, it is essential to remember that "what is considered normal will change according to the situation, the cultural history being judged and the time during which behavior is being performed or observed". He also pointed out the dangers of diagnostic errors when using normal definitions generated from one culture's perspective with people of different cultures.

According to Pedersen (1989), many counselors ignore the development of the family, organizations, and society in favor of emphasizing the individual's welfare. From this meaning, counselors are inspired to focus on changes in the specific client, sometimes accusing the group of demands for the client alignment problems and dismissing the effects of personal variation on the groups to which the client remains. The author endorses that traditional counseling approaches have all too often neglected other academic disciplines that speak to humanity's problems and issues such as sociology, anthropology, theology, and medicine. Counselors tend to view their client's problems from a minimal perspective; however, their problems are not confined to psychology and counseling disciplines.

According to Pedersen (1989), counselors need to go outside the confines of their specialized expertise and interest to explore the issue or problem from the client's cultural view. Several counselors downplay the role of family and equal support to a

troubled person rather than featuring their professional services. He argued that counselors should attempt to combine the client's direct support system into a strategy plan. In some cultures, it is more acceptable than disclosing confidential information to the instructor, who is intended to be a stranger. The author argued that counselors often assume that their role is to change the individual to fit the system and often fail to question whether the system should be changed to fit the individual.

According to Sue and Sue (2003), counseling and therapy have a history of defending the status against difference, at least as observed by minority cultures, through what has converted to scientific racism. Counseling psychology has been delayed to answer to evidence of cultural bias. Sampson (1993), implies that counseling and psychology have at best-accommodated add on various approaches in response to culturally diverse movements and special interest groups without necessarily transforming conventional frameworks of understanding.

Chapter 2

Conflict

The term conflict comes from the Latin Conflictus, which means that when two parts or groups do not accept the same thing or meaning, that is called the discord between opposing forces, creating the conflict. According to Ernesto Arthur Berg (2012), "conflict in the present times is inevitable, and it is always evident" Also, he states that it is essential for the organization's growth process to understand and deal with differences.

The theory and opinions about conflicts have evolved in recent decades, changing according to organizations' studies' of different perspectives. Following the organizational study's interdisciplinary character and the possibility of further organizational phenomena analysis, there is a diversity of methodological approaches and strategies that hinder its theoretical integration. According to Chanlat (1996), for a considerable period of time, organizations' thought was based on rational systems of functionally dependent units, which sought to achieve objectives jointly, predominated in organizational studies, and excluded issues of conflict in these spaces or did not know

how to deal with them. However, gradually, the theme became the focus of analysis in the most recent theories. Therefore, the analysis adopts a functionalist panorama of the organization by highlighting the particular contribution from each administrative department on how to conceive the organization and, therefore, consider the conflict.

Chiavenato (2003), states that "conflict means the existence of ideas, feelings, attitudes or interests that may collide." He also mentions that conflict is unavoidable in the organizations as it is part of its human nature; it is the opposite side of an agreement. There must be disagreement interference between one part to another part or groups when there is a conflict. He also says that the Structuralist Theory arose from the opposition between the Traditional Theory and the Theory of Human Relations. It represents a development of the Bureaucracy Theory and a slight approximation to the Theory of Human Relations, representing a critical view of the formal organization.
 According to Chiavenato (2003), this opposition became necessary due to a broader and more comprehensive position that integrated the aspects considered by one and omitted by the other or vice versa. In this sense, the Structuralist Theory intends to be a synthesis of the Classical Theory called formal, and the Theory of Human Relations called informally; it is inspired by Max Weber's approach and, to some extent, the work of Karl Max.

Chiavenato (2003,) endorses that the Structuralist Theory originated from the need to visualize "the organization as large and multiple social units" where social groups interact and share some of its purposes, such as economic viability. However, they can be incompatible with others, such as distributing the profits of the organization.
Besides, Chiavenato (2003), mentions that Structuralists disagree with the harmony of interests between managers and employees in the organization. Even though for Structuralists, conflicts feature undesirable components, they are elements that cause changes and innovation in the organization.

Since conflict is found in all environments and places and cannot be avoided because it is inherent to human beings, it should be used in favor for people's progress and growth.

Chiavenato (2003) mentions that "conflict and cooperation are integral elements in the organization's social life. Today, cooperation and conflict are considered two aspects of

social activity, or better yet, two sides that must work together. Conflict resolution is seen more as part of the "conflict-cooperation" scheme than an "end of the conflict". Management's purpose should be to obtain cooperation and resolve conflicts, that is, to create conditions in which conflict is an integral part of the organization's life that can be controlled and directed to useful and productive channels".

Conflict induces change and arouses innovation as solutions are reached. However, these solutions formed the basis for new conflicts that will influence new changes, which will develop more innovations, and so on. If the conflict is hidden, mentions Chiavenato (2003), he will look for other forms of expression, such as turnover or an increase in accidents, which, in the end, is not beneficial to either the employee or the organization.

Types of conflict

According to Chiavenato (2008), internal conflicts are when one person has conflicts of desires, feelings, and motivations. When an employee works for a company for status and money, the same employee does not like the managers. This is called self-individualism or psychological conflict. Internal conflict can cause breakdowns in the decision-making mechanisms, causing difficulty in choosing among several alternatives for action.

The author also mentions that when conflict occurs between people or groups, it is called external conflict and social conflict, which occurs between people or social groups with conflicting interests or objectives.

According to Berg (2012), organizational conflict is not based on personal principles and values, but the consequence of organizational dynamics. There are two types of organizational conflicts; internal and external, and can arise between departments and business units, but eventually it transpires as a conflict between people. This type can be a noticeably complex conflict once people are on the same side of the table, and their costs are hidden. He also says that the cost is more manageable to measure in external conflict. For example, disputes involving other companies, the government, and even people in the workplace.

According to (2008), the most common types of conflicts in organizations occur between the specialist's authority and the administrative authority. The author notes that, in the organizations there are two types of disputes in the development of organizations;

1) Between the formal organization and the informal organization; 2) In the relationship between customers and the organization.

Silva (2008), also observed that there is a relationship of reciprocal dependence between conflict and organizational change; since changes causes conflicts and in turn brings innovations. On the other hand, organizational innovations alter, interfere with further innovations and improvements already underway, and provoke a dichotomy between formal and informal organizations.

Reasons and types of conflict in the organization

As mentioned before, conflict in organizations is inevitable and constant. However, some environments and situations enhance its occurrence.

For Berg (2012), some of these causes are changes: changes occur due to market pressure, driving organizations to adapt to new realities. These adaptations are followed by technological, structural, or employee behaviors, always seeking to improve efficiency in the search for results, increase profits, reduce costs, update organizations in all aspects, grow, or remain in the market. Consequently, changes may bring to organizations turnover and restructuring.

Conflicts between goals and objectives: impasses between departments or boards are common in organizations nowadays, mainly due to the goals and objectives, due to lack of communication and harmony in the workplace. According to Berg (2012), it is generally poor planning, which, compartmentalized, often prioritizes emergency and isolated actions from different sectors without supporting itself to integrate the organization's objectives and goals as a whole.

For Chiavenato (2003), there are situations within organizations that cause conflicts: Conflict between the management, which is the holder of knowledge, and the administrative authority who is the hierarchy. The author states that one of the typical conflict situations is the tension imposed in the organization by using knowledge: how to create, cultivate, and apply knowledge without undermining the organization's hierarchical structure

According to Chiavenato (2003), in a relationship of mutual dependence between conflict and change, it is essential to remember that changes may bring conflicts to the organizations or not, even though these changes can cause innovations. In this meaning,

conflicts even hidden or repressed by bureaucratic rigidity, become the inevitable source of organizational change. The author also mentions that conflicts between employees and customers lead to the emergence of new practices and techniques that help to resolve these conflicts and temporarily reduce tensions. However, the innovations used to resolve a conflict can create supplementary conflicts. Innovations in the organization or the improvement of employees' working conditions affect, interfere, and hinder other innovations and enhancements already achieved and lead to a dialectical dynamic between the formal and informal organization.

According to Chiavenato (2003), conflict represents a mix of antagonistic interests. Conflict in turn, represents a situation between irreconcilable interests: the fulfillment of one interest prevents another's attendance. Organizations are faced with conflicts, with choices between alternatives in which one objective will have to be sacrificed in another's interest. The concepts of competition and dilemma allow an understanding of the change processes generated internally in the organization. Change and adjustment occur whenever new situations demand, new problems arise, and new solutions must be created. Give innovation. The questions are endemic and act as an internal and continuous condition for change within the system.

The author establishes three types of fundamental dilemmas in organizations:

A. Dilemma between coordination and communication: in order to carry out its activities efficiently and effectively, coordination is hampered when free communication between the parties involved is allowed. It happens that free communication introduces new solutions, not foreseen for adequate coordination.

B. Dilemma between bureaucratic discipline and professional specialization: the opposition between the principles that govern bureaucratic behavior and those that govern professional behavior.

C. The dilemma between the need for centralized planning and the need for individual initiative: for organizations to face technological advancement, organizations' growth and survival also depend on individual initiative and creativity that are overshadowed by centralized planning and control.

According to Chiavenato (2003), these three types of organizational dilemmas manifest a more significant dilemma between order and freedom. Such dilemmas, according to the author, are responsible for the development of organizations.

In this sense, by solving old problems, new problems are created, and the experience obtained in the decision will contribute to the search for solutions to new problems, making organizational development a nearly continuous and dialectical process, says Chiavenato. Ambition and individualistic behavior of high-ranking employees; employees desire to justify their existence in the company by offering services; promotions for higher advisory positions pending approval by line employees or vice versa.

In addition to the above, Chiavenato (2003) mentions that conflicts involve positive and negative aspects. In this sense, the perception almost always leads to the belief that internal and external conflicts' negative and destructive aspects are more visible. Thus, it recommends that there is no better way to compromise an organization's health than to promote internal conflict. External conflict, caused by forces coming from outside the organization, can also exert intense disintegrating pressure. However, conflict can have positive potential, allowing the strengthening of group cohesion and informal organization and the feeling of belonging to the organization.

