TITLE: WHAT IS THE MANAGERIAL PERSPECTIVE ON LINGUISTIC DIVERSITY IN THE WORKPLACE AT DUBLIN AIRPORT?

Dissertation submitted in part fulfilment of the requirements for the degree of
Master of Business Administration in Human Resource Management

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Declaration

I hereby declare that this material, which I now submit for assessment on the programme of study leading to the reward of Masters of Business Administration at Dublin Business School, is entirely my own work unless referenced in the text as a specific source and included in the bibliography. Furthermore, no part of this work has been submitted for assessment for any other academic purpose other than in partial fulfilment of that stated above.

Signed

Date

Marianna Buja

22nd August 2016
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ABSTRACT

This research paper presents a managerial outlook on the complex matter of multilingual employees in the workplace at Dublin Airport. The current global diaspora largely contributes to the broad scope of linguistic variations within an organisation, albeit the academic resources examining the scale and the impact of the aspect are quite limited. According to numerous researchers, such diverse workforce presents the management with a particular challenge in order to achieve consistency in communication processes (Lauring, Selmer, 2011, pp. 324-343).

Considering the continuous growth of cultural diversity in the workplace, it is of high importance that the organisational leadership undergoes a major transformation towards a better understanding, recognition and engagement with different languages among its members, encourages openness towards the peculiarity and development of linguistically diverse skills (Thomas, Ely, 1996). Accordingly, the above supports the choice of managerial level of interviewees for this document.

The research therefore, conducted among numerous Human Resource Managers and Line Managers based at Dublin Airport, explores the impact of linguistically diverse employees on social interactions within the organisation, examines the issue of adequate policies and procedures and delivers a complex viewpoint on the phenomenon of linguistically versatile workforce.
Chapter 1

1.1 Introduction

The globalisation is flourishing, particularly within the business sphere, and the world is more cosmopolitan than ever, thus the boarders for cultural expansion become rapidly more and more indefinite. On the grounds of these continuous multicultural dynamics, the language diversity becomes the distinct feature on the new territory.

This research paper delivers a managerial perspective on the phenomenon of linguistic diversity within a multinational organisation, such as Dublin Airport. Moreover, it addresses several issues affiliated with the matter of linguistically diverse workforce, such as the existence of language policies and procedures and possible occurrence of animosities stemming from the linguistically imposed misunderstandings. Furthermore, it examines the impact of multilingualism on social interactions amongst the employees and analyses the aspect of perceived competency and intelligence of the bilingual speaker.

The researcher set a leading question for this document and an array of detailed sub questions. By obtaining thorough answers to those, from numerous Human Resource and Line Managers based at Dublin Airport, this paper will open a constructive discussion on the subject of linguistic diversity in a very multicultural Ireland. Furthermore, the document will contribute to a constricted source of academic literature available on the matter and provide an interesting insight for future managers.

The main research question is:

“What is the managerial perspective on linguistic diversity in the workplace at Dublin Airport?”

The sub questions for this research are:

What are the policies and procedures regarding the language and multilingual employees at Dublin Airport? The corporate language aspect.

Does linguistic diversity have impact on social interactions and communication within the organisation?
Do language differences create foundation for misunderstanding and exclusion?

Can multilingual employees’ communication induce ostracism of those, whose English is a first language?

Is multilingualism considered as an asset for the company’s performance?

What is the perception of multilingual employee’s competence and intelligence in the process of professional development?

1.2 Background

Language diversity can be defined as a number of different languages prevalent within one organisation and it can create a challenging ambience for the management and co-workers to achieve consistency in the daily communication processes. Furthermore, as numerous academics proclaim working, living and communicating in a second or third language may broadly affect the speakers’ self esteem and ultimately alter the outcome of the conversation (Thompson, 2006, pp.30-36). Considering the above, it is essential for the modern organisations to understand the significance of linguistically diverse workforce and the importance of effective engagement in diversity management activities. The fundamental step to do so, involves a major transformation of the mind-set of the organizational leadership. The management is confronted with a significant issue of how to recognise and understand the opportunities and the challenges in relation to linguistically versatile employees, encourage openness towards it, connect and engage in the development of the alternatives provided and value those linguistic skills. Moreover, according to Managing Diversity (Arvey, et al, 1996, pp. 51-71), diverse culture of the organisation improves its competitive advantage, and the citation from the Financial Times (Hill, 2013) “Hire more multilingual employees, because these employees can communicate better, have better intercultural sensitivity, are better at co-operating, negotiating, compromising. But they can also think more efficiently.” portrays multilingual employees as being a valuable addition to the company’s structure with the different perspectives and approaches they present. Dublin Airport is a highly multicultural environment and parallel to English there are numerous languages being spoken amongst its employees.
Whilst the airport operates partially under the scrutiny of the Irish Government, and English and Irish are its two official languages appointed by the legislation, its global business activity reveals the great demand for re-evaluation of its practices and procedures regarding the issue and implementation of a comprehensive language management strategy. This research delivers a managerial perspective on the current situation within the organisation.

1.3 Aims and Objectives

The purpose of this research is to examine a managerial perspective on linguistic diversity in the workplace at Dublin Airport campus and its significance to the employee integrity.

In the light of an ongoing economic and social expansion in Ireland it is vital to determine the effects of the multilingual array within the organisation on its communication processes, performance of the group and the social interactions among those groups and the concern of language policies and procedures within the company.

Furthermore, the imperative of this document is to establish the impact of the linguistic diversity on the career progress within the organisation and its affiliation with the competency and intelligence of the multilingual speaker. Additionally, it is essential to determine a managerial outlook on the employees’ openness to language varieties in the workplace and analyse the diversity climate of the organisation.

According to the article in the Irish Times (2015) there are currently 182 different languages present in the Irish homes and the Central Statistics Office (CSO, 2013) report from 2011 published that, there are over 250,000 multinationals employed in Ireland. Dublin Airport Authority, an Irish state-owned airport management company, employs over 2,500 staff (DAA, 2013). The airport’s campus extensive operations are established through functioning of various departments, such as a major travel retail subsidiary Aer Rianta International (ARI) and other significant companies such as Dublin Airport Authority (daa), Aer Lingus and more.

This immense workforce represents a great range of cultures and nationalities, however there is no actual data on the number of different nationalities employed on the premises of the airport. On the grounds of such multinational environment the communication and an inclusive and equal opportunities climate are the key elements of the company’s successful performance.
1.4 Approach and the Structure of the Dissertation

This research paper delivers an outlook on the topic of linguistic diversity in the workplace from a Human Resource and Line Managers angle. The primary data will be collected through semi-structured interviews with numerous managers from different companies based at Dublin Airport, such as ARI, daa, Aer Lingus. The dissertation comprises six chapters:

**Chapter 1** presents an introduction to the topic of linguistically diverse employees and the reasoning for engaging in the matter, **Chapter 2** delivers an academic outlook on the subject and identifies the issues and challenges for the multilingual organisations, **Chapter 3** communicates the methodology and approach undertaken to complete the research, **Chapter 4** analyses the data and publishes the findings, **Chapter 5** presents the conclusion and discussion on the results of the research, **Chapter 6** delivers recommendations for future development of HR strategy within multilingual organisations. Finally, the chapters are followed by *Bibliography* and the document is concluded by researcher’s *reflection* of the entire study experience under *Appendix 3*.

1.5 Personal Interest

The researcher has completed a Masters Degree at University of Gdansk in Polish Philology with the specialisation in Linguistics. Moreover, her continuous employment at Dublin Airport uncovered various aspects of linguistic diversity in the workplace. Correspondingly, both factors initiated an interest in diversity issues within the organisation, the impact of linguistic proficiency and cultural differences on career development, communication processes, group’s openness and social interactions and perceived competency and intelligence of the non-native English speakers. Furthermore, the writer aspires to pursue her career in the Human Resource area and the findings of this document will be of great interest and value for the professionals in the HR departments at Dublin Airport and for future development of the strategy of international management. Additionally, the thorough research of the literature available on the topic of linguistic diversity in the workplace in Ireland exposed the magnitude of the unexplored area regarding the issue. The research within such vast linguistically diversified environment as the Dublin Airport will create an insight on the issue and possibly a base for any future study of diversity issues in other multicultural organisations in Ireland.
1.6 Limitations

Applied by the researcher qualitative method of data collection, gathered through several interviews at the managerial level of the organisation, delivers only fragmentary outlook on the broad matter of linguistic diversity in the workplace. Hence, it leaves an open door for further analysis of the issue by quantitative method throughout the remaining parts of the corporation.

Albeit, the character of the research was partially dictated by the nature of the business environment of the airport, which in principle is formed by various opinions and views, in contrast with a perceptible world and partially by the time constraints imposed on the process of the research and delivery of the document. In this way the interpretivism philosophy emerged to be the most suitable.

The findings drawn in as a result of several interviews with HR professionals and Line Managers at the Dublin Airport are comprehensive, however they encourage further examination.

1.7 Contributions of the Study

The matter of diverse workforce within the organisations opens up a new and unexplored area regarding various language proficiencies, speaker’s competencies and those being ostracised by the different language.

The situation creates a major concern for all the parties involved in the operations of the organisation. The employers, the leaders, the Human Resource Management and the employees themselves stand the challenge to form their company’s culture that recognises diversity, manages its force with relevant and innovative strategies and develops it to the company’s advantage.

Moreover, one needs to acknowledge, that diverse culture of the organisation improves its competitive advantage, as according to Managing Diversity (Arvey, et al, 1996, pp. 51-71), the employees emerging from the same background as their consumers can provide a valuable insight on their clientele’s background and behaviour in order to provide better service.

Furthermore, an article in HBR (Tannen, 1995) describes, how the ways of speaking, learned in childhood, affect judgements of person’s capability, proficiency and qualifications.
According to the article, minute differences in the conversational style, the choice of words and the process of formulating and asking questions have significant impact on the judgements about people and their competencies. It is therefore critical for the managers and the leaders to have the ability to listen closely to their employees conversing manners. It is also crucial for them to be aware of the power of linguistic diversity among their employees to be able to hear the valuable opinions and refrain from misjudgements.