According to Burbridge and Burbrigde (2012), every organization has conflicts, but its conflicts help in the process of necessary changes and organizations' growth. On the other hand, in return, they create costs that might go unnoticed, but that influences the company's functioning, such as the high turnover rate, absenteeism, reduced motivation, low productivity, etc. Furthermore, MCINTYR (2007) comments that one way to define whether the conflict is constructive or negative is from the motivation of the individuals involved, as in the organization, it is the manager's responsibility to handle the conflict. From this concept, it is evident that conflicts do interfere in the organizations' functioning; it is necessary to identify whether this interference is favorable or not to the activities. Leaders can stimulate situations where disagreements may generate new ideas and differentiated solutions by reducing those where the consequences will be costly

with costs and losses, both in productivity and the quality of the relationship between people.

Conflict Management

According to Neto (2015), before making any decision, it is crucial to investigate the facts that occurred, and the people involved, their conduct, and performance.
All avenues must be explored to avoid committing injustices and conclude the conflict in a satisfactory manner.
Chiavenato (2003) announced that "an essential quality of the manager is his quality of managing conflicts". The manager has at his control three approaches to manage conflicts:

- Structural approach: the conflict is formed from the opinions created by differentiation conditions, limited resources, and interdependence. If the manager acts on any of these generating elements, the conflicting situation can be more easily controlled.

- Process approach: this approach attempts to reduce conflicts by modifying processes, which can be carried out by a part of the conflict, by outsiders or by a third person, and can be conducted in three ways: the deactivation of the conflict, where one of the parties opts for cooperation promoting the agreement; confrontation meeting between the parties, in which the reasons for the conflict are open in a more direct way between those involved; or collaboration, which occurs after -- the previous steps have concluded, with two parties seeking a win to win resolution.

- Mixed approach involves both structural and process aspects and can be done by adopting rules for conflict resolution or the creation of integrating roles. The adoption of rules uses structural means to influence the conflict process, creating rules and regulations that limit people's actions. The creation of integrating roles consists of creating parts within the organization. They are always available to support in the search for favorable resolutions to conflicts that may arise.
According to Berg (2012), there are several ideas to approach and manage conflicts. However, one of the most effective is called "Styles of conflict management", a method

created by Kenneth Thomas and Ralph Kilmann that propose five ways to manage conflicts:

- Competing: it is an assertive and uncooperative attitude, where the use of power prevails. When competing, the individual seeks to achieve his interests at the expense of those of the other person, it might be an aggressive technique where the individual uses the potential to win.

- Accommodation: it is a non-assertive, cooperative, and self-sacrificing attitude, opposite to competition. When settling down, the person renounces his interests to satisfy the interests of another party. It is identified as an altruistic, generous, and passive behavior.

- Avoiding: it is an inactive and non-cooperative attitude because when using remoteness, the person does not attempt to satisfy his interests and neither cooperates with the other person. The individual stands on the edge of the conflict, postponing it or retreating in situations of threat.

- Agreement: it is an intermediate position between assertiveness and cooperation, where the parties seek mutually acceptable situations, which partially satisfy both sides. The deal means exchanging concessions or looking for a quick middle-ground solution.

- Collaboration: it is an assertive and cooperative attitude, where the collaborator attempts to work with the other individual taking into account to find a resolution that completely satisfies both parties' interests.

Berg (2012) also states that there is no right or wrong style to manage conflicts and that each one can be appropriate and effective, depending on the situation and the matter to be resolved and the characters involved. The important thing is to know and use the various options available to manage conflicts and learn to use their techniques. Not every conflict is the same, and not every conflict should be addressed in the same way.

According to Burbridge and Burbridge (2012), for this purpose, the manager needs to know how and when to use each tool at his control, such as negotiation, mediation, litigation, arbitration, and several other tools available. So the challenge is to know what to apply on each occasion, trying to choose and apply the techniques effectively.

Chapter 3

Humans Resources in Organizations and its Evolution

According to Michaellis (2002), evolution means progress, slow and progressive transformation of an idea, fact, action, etc. From this concept, it is essential to understand the evolution of management and organizations up to the present day with the change of perspective on the people who compose them. Moraes (2004), endorses that organizations are social institutions, and their actions are developed by members to achieve their goals. As a result, organizations act interactively with the environment that surrounds them. The author also says that the human and material elements, which are part of organizations, have a strong connection and interdependence of the environment in which they are inserted and make constant changes. Given this, companies need to be in harmony with society to maintain and achieve their goals.

In the early days, management science showed a small concern for people's needs. From the outset of the 20th century, organizations started to have greater complexity to meet society's demands (Carvalho, 2008). In the initial period, with scientific management, the administration's science emphasized the productive processes' tasks. However, accused of exploit men in companies, a few decades later, the theory of human relations in management emerged, and according to Chiavenato (2003), the company came to be seen as a social organization composed of groups and remains in constant interaction. In addition, the conception of the social man within this theory of emphasis on approval and participation in his groups is a priority to economic motivation in determining the worker's income. The evolution of management science has changed the way it approaches human resources in the organization.

Organizations have evolved and changed their role over the years, so has human resource management (HRM). According to Maximiano (2003), one of the primary

organizational purposes is the Human Resources area, which takes care of people's entry and retention. For Toledo (1999), HRM can be defined as the area of studies and activities that deal with aspects related to the human element, generally essential to organizations. That is, the area responsible for dealing with personnel difficulties of any cultural diversity. As for Gil (2001), it is the management function that aims to conquer the cooperation of people who work in organizations to achieve both organizational and individual objectives.

The HRM has encountered profound changes in recent decades, following cultural diversity, social changes experienced in private and public fields. Starting from a historical rescue, HRM has its origin with the personnel department model, between the years 1890 and 1920, when "employees became a factor of production whose costs should be managed as rationally as the costs of other factors of production" was it was seem in (Fischer, 2002).

According to Gil (2001), with the studies carried out by the psychologist Elton Mayo in 1927 on the relationship between the conditions of the work environment and its influence on the human factors of workers that the movement for valuing human relations emerged, starting from the need to consider the relevance of psychological and social factors in productivity. In the 1930s, the historical scenario changed, and workers began to gain more labor rights; in other words, HR, in addition to being concerned with "accounting" for its collaborators, at this point in history, is also concerned with complying with the newly created legislation. Between the 1950s and 1960s, new functions emerged within HR, moving from the Personnel Department to Human Resources Administration era. At this time, techniques for retaining and recruiting staff are adopted, and the implementation of HR policies in some organizations begins.

According to Gil (2001), since the 1980s, organizations have been facing severe challenges such as increased competitiveness, cultural diversity, and technological development that have produced consequences for their people. This way of treating company employees generated several criticisms, especially in the 1990s. Critics of these methods argued that people should be treated as business partners, mainly because they constitute the company's intellectual capital. This evolution has led to the Human Resources area being designated mainly as people management. Therefore, as can be

seen, the Human Resources area needs to follow the changes and trends that happen and apply them in the organizations where they operate.

According to Dutra (2006), the technological revolution and globalization have changed organizations' behavior, leading them to seek new management models that understand the existing demands. Therefore, the human resources need to follow this progress, always looking for its development and facing challenges given workplace diversity. A strategic human resources sector must act as a strategic area, helping the organization to move between contradictory forces in the globalized world: short term versus long term, operational versus strategic, decentralization versus centralization, among other dualities characteristic of modern business. According to Tanure, Evans and Pucik (2007), this role is termed as the face of HRM, where the Human Resources sector leaves aside its only operational role (known as the HRM execution side) and seeks to interconnect and being deeply involved in the company's strategy, in order to bring it prosperity. However, putting this into practice is not a simple task and it is difficult to find an HR area developed, prepared and engaged on this point.

(Cox, 1993), argues that understanding how to manage diversity within the organization generates a competitive and financial advantage in the current competitive market. Notably, the area with the greatest weight in this management's responsibility is the HR sector, creating an increased inclusive culture diversity in the organizational environment, carrying out the development of programs, policies, and activities focused on the theme. The agreement between the management of human resources and the management of diversity is observed in the concern with the contribution of managing people who are naturally different, within a given business strategy, and aiming to develop the well-being of each individual was it was seem in (Truss, 1997).

For Shen et al. (2009), effective HRM strategies should aim to increase organizational learning, promote flexibility, create knowledge, and develop a work environment focused on managing diversity, as the essence of people's management policies and practices. Reskin and McBrier (2000), say that a culture of diversity must be emphasized in its mission and vision, portrayed through the people management strategy.

How can the HR department maintain a cohesive, diverse ethnic culture within an organization?

Bridget Miller (2016), diversity in the workplace can benefit the employer in several ways. The most common reason for organizations to have a diverse group of employees is to ensure that there will be overall ideas, backgrounds, and skillsets that can help the organization have more innovative ideas and less repetitive ideas.

Here are some ways HRM uses to improve the diversity levels in the workplace and acquire more of the advantages that come from having a diverse workforce:

Human resource management practices on the cultural diversity issue

Cultural diversity training might provide managers and HRM a discussion in the workplace. However, a greater willingness to talk directly about differences helps employees build trust in the work environment, make a significant decision, and even open a compromised door to more organization diversity. Training about diversity has been essential when dealing with difficult situations and communicating effectively in a multicultural workplace, which is essential to create a practical module to guide this kind of training. The training module will first define the needs, goals, and requirements of the cultural diversity, then some practical training sessions that can be applied in Human Resource practices as a Leadership training Lim & Noriega (2007).

Training and development

With cultural diversity training in organizations, managers obtain cultural knowledge and increase employees' awareness of diversity and help them deal with workplace differences. When the knowledge of potential differences between cultures in the workplace is familiarized with employees, they can learn where these differences come from and what molds they can take. Recognizing and understanding these differences can help them build trust, communicate more efficiently, avoid misunderstandings, and increase workplace harmony.

According to Baum et.al. (2007), the goal of cultural diversity training can be described as providing individuals to become competent intercultural communicators with cultural awareness and more sensitivity as cultural diversity can build barriers in organizations.

From this understanding, managers and employees must be prepared to deal with business increasingly diverse in the workplace or be prepared for broader international responsibilities. The eligible employees of the training program typically have three characters such as:

- Being willing to acknowledge that cultural diversity does exist across cultures
- Trying to understand such differences

- Seeking to value the differentiation of others

When the department of HR -- applies this training, the main target is team leaders and supervisors, especially foreign managers. The diversity training session that aims to increase awareness should be given to all employees to help them interact with customers and each other more successfully.

According to Lim & Noriega (2007), there are some requirements for a training module to be successful:

- Competent trainer: Trainers should have cultural diversity experiences and backgrounds to access the required resources to develop research and perform such training.