Over and above, linguistic diversity despite its broad appearance in a contemporary organisation is a very understudied theme (Lauring, Selmer, 2011, pp.81-93). The thorough research of the area of multilingual diversity exposed a major gap in data available on the impact of linguistic diversity within the company on its employees’ communication processes, the coherence of the group, its productivity in fulfilling the company’s strategic plans and the procedural policies in organisations in Ireland. Moreover, the significant researches available occurred mostly in Denmark, India and USA, but none in Ireland. J.Lauring/J.Selmer (2012, pp.156-172) report that, linguistic diversity is one of the key dimensions representing group’s heterogeneity, yet it has received the least attention from the academics. Other authors also stress, that despite the importance of the issues emerging among linguistically diverse employees, they are largely missed themes from the organisational diversity researches (Kulkarni, Sommer, 2014, pp.637-652).
Chapter 2

Literature Review

The imperative of the literature review is to present a thorough and critical analysis of existing academic papers in regards to the issue of linguistic diversity in the workplace. The area emerges as a relatively new and unexplored theme in a very culturally diverse Ireland, thus the demand for theoretical and practical support appears to grow rapidly. On the one hand the extensive shift of human capital around the globe endorses the presence of multiple languages in people’s daily encounters, while on the other hand in many situations it can be observed that one common language, frequently English, is adapted during the conversations (Grin, et al, 2010, pp. 17-27). Hence, the aspect of linguistic diversity in the workplace is indicated to be of significant value for the organisations to tailor their strategy to accommodate the communication processes amongst its employees and management (Grin, et al, 2010, pp.17-27).

In such manner various academic sources deliver that linguistic differences create a major challenge for multicultural organisations in relation to knowledge sharing and communication, social interactions amongst the employees and performance of the group. Accordingly, those language variations may enhance group’s creativity and broaden its perspective regarding problem solving and information processing, however at the same time they also may create communication issues and affect the group’s unity (Lauring, Selmer, 2011, pp.81-93).

Furthermore, numerous academics indicate the shortfall of the literature regarding the impact of multilingualism on the communication processes and social interactions within the corporate environment. Resultantly, whilst the role of the language within the organisations appears to be a largely omitted issue, it is recognised to have potentially significant implications on the company’s performance and it ought to be considered as an interconnected aspect of international management strategy (Lauring, 2007, pp.255-266).
2.1 Linguistic Diversity in the Corporate Setting and the Corporate Language Issue

English language unsurprisingly has taken a meaningful position as one of the most regularly used languages in the world, with over 300 million people for whom the English is their first language, with over 1 billion people who use English as their second language and with another near 1 billion of people having some level of English (Hurn, 2009, pp.299-304). Despite the facts, there are two suggestions emerging from the current documents on language issues in the work environment: One is that, for international operations purposes English language requires major simplification of terms and idioms in order to reduce misinterpretation; Two is that, it is widely recommended that organisations embrace foreign language training amongst its employees of all levels and also encourage communication in other languages existent in the company in order to facilitate continual information exchange (HRM International Digest, 2007, pp.16-17). On the other hand, unregulated language subject within the organisation is broadly recognised as one of the key factors for creating destructive boundaries within the company and preventing it from achieving a constructive harmony. Failing to overcome those barriers can have detrimental effects on the business operations of the organisation, such as decrease in interaction and diminished engagement with buyers/sellers, interrupted foreign market expansion and joint ventures and personnel management issues (Feely, 2003, pp.37-52). Feely (2003, pp.37-52) describes several potential concepts in pursuance of organisational compatibility in regards to the language diversity and some of them consider: 1. Adopting English as a common corporate language/lingua franca however, it is presented to have certain downsides in relation to international dealings where the negotiations or legal documents often happen in the local language. 2. Pursuing practical multilingualism in business proceedings, which is presented to have similar results as the option of adopting lingua franca, as it may alter the essence of the communication process. 3. Employing additional resources, such as translators, is reported to create financial strains and pose the risk of incompetency for detailed business dealings. 4. Exercising the language training amongst employees which continuance is noted to be fundamental in order to serve the purpose. Finally, 5. Executing controlled and simplified organisational language which, apart from being time consuming and expensive, is described to create inadequate limits for transferring information.
Over and above, despite the numerous options considered by Feely (2003, pp.37-52), the author acknowledges that there is no “one size fits all” option therefore, flexibility and adopting parts of various approaches that, will comply with the type of the business and culture that the organisation is, seems as the most sensible direction.

The discussion on the matter of linguistic diversity and its position in relation to the culture of the organisation continues.

It is confirmed by Lo Bianco (2010, pp.37-67) that, fair, clear and of mutual understanding and direction interchange is undoubtedly the primary goal of every organisation, and preserving and cultivating the multilingual diversity ought to be the key objective of every corporation’s practice.