- Overcoming stereotypes: stereotyping and other biases that trainees bring to the workplace must be discussed before. The training sessions must be designed first to increase trainees' awareness of differences. Trainees must be educated that certain behaviors may not work with the influence of cultural diversity in all situations.

- High-level management involvement helps create a workplace environment that values innovation, different opinions, creativity and diverse talents. Without such an environment, cultural diversity training may not be conducted continuously or have any developing future.

- Monitoring and evaluation: the cultural diversity training should be monitored and evaluated. It has to be reinforced to support that there is a positive attitude toward the program. Feedbacks of the program need to be appraised for future development.

Including jobs for diverse cultural backgrounds

In a diverse cultural workplace, the human resource department, together with the organization, are required to train its employees about cultural diversity and have to deal with job inclusion for personnel with different cultural backgrounds.

A cultural job plan is properly defined based on the organization's environment; work motivation, satisfaction, and performance will be positively influenced. According to Garg (2006), job design approaches have worked in different perspectives and various dimensions such as quality in the workplace environment, job enrichment, design, social information processing approach and job characteristics, diverse skill, identity task, autonomy, and feedback. He mentions below how HRM within an organization can executing it properly and reach a better workplace environment.

- Job improvement: Empowering employees by adding more decision making authority to jobs. There are five factors associated with motivating jobs: achievement, recognition, growth, responsibility, and performance of the entire job. Job enrichment requires a higher level of knowledge and skills, thus giving workers autonomy and responsibility to plan, direct, and control their own performance. It also provides the employee with opportunities for personal growth and meaningful work experience.

- Socio-Technical System (Autonomous Work Group): The autonomous workgroup is believed to facilitate communication and problem solving, which results in increased productivity and welfare in the workplace.

- The quality control circle: A small group of employees that does the same or related job, it analyzes, and solve product quality and production problems and improve general operations. It aims to develop members' skills and provide opportunities to enhance self-actualization and make the workplace more efficient, necessary and satisfying.

- Diversity skill: the extent to which the job requires the employee to draw from several different skills and experiences and upon a range of knowledge.

- Task identity: this task identifies that the job has an identifiable start and end or how complete is the module of work the employee performs.

- Task importance: it involves both internal significances, how vital the task is to the organization and its employees, and external significance, how proud the employees are to comment positively to their siblings, neighbors, and friends of their employment situation and where they work.

- Autonomy: refers to job independence: how much autonomy and control employees have in performing their job, such as scheduling their work, making decisions or determining the means to accomplish the objectives.

- Feedback: relates to objective information about development and performance from the job itself, supervisors or any other information system.

Recruitment

Suppose an organization is serious about leading and managing a diverse workplace. In that case, they must prepare a plan of managing cultural diversity for the current status of the diversity in their organization and at commencement welcoming new employees from different cultural backgrounds. It is all about the arrangement for recruiting mixed cultural backgrounds.

Recruiting strategies

At first, the organization has to create a diverse lake of candidates. In case the recruitment is always from the same places, the candidates will be the same people. According to Garg (2006), here is the proposal on what recruiting approaches the organization has and how their diversity hiring plan will answer these following questions:

1. Is their lead time for hiring sufficiently extensive to locate a high quality range of diverse applicants?

2. Organizations obtain a list of schools that historically have larger numbers of students of color, women, or people with disabilities, and do they try to recruit from those institutions?

3. Do organizations have a diverse team to meet with people at schools and other recruiting locations to build relationships so its organization will be the place of choice to apply?

4. Do they maintain contact or support candidates, student groups and activities that represent diversity?

5. Does the organization look welcoming, not only in how they word out a recruitment pitch but also how diverse it looks? (That is, do they have diversity in the board of directors and at all levels of the organization so they can point to real diversity as a selling point?)

6. How is their organization inspected in the areas where they want to recruit? Do they sponsor experiences such as traditional celebrations and events? Do they get involved with community organizations?

7. Where have they advertised for candidates?

8. Do they look for internal candidates? Can employee affinity groups help? Do they communicate with suppliers and employees' websites that defend diversity and let them know that they have positions available? Do they have the best practices in recruiting they might adopt?

9. Do their websites and promotional literature demonstrate that diversity is an integral part of their purpose statement? Does it utilize online photos and illustrations to reflect real diversity in their organization?

These proposals could assist the organization draft a contemporary recruiting strategy or advance to change and carry out an existing one with an improved diversity perspective (Lieberman et.al. 2003).

Approaches to job candidates

In addition, possessing a clear strategy for recruiting diverse employees; the next step is the organization's attitudes or HRM related to job applicants. Despite what many believe, selecting candidates for a new position or a promotion is never completely objective. Unconscious bias and opinions always try to interfere with the ability to interview and select the best candidate. Those biases and beliefs can affect everything, including creating the candidate, prescreening candidates, asking interview questions, and making decisions (Lieberman et.al. 2003). For example:

- **Belief**: People should always keep constant and direct eye contact during an interview. People who do not are dishonest and disrespectful. (Lieberman et.al. 2003).

- **Fact:** Many people raised in the United States hold this impression. However, some Asian cultures consider it disrespectful to look directly in another person's eyes and many African Americans' patterns of eye contact differ from those of many white people. Rather than focusing only on the eyes, look at overall body language, it could tell interviewers if they have the interviewee's attention. If the interviewers operate on the belief that lack of eye contact is disrespectful or hides something, he/she will not believe what the applicant says. (Lieberman et.al. 2003).

- **Belief:** Clothing styles and fashions, piercings and tattoos, speech styles and accents, and personal care can tell a lot about people (Lieberman et.al. 2003).

- **Fact:** These details do eventually tell a lot about people, their preferences, their religious beliefs, and even their ethnicity, but here is a question that the interviewers should argue themselves is, "people have its way to perform the job, but can any of these attributes distract their ability to perform the job?" They can only consider "if there is an issue of ability, customer service, safety, or hygiene that cannot be handled in another way, the interviewers cannot let these elements bias interfere with the interview (Lieberman et.al. 2003).

(can you expand on this topic? Include some examples of company prejudice where people have tattoos, discriminate over ethnicity etc)

So here is the information figure which may be helpful for interviewers when selecting diverse candidates for the company, Lieberman et.al. (2003).

Figure Interview Objectively

INTERVIEWING OBJECTIVELY

Think of a position for which you might be interviewing candidates. What are the skills, abilities, and experience required?

_____

_____

_____

If all candidates have equal skills, abilities, and experience, what other characteristics would be important in making a decision?

- Motivated
- Hard working
- Competitive
- On time
- Articulate
- Team player
- Self-reliant

- Able to communicate with everyone
- Honest
- Reliable
- Smart
- Ability to make decisions
- Self-directed
- Passionate about work

What criteria would you use to decide if your candidate has these characteristics? How would you find out if these characteristics show themselves differently in the cultures and values systems of those in your candidate pool? What questions could you ask, and to whom would you speak to make sure?

_____

_____

_____

Without answers to these questions, you are more than likely to choose someone who looks like you or talks or thinks like you, even though that person may not be the most qualified.

Go beyond your usual comfort zones in hiring and view the possibilities other people might bring to the organization. Will you eliminate people just because they do not always look you in the eye?

Tactics Human Resources apply when employee does not comply with the policies regarding to the ethnicity within organization

---

This section is reserved to understand some of the policies used by HRM and organizations regarding diverse ethnic conflicts.

Codes of Ethics

Weaver (1993) defines a code of ethics as a separate formal document, which specifies conscious ethical obligations for HRM in the organizational policy, existing only if it is formulated with the remaining purpose of being guided by the right standards for ethical conduct. This definition seeks to eliminate the bias in which annual reports, procedures manual, and other documents that express the organization's values are presented as a code of ethics, causing the wrong understanding of the code of conduct between employees. In the evolution towards ethics of integrity, Paine (1994) redefines the code of ethics as any document of the organization that instills values of ethical integrity to guide and forge the behavior and ethical decision making by the employees, no matter its form, provided that your focus is on values or aspirations: code of conduct, statement of vision, purposes, beliefs, principles or values.

Codes of Ethics: Compliance-Based

Cressey (1983), argues that the codes of ethics are an eminently American practice and were carried based on aspects of a legal, disciplinary and punitive nature in the face of the demands of the external stakeholder: government, society and consumers (Cressey; Moore, 1983). The research attempted to analyze the content of the codes, Chatov, 1980; Cressey; Moore, 1983; White; Montgomery, (1980), identifying that they paid more attention to unethical behaviors that affect companies' profits than reinforcing ethical behaviors that could increase them. They were built on authority; as for guidance, 90% of them were focused on compliance, that is, top-down control procedures in the hierarchical structure and punishments (Cressey; Moore, 1983). The codes are said to be trying to shape ethical behavior by employees in organizations that discourage this attitude.

Weaver (1993) reclaim the real objective, effectiveness, and content of the code of ethics, exposing the aspects of compliance and legitimation instrument that drew the regulations until then, noting that they have multiple roles, not always consistent with the organizational functions, being necessary to understand the conditions under which companies adopt them. Weaver presents four intentional bases for implementing the code of ethics: a) for the benefit of the ethical attitude, as an end in itself; the only way for the code to be successful, considering that there is a fine line between real commitment to ethics and an instrumental code of values, with ulterior motives; b) in response to the request of a specific stakeholder; as with the US Sentencing Commission Guidelines (Dalton, Metzger, Hill, Simmers, Al, (1994) and regulations for consumers, in which the codes were intended to convince regulators that the company would be concerned with its ethical actions, although internally these were not valued; c) paying attention to aspects of the social environment, such as discrimination and social well-being; d) direct ethics to the conditions of the business environment or the internal organizational dynamics; restructuring, organizational changes. Thus, the code would be a symbolic management tool to rationalize or legitimize the intra-organizational control and manipulation of stakeholders, making them identify with the organization's ideals. Conversely, it would be an ethical guiding tool for top management. However, it is frequently perceived as an oppressive instrument by employees. These skewed perceptions or intentions would compromise their effectiveness.

To change behaviors, it is necessary to change the corporate culture; the code of ethics would be the first step in this direction. However, the code of ethics cannot build the ethical and legal environment (Mathews, 1987). Instruments are needed to support it, inserted in a consistent program (Mathews, 1987, Weber 1993), in order to allow the internalization of values for the formation of ethical culture.