However, despite such dominance of English in the workplace, it isn’t the only language prevailing in the business environment therefore, organisations tend to introduce one shared language throughout its domain (HRM International Digest, 2007, pp.16-17).

For all that, the debate on linguistic diversity and the role of the corporate language, often being it English, continues to challenge the academics and the leaders of multinational organisations. At present it is a recurring situation that the company’s personnel vary in regards to the different languages they speak therefore, one common language is being adapted and executed for professional exchanges in order to diminish misunderstandings, reduce costs of translations and improve efficiency in networking (HRM International Digest, 2007, pp.16-17).

Per contra, on an example of an international organisation such as Siemens, a German-based company hiring 434,000 employees who communicate in German, English, French and Spanish, one can observe that such exercise is not always easy to accomplish. For this reason, in pursuance of harmony and emotional stability Siemens operates as an approved multilingual company and the aspect of language choice remains to be decided by the employees (HRM International Digest, 2007, pp.16-17).

While it is undoubtedly a great challenge for the multinational organisations to achieve symbiosis of operations within its unit, the aspect of language policies remains at a very rudimentary level of research.

It is documented that the organisations, which evolve around different cultures, hence different languages, in order to procure homogeneity in communication and pursue shared goals, more than formal interchange, incline to approve of rather informal channels of communication and focus on the interpersonal connections (Dhir, Goke-Pariola, 2002, pp.241-251).
This tendency has been examined by numerous academics however, it prompts a profound discussion on its impact on the social interactions and knowledge sharing within the organisation, the aspect which will be considered in the following section of this document. In conjunction with the social element of linguistic diversity and communication processes it is therefore important to address the issue of linguistic identity (Bordia, Bordia, 2015, pp.415-428) which, according to authors has received very little attention in an international business literature. Linguistic identity, as addressed by Bordia and Bordia (2015, pp.415-428) plays an integral part in one’s social identity and it defines one’s approach and openness to accepting different languages/ pronunciations for social interactions.

Furthermore, Tange and Lauring (2009, pp.218-232) add to such perspective that, language can represent one’s willingness to engage in communication however, it can also distinguish one’s power.

The authors communicate that the responsibility of ensuring inclusion of linguistically diverse employees is in the hands of management and it can only be achieved through provision of grounds for informal exchanges to eradicate the linguistic boundaries. Moreover, language variety, according to numerous professionals, is the sought after contingency beneficial to the company’s competitive advantage and a powerful means to obtain global designation, as opposed to be interpreted as an obstruction for organisational communication (Feely, Harzing, 2003, pp.37-52).

The discussion on the value of language as an advantageous asset towards organisation’s effective functioning in the global markets continues and requires further research. However, it is presented by many professionals that, language in the modern business and social setting appears to carry value of great importance, not only as a mechanism for sharing information, learning and development but, also adds greatly to the company’s culture, its ethics and practices which are then successively communicated to the company’s stakeholders.

Moreover, Dhir and Goke-Pariola (2002, pp.241-251) deepen the discussion by concluding that, today’s multinational companies in order to secure new global markets and expand their network of business operations will have to use the linguistic diversities within their teams to gain advantage over their competitors, in other words to reinforce their strength and enhance their competitiveness in the global trade.

In the light of the above, language can be considered as a type of currency in exchanging relevant and useful knowledge in-between parties involved in the dialogue (Dhir, 2005, pp.358-382).
Over and above, it is suggested by the authors that organisations formulate adequate policies and procedures to utilise various languages as their assets however, the exercise appears to be quite intricate and complex to achieve and pursue (Dhir, 2005, pp.358-382). The supremacy of English as a common business language is largely recognised and accepted worldwide, however the reality of daily operations in multilingual organisations appears to be frankly different than it is perceived by the top management.

While the purpose for adapting a shared language, often English, within the organisation is to promote consistency in information sharing and to overcome nuances stemming from misinterpretation, and also to decrease costly and prolonged translations, it is communicated by academics that, the practice not necessarily prevails throughout the entire corporation (Fredriksson, et al, 2006, pp.406-423). Much as the management’s fluency in the use of English is generally facilitated by the business courses they attended, the presumption of everybody’s good understanding of English may be deceiving and ought to be scrutinised (Fredriksson, et al, 2006, pp.406-423). The language competency amongst the entire personnel structure is therefore an important issue to consider and implementation of a common corporate language does not automatically improve the language proficiency of all employees.

Furthermore, seeing that language is one of the most significant factors defining the group’s unity (Lauring, Selmer, 2012, pp.156-166) the matter of corporate language has been challenged by numerous academics. Lauring and Selmer (2012, pp.156-166) support the rationale presented by Tange and Lauring (2009, pp.218-232) for endorsing a corporate common language as a practice towards achieving mutual and consistent ground for inclusion and communication. It is concluded by them that linguistic diversity within one organisation can have disruptive effects on the cohesion of the team and the communication processes and therefore, the authors suggest to implement a shared corporate language in order to promote trust, commitment and a common goal.

However, such decision may be perceived as an induction of domination and restriction over employees’ interactions.

Hence the issue of common corporate language frequently appears to be left opened for interpretations within multinational companies (Fredriksson, et al, 2006, pp.406-423).

Furthermore, a new emerging approach of multilingual franca, as opposed to a focused lingua franca, appears to deliver a more compatible outlook on the matter of corporate language (Janssens, Steyaert, 2014, pp.623-639). The multilingual franca approach endorses the use of various languages in a very flexible and adaptable manner.
Furthermore, such practice embraces the elaborate character of global organisations, puts the diversity at the focal place of its operations and subsequently moves away from a single language norm towards more unconstrained language interchange (Janssens, Steyaert, 2014, pp.623-639).

Notwithstanding, the question of assigning one major language within an organisation is still a very current and debateable topic. Teboul and Speicher (2007, pp.169-180) develop the issue through multiple channels by publishing that, conforming to one dominant language may produce quite contrary results.

Firstly, it is delivered by the authors that such regulations can appear to be insensitive towards language minorities and may prompt the feeling of inequity and prejudice and subsequently negatively affect team’s morale. Secondly, it is advised that steps should be taken to invest in the strategy which promotes improving bilingual/multilingual skills of the managers and supervisors, as opposed to executing monolingualism within the organisation. The exercise of language training suggested, will result in enhanced motivation, commitment and satisfaction. Furthermore, in contradiction to the general opinion of the common language proficiency enabling professional development of the employees, it is reported that the majority language proficiency is an unlikely factor predestining the career progression. Moreover, language training is repeatedly concluded by the authors to be the essentiality of cross cultural management. Lastly, Teboul and Speicher (2007, pp.169-180) communicate that alternatively to advocating one mutual language in the organisation as a means for greater knowledge sharing and improved performance it is recommended to support the employees to confer in their native languages as it encourages, simplifies and speeds up the communication processes and sharing the information.

The aspect of adopting a common corporate language carries a significant amount of responsibility directed towards the management, the structure of the organisational strategy and the Human Resource practices functioning in the company.

Over and above the appearance of the social characteristic surrounding the linguistic variations amongst the employees is a recurring factor throughout the entire academic literature as an inseparable aspect of human discourse. It is widely declared by numerous authors that language, adjacent to its communicational purposes, is also a significant apparatus for developing relationships which quite frankly are the fundamentals for employees’ engagement, motivation, commitment, work satisfaction and consequently better performance.
The rationale for implementing a common majority language within one organisation such as maintaining harmonious environment, enhanced supervision, career progression and effective operations appear to be justifiable, however there is little evidence to support the necessity of common language existence towards organisational functioning (Teboul, Speicher, 2007, pp.169-180). On the grounds of the above, further research regarding the linguistic diversity and the issue of the corporate language is recommended throughout the entire academic literature.

2.2 Linguistic Diversity and Team’s Dynamics and Language Management Training Issue

The role of language, while it is recognised as the prime means for communication, and the implications of diverse languages existent in an international organisation on its teams’ performance, despite such insufficient examination by the scholarly circle, is prominent and poses significant concerns (Chen, 2006, pp.679-695).

As it is explained by the academics, language, in conjunction with its communicative purpose, is largely recognised as a fundamental mechanism in the process of relationship building (Andersen, 2004, pp.231-242). Moreover, Andersen (2004, pp.231-431) addresses that those informal relations are critical for staff engagement and their routine operations, and certain language incompetence may constrain staff unity and decelerate sharing of the information. Furthermore, the author stresses that employees with linguistically desired skills will eventually leave the organisation, where such matter isn’t taken into adequate consideration.

Academics such as Lauring and Selmer (2012, pp.156-172) and Lauring (2007, pp.255-266) emphasise another emerging problem stemming from low team’s coherence of the organisations where linguistic diversity isn’t accordingly addressed. Clustering of people of the same mother tongue, is resultanty reported by those authors to affect greatly people’s collaboration, induce ostracism and exclusion of employees with inept linguistic skills. Moreover, the occurrence of such adversity may affect one’s confidence, motivation and willingness to progress, as developed by Kulkarni and Sommer (2014, pp.637-652).

The authors add to the discussion that such isolation of employees depreciates the individual’s creativity and progression efforts and subsequently negatively affects team’s performance.
For this reason, the impact of linguistically diverse workforce on the coherence of the team and the communication processes is a prevalent aspect throughout the academic literature. The scholars agree that communication is fundamental for the performance of the organisation and the significance of the language in international and multicultural corporations is recognised as the essence of their entity, albeit it is a highly challenging and demanding subject (Lauring, Selmer, 2012, pp.156-172).

In detail it is reported that, as a consequence of imperfect comprehension of language and little knowledge on socio-cultural aspects of it, the communication processes amongst employees may suffer greatly. Those misunderstandings may cause destructive behaviours of grouping of employees and stereotypical judgments (Lauring, Selmer, 2012, pp.156-172). However, it has been explored that, regular contact with different languages and pronunciations may result in greater acceptance of dissimilarities, also that, such supportive and tolerant environment may consequently drive the use of one common language as a means for communication (Lauring, Selmer, 2012, pp.156-172).