Warning

Cruz (2004), argues that the warnings at work can be understood as an educational measure that aims to instruct employees about their behavior. Otherwise, remaining disobedient can lead to some fines. In extreme cases, the employer may dismiss the employment contract, causing the employee to sue for unfair dismissal.

The work environment is guided by coexistence rules, conduct, and other rules that aim to organize activities within the organization. Therefore, it is essential that employees are aware of all their responsibilities and obligations so that they are cautious and avoid holding a warning at work.

It is common for people to see the warning as a form of fine imposed by the HRM on the employee. However, this practice must be seen in the meaning of warning the employee of an irregular act. In other words, to call attention to inappropriate behavior that should be avoided, under pain of suffering more severe consequences in the face of persistence. Below the author describes warning in the workplace.

What is a warning in the workplace?

The warning in the workplace is a process to alert an employee who does not respect specific company rules. It is a way of warning the employee that his behavior is not as expected as the company policy requires. If such a situation happens again, the fine may be severely increased and even go through an unfair dismissal process.

There are multiple reasons why an employee is handed a warning at work. The most common reasons are: using cell phones or social networks during office hours, delays or unexcused absences without noticing the manager, inappropriate clothing, low income, sloppy, and insubordination. The type of warning may vary according to the company's position concerning the given situation.

How should a warning be applied?

Although the Consolidation of Labor Laws regulates it, this practice should not be administered for any reason. Consequently, it needs to be applied correctly by the human resources department and the employee's manager to avoid further problems. The warning at work should be seen, by the organization, more as a way of educating than punishing. The objective is to show the employee what the expected behavior is.

When applied correctly, the measure fulfills its role without generating friction between managers and employees. Therefore, company leaders must know how to act when an employee breaks the rules to the point of requiring a reprimand since it is the organization's right to punish those who cause disorder in the workplace.

Verbal warning

This warning type should be the manager's first action to alert the employee to any irregularities committed. The verbal warning should be given in particular in the presence of third parties, such as co-workers or clients, in order to avoid future problems such as lawsuits or indemnities for moral damages. Consequently the employee avoids humiliation.

From this analysis, the employee also has the right to hold all details of the mistake performed by him to be aware why he has received a warning. In other words, this moment should be used to correctly conduct the reprimanded employee to prevent similar situations from occurring henceforth. He must recognize the actions taken improperly, as well as the forthcoming consequences.

Written notice

After applying a verbal warning, the offending employee who subsequently commits the objectionable act must be warned in writing, in a separate document issued in two copies. The information contained in the warning is essential to ensure its legality. The HR department must detail the misconduct committed based on the labor legislation and its code of standards.
The written warning must specify that the employee has already been verbally warned. Another measure for the report to be valid is collecting two witnesses' signature when the warned employee himself refuses to sign. The written warning must also be presented shortly after the punitive act occurs, except in situations that need to be investigated.

Suspension

If the employee has already received a verbal and written warning and makes the same mistake again, the company can suspend and discount the next payroll's working days. There is no rule specific rule on how many warnings an employee can receive. However, when applying a suspension, it is up to the organization's common sense. The suspension can be from 1 to 30 days.

Fair Dismissal

It is the most extreme attitude that a warning at work can reach. The fair dismissal should only happen when the organization understands that the employee's attitudes are not improving. Also, employee behavior may affect the productivity of the other colleagues and the company's results.

Some of the reasons for fair dismissal:

- a criminal conviction of the employee, res judicata, in case the sentence has not been suspended
- negligence in the performance of the respective functions
- breach of company secrecy
- act of indiscipline or insubordination
- abandonment of employment
- damaging act of honor or good fame practiced in the service against any person, or physical offenses, under the same conditions, except in the case of self-defense, self or of others
- damaging act of honor or good fame or physical offenses practiced against the employer and superiors, except in the case of self-defense, self or of others
- Loss of qualification or requirements established by law for the profession's exercise resulted from willful misconduct by the employee.

The warning at work should be used to ensure the organization's acceptable practices and environment. It is at the manager's discretion to interpret each situation individually. Suppose a good employee begins to exhibit undue behavior, for example. In that case, this may be when the company tries to understand whether he is experiencing any particular difficulty or is unmotivated with his work.

Therefore, before any severe action is taken, the employer can count on the help of professionals specialized in this situation. After all, everyone is subject to mistakes and changes in behavior due to various problems. The warning at work should be taken as a serious measure, both by the company and the employee.

The two cases below explain why it is essential that organizations must have training about cultural diversity and ethnicity between employees also have diversity policies. In the two cases mentioned below, the unfair dismissal has been done by the company, which ended with the employees suing the company.

According to Crossland (2020), employment solicitors, in case one: Homophobic comments in media interview contravened Equal Treatment Directive.
In a radio interview, a lawyer's statement that he would never hire a homosexual person to work in his company. Even though diversity has been in almost every company, there is still racism about it.
In this case, an LGBT organization sued this lawyer as he has been racist with the LGBT community.

Gender reassignment, MS. Taylor had worked at Jaguar Land Rover for 20 years. She presented herself as male but in 2017 began identifying as gender-fluid/non-binary, from which time she usually dressed in women's clothing. She was finally subjected to offenses and insulting jokes at work. She also experienced problems with the use of toilet facilities and managerial support. She brought claims of harassment, direct discrimination, and victimization on the ground of gender reassignment as well as constructive dismissal.

How can organizations avoid conflicts in the workplace due to ethnic and cultural prejudices?

When we talk about efficiency diversity management in organizations, it is necessary that individuals involved must be aware of how to promote the appreciation of diversity to sensitize people about this matter, decisions, and judgments that affect company members' behavior it was seem in (Bateman & Snell, 1998). When the HR department transmits the values of diversity to the company's employees, it expands knowledge about rules and cultural values that may not necessarily be formalized and written within the organization and make the necessary adjustments to benefit both individuals and the organization.

For Martinez (2008), the inclusion of diversity to occur, harmoniously within the organizational environment, there must be interaction and adjustment between managers, leaders, and employees in the company, that is, socialization This can be understood as a process of developing roles, understanding the role of an individual's behavior when occupying a given social situation (Shinyashiki, 2002). Therefore, socialization in the workplace refers to how individuals learn to play the various social roles necessary for their effective participation with others. To do so, HR needs to develop practices that expand its organizational policy and reveal its cultural values to make relations between employees more proactive to reduce conflicts between them.

According to Martinez (2008) it is important to remember that the admission of a new employee into the workplace, whether that individual is from the same or a different culture, usually leads to changes for the organization that impact the sphere of interpersonal relations and organizational responsibility concerning their admission From this interpretation in the socialization process, the employee tries to integrate with the system of values and norms practiced by the organization, with the purpose of changing the environment around him.

The author says that, the situation of dealing with the different cultures impacts both sides in the context where individuals are inserted. For the inclusion of diversity to be effective and to take place in a harmonious workplace, it is necessary to have interaction and adjustment between the managers, leaders, and employees of the organization. Following this, the organization is obliged to institute tactics. Among these tactics, ---

human resources can disseminate its organizational policy and reveal its cultural values, seeking to make relations with individuals more productive within the workplace.

Based on the literature on diversity management, organizational recruitment, socialization, awareness and training tactics were identified as the primary human resources activities related to inclusion. Below you will see some of the tactics --- with the organization promotes to avoid ethnic and cultural conflicts and biases in the workplace.

How can HR proactively reduce conflict within a diverse ethnic organization?

This section exposes in a proactive way how HR can improve the workplace environment with cultural diversity.

For Bateman & Snell (1998), when we talk about efficient diversity management in organizations, it is necessary that individuals involved must be aware of how to promote the appreciation of diversity to sensitize people about this matter, decisions, and judgments that affect company members'. When the HR department transmits the values of diversity to the company's employees, it expands knowledge about rules and cultural values that may not necessarily be formalized and written within the organization and make the necessary adjustments to benefit both individuals and the organization.

For the inclusion of diversity to occur harmoniously within the organizational environment, there must be interaction and adjustment between managers, leaders, and employees in the company, that is, socialization it was seem in (Martinez, 2008). This can be understood as a process of developing roles, understanding the role of an individual's behavior when occupying a given social situation (Shinyashiki, 2002). Therefore, socialization in the workplace refers to how individuals learn how to play the various social roles necessary for their effective participation with others. To accomplish this, HR needs to develop practices that expand its organizational policy and reveal its cultural values to make relations between employees more proactive with the effect of reducing conflicts between them.

Martinez (2008) says that the admission of a new employee into the workplace, whether that individual is from the same or a different culture, usually leads to changes for the organization that impact the sphere of interpersonal relations and organizational responsibility concerning their admission. From the socialization process, the employee tries to integrate with the system of values and norms practiced by the organization, with the intention of changing the environment around him.

The author also says that the situation of dealing with the different cultures impacts both sides in the context where individuals are inserted. For the inclusion of diversity to be effective and to take place in a harmonious workplace, it is necessary to have interaction and adjustment between the managers, leaders, and employees of the organization. Following this, the organization needs to institute tactics, among these tactics, where human resources can disseminate its organizational policy and reveal its cultural values, seeking to make relations with individuals more productive within the workplace.

Based on the literature on diversity management, organizational recruitment, socialization, awareness and training tactics were identified as the main human resources activities related to inclusion. Below you will see some of the tactics that HRM with the organization promotes to avoid ethnic and cultural conflicts and biases in the workplace.

Code of conduct

The codes of conduct are found in every organization, and the organization must have it implemented. Employees must have the knowledge of and easy access to this document. It describes the organizations' policies and values and how the employee who represents it must behave in different workplace situations.

The organization usually has a very clear policy on ethnic and cultural diversity, for example. The code should contain guidelines on how treatment among co-workers should be treated, acts that should never be committed, such as racial injuries, and the measures taken in disobedience cases.

The code must be revised and updated whenever necessary with the HR and the organization, recognizing the work environment's diversity and ensuring that productivity is not affected. The HRM has to present its policies whenever possible to prevent the embarrassment from occurring among its employees.

It is important that companies ensure a safe and respectable environment for their employees and that social differences do not cause financial losses for the company it was seen in Carasco (2003).

Employee engagement platform

This platform is called "All of Us" it is a platform that seeks to help companies build diverse cultures and promote positive models in the workplace. This platform's main goal is to offer educational information through news, business ideas, and inspiring stories, among other tools.
Users can select topics of their interest and share relevant information about themselves with colleagues in the workplace. This tool helps connect people with similar interests and build communities that share knowledge inside and outside the workplace.