Nonetheless, while numerous academics address the language as the main facilitator of the information transfer (Tange, Lauring, 2009, pp.218-232), Tange and Lauring (2009, pp.218-232) add to the discussion and refer to the uncertainty surrounding the aspect of corporate language as a mediator of harmonious networking. The authors communicate that, while variety of languages dispersed within one organisation instigate the emergence of linguistic clusters amongst the employees, decrease the depth of conversing, and imply the feeling of incompetence and exclusion, they note that those issues are not necessarily rectified by adopting a common corporate language. Moreover, Tange and Lauring (2009, pp.218-232) elaborate on the importance of recognising and accepting the social aspect of language. It is addressed that, the objective of language is far more complex than its functioning for knowledge sharing and communication purposes only.

Language, as previously mentioned in this paragraph, is an integral aspect of social activity within the organisation and at the same time it is the key determinant regarding authority, identification and acceptance, and the decisive factor in promoting and developing relationships amongst the employees.

The aspect of ostracism by language therefore becomes another critical factor frequently exposed within the academic documents. It is revealed that social exclusion has highly detrimental effects on employees’ self-esteem, behaviour and their commitment. It may lead to one’s complete detachment and withdrawal from further collaboration and escalate animosity, injustice and preconception of another’s intention (Hitlan, et al, 2006, pp.56-70).
In the paper by Hitlan (et al, 2006, pp.56-70) employees, for whom English is their first language, acknowledged feeling apprehensive and rejected when their co-workers spoke in another, foreign language, which prompted a notion of prejudice towards the immigrants. This is confirmed with the results of previous research by Lauring and Selmer (2012, pp.156-172) and Kulkarni and Sommer (2014, pp.637-652). Kulkarni and Sommer (2014, pp.637-652) explain that varying languages, pronunciations and accents, prompt cultural or ethnic stereotypes which therefore, may insinuate one’s superiority over another, undervaluing another’s self-esteem and intelligence and induce segregation. Moreover, the ostracised party, according to the paper, is less likely to actively engage with the other team members or support the team, which subsequently may negatively affect the team’s performance. Accordingly, it is concluded that language can create highly expulsive consequences. Hence the aforementioned, the dual nature of language is exposed. It can correspondingly act as a medium for exclusion or inclusion (Lauring, 2007, pp.255-266).

Cross-cultural teamwork and the significance of its coherence and engagement are the principals of effective operations of any organisation. It is largely recognised that common objectives, direction and commitment are the factors that cement people into a strong unit (Agrawal, 2012, pp.384-400).

Promoting the climate of openness to diversified employees arises to be of high importance for management of multicultural organisations. Previously mentioned shared corporate language is communicated to have a moderating effect on group’s openness to language diversity in the workplace, however it is concluded by many authors, that the common language is not enough. The ambience of encouragement and raising awareness of language varieties amongst personnel are those confirmable pointers recommended. Furthermore, providing training to improve language skills remains the significant direction for multilingual environments. The language training is another increasingly important feature for the operations and strategy of an international organisation, which the management, at previously mentioned Siemens, highly recommends in favour of raised awareness and enhanced performance (HRM International Digest, 2007, pp.16-17). As confirmed by numerous academics, language training and increased management’s awareness of the linguistic diversity within their teams is essential to overcoming the social boundaries and negative implications imposed by those (Chen, 2006, pp.679-695).
Furthermore, the academics advise the international companies that in order to maintain their competitiveness on the global arena it is highly advantageous to speak the language of their customers (Hurn, 2009, pp.299-304). In this way, as Hurn (2009, pp.299-304) suggests, they should invest greatly in training their managers and other personnel in various foreign languages and motivate them to improve on their linguistic skills.

On the other hand, the behaviouristic angle, such as: willingness to engage with linguistically different employees, creating the culture of support, embracement, acceptance and responsiveness also appear to have a positive effect on dealing with multilingualism in work (Selmer, Lauring,Jonasson, 2013, pp.135-156).

To expand on the matter of implications of linguistic varieties within the organisation, one need to notice that, it is conjointly agreed within the academic sphere that, miscommunication inflicted by, amongst many other factors, verbal misunderstandings leads to a weakened team commitment and motivation, and in consequence diminished satisfaction and reduced performance (Korovyakovskaya, Chong, 2015, pp.41-54).

More than that, Korovyakovskaya and Chong (2015, pp.41-54) communicate the vast scale of the challenges confronting the management in order to overcome the frictions and antagonisms within the teams, which are highly likely to occur in result of misapprehension. Cultural differences are revealed to create the underlying problems with miscommunication as the native speakers of different languages present different approach to dealing with situations. This may result in an increase of aggravation amongst the team members. Finding an adequate strategy is derived to be the essential skill that managers need to focus on (Korovyakovskaya, Chong, 2015, pp.41-54).

Furthermore, according to Lauring and Selmer (2012, pp.156-172), linguistic diversity is a largely overlooked dimension within a corporate environment, while at the same time, it is a key element of human interaction and it may be the determining factor in communication breakdowns.

The authors report that, socio-cultural differences and lacking language skills can indisputably affect the individuals’ communication and interchange of knowledge. Despite the above, it is proclaimed that, communication frequency is the decisive factor accommodating the positive attitude towards linguistic diversity. Namely, the daily encounter with linguistically diverse individuals leads to the type of natural unforced amalgamation of the differences. The employees grow more tolerant and open to those dissimilarities. Authors, Lauring and Selmer (2011, pp.81-93) address the issue of linguistic diversity and the group’s performance.
They examined the problem of exclusion of multilingual employees and the way the feeling of discrimination interferes with the team’s collaboration and affects motivation and engagement. As a result, according to them, positive attitude to linguistic diversity corresponds with acceptance of various language proficiencies, accents and vocabulary. The results of the research conducted by Lauring and Selmer (2011, pp.81-93) published that, the group’s high openness to diversity has a positive effect on the team’s performance and the satisfaction within the group.

Furthermore, it has confirmed that positive attitude to linguistic diversity supports group’s satisfaction and accomplishment.

On contrary, Kulkarni and Sommer (2014, pp. 637-652) argue that, differing pronunciations and inadequate vocabulary can have adverse effects on one’s affiliation with the group. Furthermore, certain language insufficiencies can create social categories or clusters of people aligned around the same language, they can also affect the group’s communication processes and the necessary interactions for the team’s good performance.

Despite the fact, Lauring and Selmer (2011, pp.81-93) exposed the niche in the linguistic diversity research area and the need for further study in order to provide constructive information for the management of multinational teams.

Furthermore, in contrast Mukta Kulkarni (2015, pp.128-146) in another article raises the concern over communication processes among linguistically diverse employees throughout various levels of the organisational hierarchy. The research revealed strong presence of feelings of exclusion, frustration and suspicion, particularly distinct within the lower levels of the employee network. In addition, exposure to momentary language deviations escalated the perception of being devalued, as a result of misunderstanding.

That in consequence, stems the creation of clusters of people, affecting the functioning of the individuals and the groups equally. Furthermore, the findings of that study report poor level of information exchange or even some degree of loss of the information, time delays in the communication processes and deceleration of the interaction.

As a result of the aforementioned, the audit indicates that multilingualism in the workplace can lead to negative feelings within the group, such as low trust and low social interaction, loss of understanding, rejection and segregation. Despite the above, the study showed the benefits of linguistically diverse workforce as an asset in engaging with external parties of the company, such as clients or vendors. Over and above, the communication within linguistically diverse teams is considered by numerous academics as the key factor which has a decisive impact on its performance (Chen, et al, 2006, pp.679-693).
Accordingly, as Chen and co-writers (2006, pp.679-693) suggest that, collaboration within such diverse teams will rely largely on language as the key facilitator of the knowledge sharing, and while one common language may be adopted or translators engaged, the language barriers confronted by the members may cause great problems. The results of their research however are very inconclusive and the authors strongly address the need for further, more thorough analysis.

Chen (2006, pp.679-693) concludes that, the language may inflict certain misunderstandings within the team and have adverse effects on its performance, while it can also be a valuable asset, if perceived as a bearer of broad multicultural experiences. Despite the fact, the authors (Chen, 2006, pp.679-693) emphasise that comprehensive language training, also considering factors of social behaviour and communication differences within various foreign languages amongst multinational teams are the key elements for the teams’ successful collaboration. The aspect has been confirmed by numerous academics before, such as Teboul and Speicher (2007, pp.169-180). Furthermore, Chen (et al, 2006, pp.679-693) reports that providing management with adequate skill set and endorsing general awareness and acceptance of dissimilar pronunciations and proficiencies of languages, such as English, should be the prerogative of every organisation’s goal. Additionally, the human resource management is addressed to carry great responsibility to train and prepare competent managers, empowered with skills to employ appropriate communication mechanisms when dealing with linguistic incapacies within their teams.

2.3 Linguistic Diversity and Perceived Competence and Procedural Justice

The problem of linguistic diversity and social justice rarely become topics for a debate, however they are inseparable issues, which often appear simultaneously within multinational organisation (Piller, 2016, pp.1-9). The question of language proficiency and lessened employment progression often suggest that one’s competency in English lacks proficiency. Furthermore, it has been a common knowledge for a long time that, the way one uses language, speaks and writes, can impact the way he/she is being perceived (Piller, 2016, p.4).