Groups to support diversity

Cultural diversity, as the name implies, is something that must be continuously followed by everyone (since it is a culture). Some actions must be necessary for its maintenance. An interesting alternative is to promote permanent support groups for diversity, followed up by Human Resources.

These groups can be distributed among the departments and must dialogue with each other to have purposes and actions visible to all involved. The method of workflow or internal communication systems may be an option. They may have a plan of meetings to promote actions. They should not be composed only by managers or HR professionals, but by engaged employees and leaders. The idea is to promote dialogue and develop actions that impact other employees that create awareness and behavioral changes that value people who create multifocal learning and new differentials.

It is worth remembering that people who see themselves valued engage more efficiently. They give themselves more for a common cause. Often internal marketing actions fail to have the same results as actions always promoted by employees themselves. The organizational culture must be flexible and provide for this type of contact.

Education and activates events

A good relationship between employees is essential to overturn any type of paradigm and prejudice. For this reason, the company should always encourage and even promote activities and events that aim to integrate coworkers.

Creating a plan of activities per period in favor of diversity, to share fixed structures that promote diversity in the organization is a positive element, such as internal policies, support groups, selection processes, special hiring programs, etc. However, some actions can be carried out throughout the year in order to propagate the culture of diversity, level this culture among new employees, and reinforce the company's values. Events, thematic weeks, competitions, workshops, training, lectures, sponsoring external initiatives, digital forums, e-mails, receiving new employees, marketing actions, and other actions can be implemented rigorously and with good planning for all the employees.

Creating internal sports championships (such as football, futsal, foosball, or table tennis) or organizing a year-end get-together is a good start. In this way, employees feel more comfortable working with others, facilitating the routines of the tasks performed, increasing the team's productivity, and improving its results.

Company catering is on the front lines of shifting company culture so that thematic food can promote all employees a new experience, even though it is food. However, the meaning behind it is to gather--- everyone together to discover a new experience. Nevertheless, what is on the menu can have an outsized impact on cultural diversity in the workplace. Whether you want to value your coworkers' backgrounds and tastes or even make visitors more comfortable, diverse menus can promote the company culture by making it more inclusive in the environment and helping employees learn about different cultures and learn more about the coworkers.

Companies can promote cultural diversity in the workplace by promoting cross-cultural awareness and celebrating diversity at work through food.

It provides possibilities for recognition between them, many people who quit their jobs cite that when the company cultures offer insufficient recognition, it is related to the reason for them to leave the job. That is why a holiday party does provide a perfect opportunity to recognize employees for the hard work they have done for the organization.

It enables employees to interact with external clients and upper management: Especially in larger companies, some employees may have never met superior management or executive team members. These types of parties can allow employees to meet and have more opportunities to know managers and executives away from the office's pressures. Employees become more likely to trust and they appreciate the leaders when they know personally.

Activities on diversity in the workplace

- A positive attitude within the company's reach is disseminating as much educational content about gender, sexuality, religion, and culture, covering the whole range of differences that can create conflict between the people in the workplace. Forums and seminars with people from different countries to tell about their culture and beliefs or debates about women's struggle for gender equality can destroy stereotypes and help raise awareness among employees. Actions like these promote the personal growth of its employees and provide security for people, which results in a more receptive and egalitarian work environment.

- Communication channels can help very many employees; this tool can make them feel uncomfortable reporting any type of discrimination suffered in the workplace. An excellent example of this is the "Ethics Line," used by many companies. It consists of a telephone number that the employee can call anonymously to report inappropriate and unethical conduct cases. In this case, the company opens an investigation to determine whether the complaint is real and take appropriate action. The organization must commit themselves to punish employees who act contrary to the company's values and code of conduct so that other employees feel they can count on organizational tools and have a more reliable and respectable work environment as mention above. Therefore, it is essential that the organization investigate the complaints received, give the victim support, and punish the aggressor. As mentions above, the paper describes the process

organizations can do these punishments. By promoting a more receptive and respectable work environment, the company fulfills its social responsibility by taking advantage of talents regardless of their origin, sexual orientation or color provides an increase in team productivity and positive company results. Therefore, ensure that your company has tools that allow diversity in the workplace to be explored positively and that managers and recruiters understand this company's strategy.

Chapter 4

Findings and Analysis

This chapter reveals the analysis and findings of a survey on how organizations avoid workplace conflict arising from ethnicity and cultural bias, which was carried out on many organizations with diverse cultural services in Ireland. The research data has been analyzed in order to investigate the answers to a number of research objectives. Furthermore, the data were analyzed to explore how human resources can avoid conflicts and help the organization interact with diverse cultures. This chapter will analyze the results in order to investigate the answers to each of the research questions.

Vanderstoep and Johsnon (2009), states that web surveys or email surveys have become very popular in the present times. They have evolved very quickly because they are very easy to understand or manage by users. Also, some others websites allow the construction and distribution of the survey. In this dissertation, the website chosen to conduct the survey was Google Forms. The complete survey with all its questions is available in Appendix A.

This survey's target was to explore how employees feel about being part of a diverse cultural environment workplace and a if there are any opportunities to improve the HR departments approach and processes. The survey has been completed by various sized business located in Ireland however are multinational companies (Primark, Dunnes Stores and other smaller companies). For the company The Yard Food Market, I arranged meetings with the HR team to ask direct questions to them and understand how they are dealing with their employees.

The survey consists of eighteen questions. All questions are marked as required, which means that the answer is required, and without it, the survey could not be submitted. The results and reasoning behind the construction of the study and the questions are explained below.

Graphic one presents how a multinational culture environment is involved in organizations at this present time:

Figure 3

Does your company have a multinational culture environment?
76 respostas
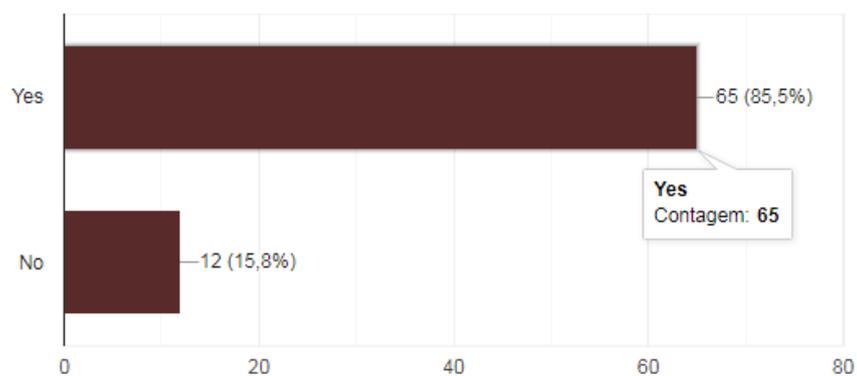
Graphic two presents that even though the company is large or small-scale, diversity is present in the organization.

How many different ethnicities are in your company?
76 respostas
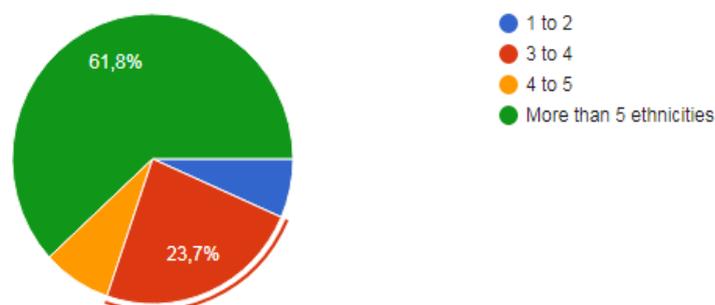
Figure 4

Graphics three, four, five, six, and seven: support this dissertation confirming that the HR department could have a widespread presence and increase their effectiveness about introducing diversity between employees. In addition, they should also be introducing

57

new employees to existing employees in the workplace allowing them to be more communicative and proactive in the new environment as they have broken the ice. By doing this, companies can avoid future conflicts related to diversity in the workplace. However, the overall graphics show that most of the employees are happy about being around cultural diversity.

Figure 5

Does your company provide a culturally diverse introduction between employees?

76 respostas
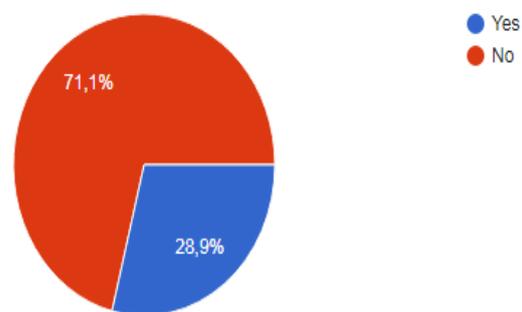
Figure 6

Overall, how satisfied are you with the HR department in giving information about Cultural diversity in the workplace?

76 respostas
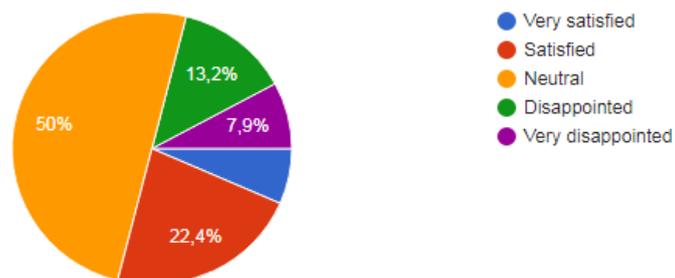
Figure 7

Figure 7

How do you feel about Cultural Diversity in your company?

76 respostas

- Very satisfied
- Satisfied
- Neutral
- Disappointed
- Very disappointed

36,8%
7,9%
18,4%
35,5%
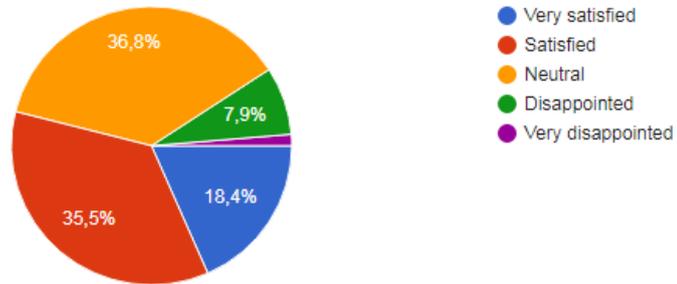
Figure 8

After being hired, did the hr introduce you to other departments in the workplace?

76 respostas

- Yes
- No

57,9%
42,1%
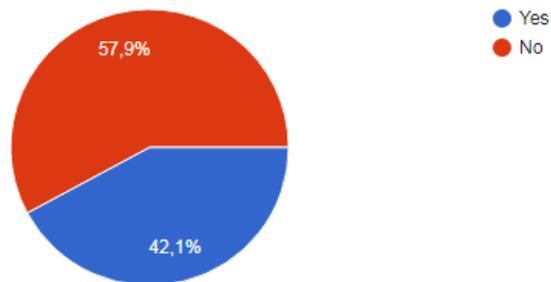
Figure 9

Are you satisfied with the mix of cultures in the workplace?

76 respostas

- Very satisfied
- Satisfied
- Neutral
- Disappointed
- Very disappointed

23,7%
7,9%
34,2%
32,9%
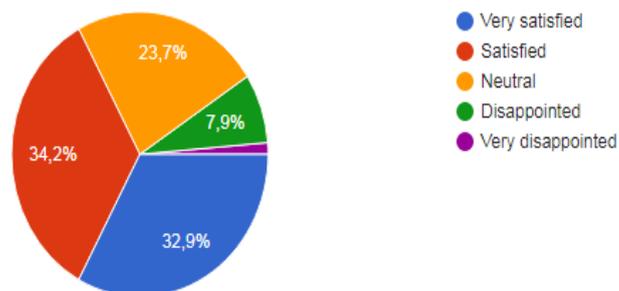
Graphics eight and nine ask about employees being part of ethnic conflict and whether the conflict has been resolved through, HR or external mediation. According to the results, HR is still encouraging the employees to resolve conflicts internally.

Figure 10

Have you ever had any Ethnic conflicts in the workplace?
76 respostas
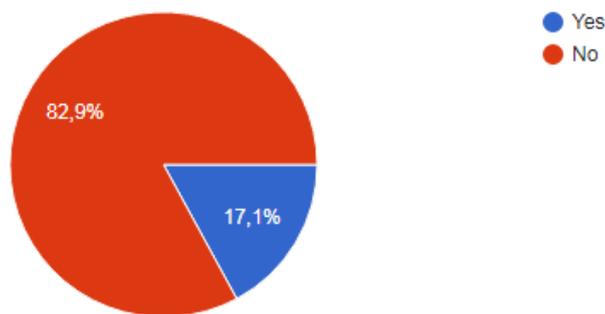
Figure 11

In case you answered yes to the question above, did the human resources help with the issue and how?
30 respostas
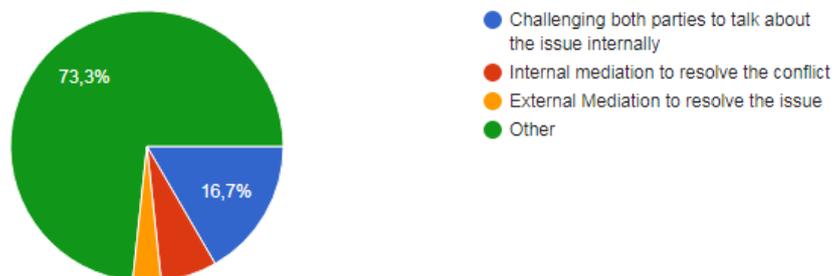
According to ten and eleven findings, it shows there is a low percentage in regard to employees whom have had conflict in the workplace due to diversity. Even thought this is a small percentage, it is still happening in the workplace which indicate HR teams need to work with their leadership teams to implement a diverse plan to avoid these types of conflict.

Figure 12

Have ever witnessed conflict in the workplace due to ethnicity diversity?

76 respostas

- Yes
- No

65,8%

34,2%
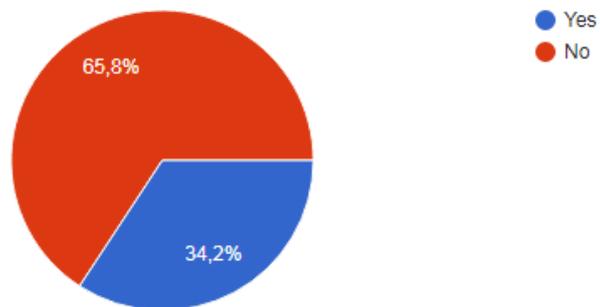
Figure 13

Did the hr response to the conflict?

47 respostas

- Yes
- No
- Unknown

53,2%

14,9%

31,9%
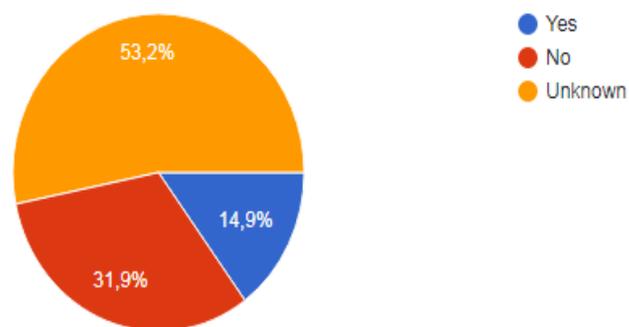
Graphic twelve; the organization needs to work with HR to find a solution for this divergence, as every organization needs to have cultural diversity and ethnicity policies.

Figure 14

Does your hr department comply with all the policies about cultural diversity and ethnicity?
76 respostas
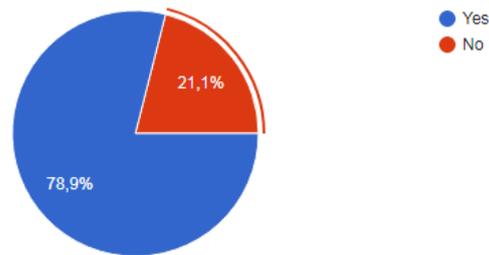
In chapter 3, we can witness how important it is when HR has multicultural functions as elaborating on cultural parties, menus, and sports in the organization. The following graphics, thirteen, fourteen, and fifteen, demonstrate that there is a focus needed to educate employees on cultural events, holidays and other knowledge.

Figure 15

Does your hr update you on key events and holidays in relation to other cultures?
76 respostas
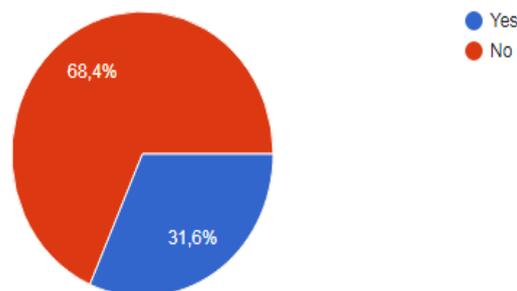
Figure 16

Does your company plan culturally diverse theme events?

76 respostas
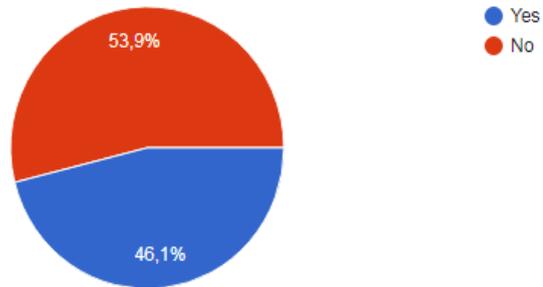
Figure 17

Do your human resources promote knowledge between cultures?

76 respostas
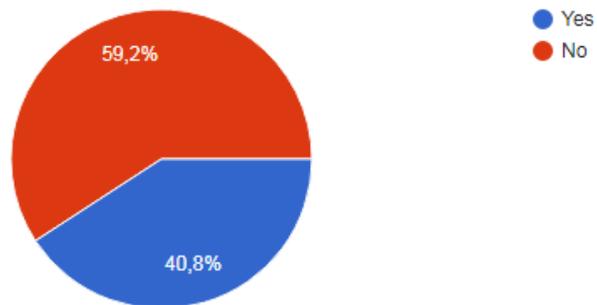
Graphic sixteen:

Figure 18

Do you have easy access to the human resources department?

76 respostas
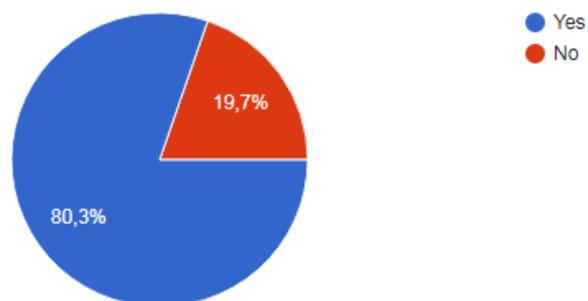
Graphic seventeen and eighteen had been asked to determine if the employees find working in a diverse environment positive or negative, and why? People still have barriers between others in the workplace. One of the barriers is language and cultural behavior. People need to be more open to the differences in cultural behavior as each individual has possess a unique way of behaving. These negatives thoughts can be developed with HR support as mentioned above, to create a positive working environment

Figure 19

Do you find it difficult to work in a diverse cultural environment?
76 respostas

Figure 20

in case you answered yes, why?
19 respostas
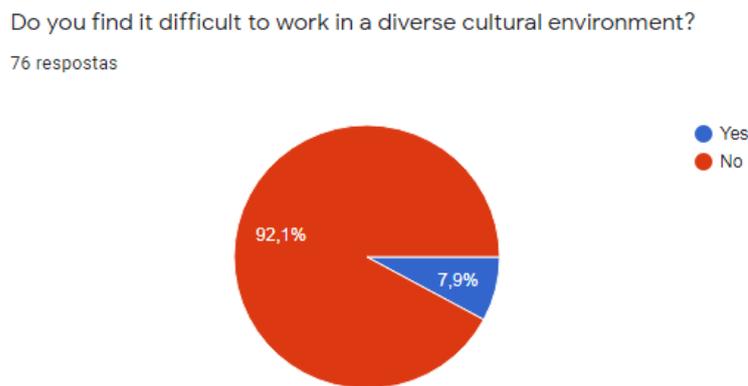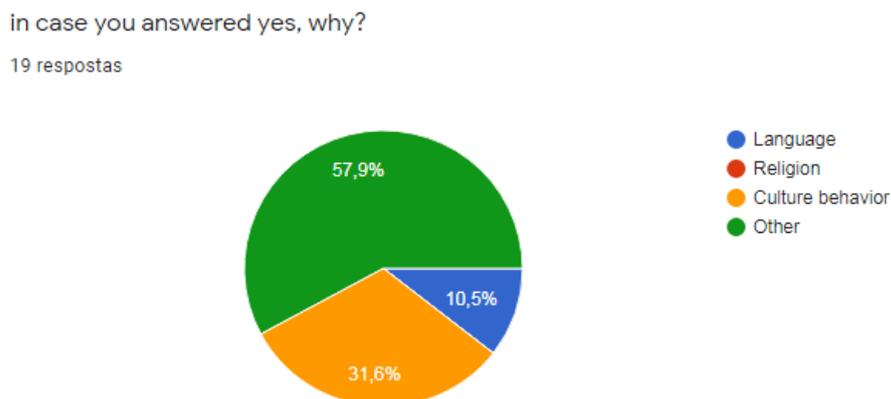

Additional to the survey above, I contacted The Yard Food Wine hr department to discuss and review their current procedures of how they are managing a workplace

environment with a variety of cultures. I found there were positive and negative methods used in this workplace to educate their employees.

The main positive point I found that The Yard are open to hiring people from different cultures and sex. This was equally confirmed in small and large companies through the results of my survey. This is positive, however there are processes that need to be implemented or improved to achieve short and long term employee satisfaction.

The priority processes that The Yard Food Wine needs to implement are:

- Education of different culture holidays to all employees
- Team building allocated days away from the office to improve relationships
- Equal pay, hours and opportunities for progression and promotions.

To conclude, this data supports that there needs to be a review of cultural workplace policies to improve employee satisfaction in the workplace which will reduce internal conflicts.

Chapter 5

Discussion

The companies in which the survey was applied manage a high degree of the culturally diverse workforce due to the nature of the business in accordance with the survey. The organizations have full-time and part-time jobs that suit national and international students who wish to work.

It can be argued that The Yard Food Wine can be placed in the Cox and Smolinsky (1994) model context and that the model exemplifies the main dimensions of the company. This company effectiveness is fulfilled, and the others resemble the synergy that can originate cultural diversity in organizations. In other words, according to the model selected and the analysis of the experimental data, cultural diversity affects organizations by the way that it is managed. However, it is essential to make an observation: this could also be because both organization's cultural diversity is well managed, welcomed, accepted, and there is a high degree of heterogeneity among staff and managers.

Although each company has a different way to manage cultural diversity and, therefore, the outcomes are different, from the Yard Food Wine data, it is essential to remember that the company where the data was applied is small scale. However, the survey was placed in large scale companies too. It does not matter if it is a small or large organization; they both make a strong relationship with their staff for been loyal to the company. This could influence the leading research question results because the model then will not be applied with fairness and could be biased. In this context, the model is weak if the organization has a strong affective relationships; the implications of cultural diversity could not be easily seen.

It is essential to mention that even though there is no proper reward system in the company, it was not possible to detect an implication in the company's effectiveness; this is contradictory to the model suggestions. This may be because in each company the employees feel a strong attachment and belongings for the organization.

This dissertation aimed to discover how organizations avoid workplace conflicts arising from ethnicity and cultural bias and to understand how it has influenced the employees. The research has found that even a small or large company are influenced by cultural diversity in present time. Therefore, there is a great relationship in the organizations' environment with the effectiveness as the Cox & Smolinski (1994) model suggests.

The data was collected from small and large international non companies in Dublin. Additionally, a personal interview was conducted with the hr department at the Yard Food Wine.

The results of the case study showed congruence with the theoretical framework. In this context, the theories and concepts from the literature review could be linked to real-life situations in analyzing the empirical data for the company. 'The challenge for organizations is to manage in such a way as to maximize the potential benefits of diversity while minimizing the potential disadvantages', clarifies Cox & Smolinski (1994). The literature review also exemplified some negative effects that cultural diversity can bring to the organization and few of those were found in the Yard Food Wine company.

The Yard Food Wine presented an ethnocentric behavior in its staff. It was argued in the theoretical framework that there is a degree of ethnocentrism in all human beings, Neuliep et al (2005) 'humans are ethnocentric', clamming that, we tend to view other cultures and micro-cultures from our own cultural vantage point. Nonetheless, this exemplified the model in two segments, which suggested that if the diverse climate and individual outcomes are not well managed, there will be implications in the workplace effectiveness. In this context, the diverse climate influenced the effectiveness of what model states.

Cultural diversity, as argued by one of the used authors on this dissertation, Taylor Cox, creates a team effort in the organization and with these challenges in the workplace. Through a well-managed workforce, the workplace will become a better environment. In this context, cultural diversity is represented in all the organizations as a proactive and interesting outcome. It has been ignored by the organization's policies and procedures but not by the day-to-day activities as the staff related in the interviews.

The different ways that The Yard Food Wine company uses to manage its staff improved outcomes from a culturally diverse perspective. The findings suggest that the view of the company on cultural diversity has positive implications. In this context, it is important to note that the managerial view of cultural diversity plays an important role in how cultural diversity is treated in the organization. Results also showed strong commitment and high group heterogeneity in this company.

The cultural diversity topic is as broad as the number of different cultures existing in the world. However, this investigation was narrowed down to fulfill the research question of this study. Although, there were some limitations to carry out this research in terms of the data collection due to the current pandemic. The main limitation I found was that was not possible to interview the employees of managerial positions in the large companies that completed the survey. Due to this it was not possible to capture the complete empirical data for the analysis and evaluation. Another limitation in the investigation was that the model seems to need to be put in practice for a long time to find out any negative outcomes or the implications that a poor managed culturally diverse workforce can have on the organization's effectiveness.

From this study, organizations are recommended to include cultural diversity in their policies and procedures, this will open a new view of the multicultural workforce. Therefore organizations could manage and integrate even more culturally diverse employees and enjoy the benefits that has to offer. To investing in diversity-related training programs will help a quick integration of the foreigners with the people working in the organization.

The company evaluated needs to be more aware of the challenges and benefits that a culturally diverse workforce represents. It will also be important to include culturally diverse employees in managerial positions; this will benefit the company by opening a window of new experiences and new outcomes. By doing this, the company will also be completely heterogeneous. A better reward system also should be implemented for all types of employees in every business.

Further research on this topic will be very useful, specifically from a managerial point of view. A quantitative analysis approach could be of different use focused on employee

turnover. The turnover from employees in a multicultural organization as it was seem in Cox and Smolinsky (1994) model (IMCD), it has economic implications and also demonstrates that the diverse workforce has not been well managed. Consequently, this will bring insight into the repercussions of employee turnover in the organization that could be measured by the costs. This investigation represents organizations and insight of a culturally diverse workforce and a motivator for implementing better strategies to manage a culturally diverse workforce.

Conclusion:

This dissertation aimed to answer how organizations avoid workplace conflicts arising from ethnicity and cultural bias through three questions. The questions explore how HR departments maintain a cohesive and diverse culture, what are the procedures applied if an employee does not comply with the policies and how the HR team can proactively reduce conflict within a diverse organization.

Firstly with the understanding of what cultural diversity is in organizations linked to conflicts. It is concluded that human resources are a very important department to support leaders and managers within organizations especially with assisting them to adapt and be more flexible to cultural diversity.

After analyzing and discussing all the findings, it was concluded that there is still a need in organizations to be supported with cultural diversity in the workplace. The world has evolved to become more cultural diverse, specifically in companies, this has advantages and disadvantages which need to be improved to increase employee satisfaction in the workplace.

Bibliography

Albert, R., & Triandis, H. C. (1979). Cross-Cultural training: A theoretical framework and some observations. In H. T. Trueba & C. Barnett-Mizrahi (Eds.), Bilingual multicultural education and the professional: The theory to practice. Rowley, MA: Newbury House. [Accessed in 12/06/2020]

Albert, S (1983), Class Structure, A Critical Perspective, New York: Praeger January 1, 1983. [Accessed in 03/09/2020]

Alvesson, M., (2002) 'Understanding Organisational Culture'. 1st ed. London: SAGE Publications Ltd. [Accessed in 11/06/2020]

ARAUJO, Nonata Silva. Conflitos nas Organizações. Website: http://www.administradores.com.br/artigos/tecnologia/conflitos-nas-organizacoes/23111/. [Accessed in 18/06/2020]

BERG, Ernesto Artur. Administração de conflitos : abordagem práticas para o dia a dia. 1 ed. Curitiba: Juruá, 2012 [Accessed in 20/07/2020]

Blake – Beard, Finley – Hevey and Harquail (2008)"Managing Multicultural Teams". Harvard Business Review. [Accessed in 10/09/2020]

Bryman, A., & Bell, E. (2011) "Business research methods" 3rd ed. United States of America. Oxford University Press. [Accessed in 01/06/2020]

Bucher, R., & Bucher, P. (2010) "Diversity consciousness: opening our mind to people, cultures and opportunities". 3rd ed. United States of America: Prentice Hall. [Accessed in 15/09/2020]

BURBRIDGE, R. Marc; BURBRIDGE, Anna. Gestão de conflitos: desafios do mundo corporativo. São Paulo : Saraiva, 2012 [Accessed in 03/08/2020]

Bateman, T. S., & Snell, S. A. (1998). *Administração: construindo vantagem competitiva*. São Paulo: Atlas. [Accessed in 02/07/2020]

CARASCO, E. F.; SINGH, J. B. The content and focus of the codes of ethics of the world's largest transnational corporations. Business and Society Review. USA and UK: Blackwell Publishing, v. 1, n. 108, mar. 2003. [Accessed in 09/10/2020]

C. Daniel Salzman, Kenneth H. Britten & William T. Newsome (1990), Cortical microstimulation influences perceptual judgements of motion direction [Accessed in 31/10/2020]

Chiavenato, I. Gestão de Pessoas: o novo papel dos recursos humanos. 9. ed. Rio de Janeiro: Campus, 2002. [Accessed in 20/06/2020]

CHIAVENATO, Idalberto. Gestão de Pessoas. 3.ed rev. e atual. Rio de Janeiro: Elsevier, 2008 [Accessed in 22/06/2020]

CHIAVENATO, Idalberto. Introdução à teoria geral da administração: uma visão abrangente da moderna administração das organizações. 7.ed rev. e atual. Rio de Janeiro: Elsevier, 2003 [Accessed in 28/06/2020]

Codes of Ethics. California Management Review. CA, v. 25, n. 4, Summer 1983. [Accessed in 11/07/2020]

Cox T., Jr. (1993) 'Cultural diversity in organisations. Theory, research & practice'. 1st ed. San Francisco: Berrett- Koehler Publishers. [Accessed in 20/09/2020]

Cox T., Jr. (2008) 'Synergy by diversity: an update on the relationship between workforce diversity and organisational performance' Michigan: Published report, The University of Michigan. [Accessed in 22/09/2020]

Cox, T., Jr. & Smolinski, C. (1994) 'Managing diversity and glass ceiling initiatives as national economic imperatives'. Michigan: Published report, The University of Michigan. [Accessed in 27/09/2020]

Cox, T., Jr. (1991) 'The Multicultural Organisation', The Executive, vol. 5, no. 2. [Accessed in 07/09/2020]

CRESSEY, D. R.; MOORE, C. A. Managerial Values and Corporate. [Accessed in 27/07/2020]

Crossland Employment Solicitors (2020), website: https://www.crosslandsolicitors.com/site/cases/Taylor-v-Jaguar-Land-Rover-gender-reassignment.[Accessed in 02/11/2020]

Crossland Employment Solicitors (2020), website: https://www.crosslandsolicitors.com/site/cases/homophobic-comments-radio-interview-discrimination. [Accessed in 02/11/2020]

Dryden, G.; Vos, J. Revolucionando o Aprendizado. São Paulo: Makron Brooks, 1996. [Accessed in 01/09/2020]

FERREIRA, Claudia Aparecida Avelar; NETO, Mário Teixeira Reis. Gestão de conflitos nas organizações: um olhar para a saúde. Revista Eletrônica Gestão e Saúde, v. 6, n. 3, 2015. Access in: < https://dialnet.unirioja.es/servlet/articulo?codigo=5555832>. [Accessed in 15/08/2020]

Friday, E. & Friday, S. (2003) 'Managing diversity using a strategic planned change approach'. The journal of management development. Vol. 22 9/10 [Accessed in 17/09/2020]

Gardensuwartz, L., & Rowe, A. (2003) "The Effective MAnagement of Cultural Diversity" Alexandria, VA: Society of Human Resource Management. [Accessed in 01/10/2020]

Gil, A. C. Gestão de Pessoas. São Paulo: Atlas, 2011. [Accessed in 28/10/2020]

Heider, F. (1958). The psychology of interpersonal relations. John Wiley & Sons Inc. [Accessed in 22/10/2020]

Hofstede, G. (1984). National cultures and corporate cultures. In L.A. Samovar & R.E. Porter (Eds.), Communication Between Cultures. Belmont, CA: Wadsworth. [Accessed in 02/06/2020]

Hoge, C. (2010) 'Cultural diversity in organisations: diversity strategy of an Australian subsidiary of a multinational corporation'. Published MSc thesis, Innsbruck: Innsbruck, University School of Management. [Accessed in 03/10/2020]

Lieberman, S., Simons, G.F. & K. Berardo. 2003. Diversifying Your Workplace Successfully. In Lieberman, S., Simons, G.F. & K. Berardo (ed.) Putting Diversity to Work: How to Sucessfully Lead a Diverse Workforce. Menlo Park, CA, USA: Course Technology/ Cengage Learning. [Accessed in 11/07/2020]

Jackson, S., E. (1996). The Consequences of Diversity in Multidisciplinary Work Teams. In M.A. West (Ed.), Handbook of Work Group Psychology. Chichester: John Wiley & Sons. [Accessed in 08/10/2020]

Mann, T., (2010). 'What is culture?' Training Journal. [Accessed in 04/10/2020]

Marras, J. P. Administração de Recursos Humanos. Do operacional ao Estratégico.7. ed. São Paulo: Futura 2003. [Accessed in 30/08/2020]

MAZUR, B. Cultural diversity in organizacional theory and practice. Journal of Intercultural Management, v.2, [s.n], 2010. [Accessed in 10/07/2020]

McINTYRE, Scott Elmes. Como as pessoas gerem o conflito nas organizações: estratégias individuais negociais. Análise Psicológica, Lisboa, v. 25, n. 2, jun. 2007. [Accessed in 15/08/2020]

Martinez, V. P. R. (2008). *Gestão da diversidade e pessoas com deficiência: percepção dos gestores e empregados sobre os impactos da lei de cotas*. Dissertação de mestrado, Universidade de São Paulo, São Paulo, SP, Brasil. [Accessed in 01/07/2020]

Mlliken, F. J & Martins, L.L. (1996). "Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups" Academy of Management. Vol. 21, 2 [Accessed in 15/07/2020]

Ongori H. (2007). A review of the literature on employee turnover, African Journal of Business Management, 1(3) [Accessed in 30/10/2020]

Pedersen, P. (1989), Developing Multicultural Ethical Guidelines for Psychology, The International Journal of Psychology. [Accessed in 12/10/2020]

Pitts (2005) 'DIVERSITY, REPRESENTATION & PERFORMANCE: EVIDENCE ABOUT ETHNICITY IN PUBLIC ORGANISATIONS'. Published PhD thesis, Athens: MPA Indiana University. [Accessed in 15/10/2020]

RESKIN, B.F.; McBRIER, D.B. Why Not Ascription? Organizations Employment of Male and Female Managers. In American Sociological Review, 2000. [Accessed in 11/08/2020]

RONDEAU, Alain. A gestão dos conflitos nas organizações. In: CHANLAT, Jean-françois. O indivíduo na organização: dimensões esquecidas. São Paulo: Atlas, 1996. [Accessed in 08/08/2020]

Sampson, R. J., & Laub, J. H. (1993). Crime in the making: Pathways and turning points through life. [Accessed in 06/08/2020]

Sarala R., M. & Vaara, E. (2010) "Cultural differences, convergence, and crossvergence as explanations of knowledge transfer in international acquisitions". Journal of International Business Studies. Vol. 41 [Accessed in 17/10/2020]

Seymen (2006) 'The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literature review'. Cross cultural management: an international journal, Vol 13. No 4 [Accessed in 29/07/2020]

SHEN, J.; CHANDA, B.; MONGA, M. Managing diversity through human resource management: an international perspective and conceptual framework. In The International Journal of Human Resource Management, v.20, n.2, 2009. [Accessed in 21/10/2020]

SILVA, Reinaldo O. da. Teorias da Administração. São Paulo: Pearson Hall, 2008 [Accessed in 16/06/2020]

Shinyashiki, G. (2002). O processo de socialização organizacional. In Fleury, M. T. L. (Org.). *As pessoas na organização* (pp. 165-184). São Paulo: Gente.

Silva, W. R.; Rodrigues, C. M. C. Motivação nas Organizações. São Paulo: Atlas, 2007. [Accessed in 26/10/2020]

Stahl, G., Maznevski, M., Voigot, A,. Jonson, K. (2010) 'Unravelling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups' Journal of International Business Studies. Vol 41 [Accessed in 10/07/2020]

Sue, D. W., & Sue, D. (1990). Counseling the culturally different: Theory & practice (2nd ed.). New York, NY: John Wiley. [Accessed in 25/10/2020]

Sue, D. W., & Sue, D. (2003). Counseling the culturally diverse: Theory and practice (4th ed.). John Wiley & Sons Inc. [Accessed in 27/10/2020]

Thomas, D. & Ely, R. (1996) "Making differences matter: a new paradigm for managing diversity" Harvard Business Review. [Accessed in 30/10/2020]

Thomas, D. & Ely, R. (2001) "Cultural diversity at work: the effects of cultural diversity perspectives on group processes and outcomes". Harvard University. 46, 2. [Accessed in 30/08/2020]

Triandis, H. C., & Vassiliou, V. (1972). Interpersonal influence and employee selection in two cultures. Journal of Applied Psychology, 56(2) [Accessed in 29/09/2020]

Trompenaars, F. & Hampden-Turner, C. (1998) 'Riding the waves of culture: understanding cultural diversity in business' 2nd Ed. London: Nicholas Brealey Publishing. [Accessed in 05/10/2020]

WHITE, B. J.; MONTGOMERY, B. R. Corporate Codes of Conduct. California Management Review. CA, v. 23, n. 2, Winter 1980. [Accessed in 03/08/2020]

WEAVER, G. R. Corporate Codes of Ethics: Purpose, Process and Content Issues. Business and Society. CA, v. 32, n. 1, p. 44-58, Spring 1993. [Accessed in 02/08/2020]

WEAVER, G. R.; TREVIÑO, L. K. Compliance and Value Oriented Ethics Programs. Business Ethics Quarterly. Virginia, v. 9, n. 2, p. 315-335, apr. 1999. [Accessed in 11/08/2020]

Survey Questions:

How can organizations avoid workplace conflict arising from ethnicity and cultural bias?

1. How can the HR department maintain a diverse culture within an organization?

2. What measures HR applies when the employee does not comply with the ethnicity rules.

3. How does/can the HR department proactively reduce conflict within a diverse organization made up of various ethnicities?

Does your company have a multinational culture environment?

Yes

No

How many different ethnicities are in your company?

1 to 2

3 to 4

4 to 5

More than 5 ethnicities

Does your company provide a culturally diverse introduction between employees?

Yes

No

Overall, how satisfied are you with the HR department in giving information about Cultural diversity in the workplace?

Very satisfied

Satisfied

Neutral

Disappointed

Very disappointed

How do you feel about Cultural Diversity in your company?

Very satisfied

Satisfied

Neutral

Disappointed

Very disappointed

After being hired, did the hr introduce you to other departments in the workplace?

Yes

No

Have you ever had any Ethnic conflicts in the workplace?

Yes

No

In case you answered yes to the question above, did the human resources help with the issue and how?

Challenging both parties to talk about the issue internally

Internal mediation to resolve the conflict

External Mediation to resolve the issue

Other

Have ever witnessed conflict in the workplace due to ethnicity diversity?

Yes

No

Did the hr response to the conflict?

Yes

No

Unknown

Does your hr department comply with all the policies about cultural diversity and ethnicity?

Yes

No

Does your hr update you on key events and holidays in relation to other cultures?

Yes

No

Does your company plan culturally diverse theme events? *

Yes

No

Are you satisfied with the mix of cultures in the workplace? *

Very satisfied

Satisfied

Neutral

Disappointed

Very disappointed

Do you have easy access to the human resources department?

Yes

No

Do your human resources promote knowledge between cultures?

Yes

No

Do you find it difficult to work in a diverse cultural environment?

Yes
No

In case you answered yes, why?

Language
Religion
Culture behavior
Other