P. Bourdieu describes the phenomena of linguistic competence as one’s ability to accurately express him/herself and “the power to be heard” (Bourdieu 1977, in Creese, 2010, pp.295-313).
In other words, one’s capability and competence is perceived on the base of one’s elocution and delivery in order to be received with gravity and respect, or “to be heard”. Hence, it may greatly affect the individual’s capability and self-esteem (Creese, 2010, pp.295-313) in order to successively progress within the organisation. However, on the contrary due to such global diaspora, English appears to exist in parallel to other foreign languages the individuals speak therefore, bilingualism becomes extremely valued asset, particularly in certain industries such as retail and other public services (Offermann, 2014, pp.644-660). Additionally, it is recognised that organisations which operate internationally can benefit greatly from employing, retaining and developing linguistically diverse staff considering that they can respond quicker to linguistically and socially generated challenges, they also offer greater cultural flexibility and effectiveness (McMurray, et al, 2010, pp.193-210). Despite this, it is reported by Offermann (2014, pp.644-660) that, prejudicial approach during the recruitment process towards the immigrant employees is certainly an observed and recorded occurrence. Furthermore, certain accents and pronunciations in a particular setting, as described by Creese (2010, pp.295-313), may be discriminated, or incorrectly apprehended, with depreciation. Despite this, the author notes that such incidence is a result of negative judgement of “foreign” accents imposed rather by social prejudice, than simple misunderstanding of the accents. Nonetheless, it is communicated by Piller (2016, p.9-29) that, one cannot isolate English language from any other languages and the issue of social justice can occur synchronically, in relation to the fluency in English or in other distinct second language. Despite the above, the intelligence on the matter of perceived competency and procedural justice amongst multilingual employees is limited and several academics raise the concerns for the need of more comprehensive analysis of the topic. To deepen the subject, authors Logemann and Piekkari (2015, pp.30-53) describe language as a means for demonstrating one’s power over other individuals through greater comprehension and proficiency of the language. This, as the authors report, may affect professional interchange amongst the employees. They advise that, incorporating one common language within the organisation will enable the non-native speakers of English to overcome communication issues and boundaries stemming from various levels of proficiency in English.
On the contrary, authors M. Kulkarni and Kristin Sommer (2014, pp. 637-652) examine the validity of a conception, that linguistic diversity, not only increases the language-based exclusion among the employees, but also induces ethnic and cultural banalities and forms a negative connotation towards speaker’s competence. As a result of the above, it initiates the perception of procedural injustice and a status of a weakened identity. It is essential to state that the authors notify the absence of critical and thorough research on the theme of linguistic diversity in the organisations. The study presents how feeling segregated and excluded by supervisors or associates affects the perception of fairness in the workplace and weakens the coherence of the group and negatively impacts the mood at work.

According to the authors, languages, and thereby speakers, due to the cultural attributes may be interpreted with a downgrading or discrediting manner. Furthermore, the cultural aspect emerges to have a significant impact on knowledge sharing, comprehending and assimilating processes, therefore the differences that arise from it may lead to rejection and segregation among the employees. Another major aspect that stems from this study considers perceived competence due to various language proficiencies. Moreover, the authors reveal, that speakers of non-native languages are being considered as less powerful and less competent than the native language speakers (Kulkarni, Sommer, 2014, pp. 637-652).

In detail, it is described, that mispronunciation of the words, incorrect use of the words and inaccurate application of grammar prompt negative perception of the speaker’s capability and competence. The aforementioned brings on the negative feelings of discomfort and suspicion and leads the participants to alienate. Furthermore, the resulting exclusion of the employees perceived as less competent, from the decision-making forums induces the feeling of procedural injustice and depreciation based on their oratory skills. The ever appearing feeling of exclusion initiated by the linguistic versatility within the workplace brings on, according to the authors, the notion of unfairness and prejudice (Kulkarni, Sommer, 2014, pp. 637-652). The above results in disengagement of the individuals from social interactions and disrupts the collaboration within the organisation. Furthermore, the impaired feeling of belongingness may severely affect the operations of the organisation and weaken its unity.

M. Kulkarni and K. Sommer (2014, pp. 637-652) analyse the issue of diversity climate in the organisation as the cardinal matter, that needs to be addressed by promoting positive attitudes towards dissimilarities, employing fair and effective policies and increasing the homogenous culture amongst the employees.
In the light of the above, it is essential for the Human Resource practices to develop and maintain programs supporting integrity and embracement of diversity. Models of High-Commitment and High-Performance (HBS, Lagace, 2009) Human Resource practices (see Appendix 1) presented by the authors are likely to reduce the occurrence of the language-based exclusion by promoting the ethos of openness to diversity and creating the atmosphere of mutual relationship between the employer and the employee based on high-quality and open-ended arrangement.
Chapter 3
Methodology
3.1 Introduction

Research methodology, according to Mayer (2015, p.55) can be described as link between philosophical context and research methods. In this chapter of the document the researcher elaborates in detail on methods and approaches applied throughout the entire process of the dissertation, from formulating the research question, through defining the research philosophy and approach, to the choice of strategy, methods and data collection technique. This section will discuss and justify the mechanisms which directed the researcher at full length of this document. This research paper analyses a managerial perspective on the impact of linguistically diverse employees on various processes within the workplace therefore, the complexity of the matter determined the course of the research. The diagram below, called the research ‘onion’ presents a precise outline of different approaches and techniques the researcher will follow, when conducting an academic review:

![Figure 1. The Research ‘Onion’ (Saunders, et al, 2009, p.108)]
3.2 Research Design

3.2.1 Research Philosophy

Defining the research philosophy according to Saunders (2009, p.108) is the primary factor for initiating an academic examination as it determines the researcher’s perception of the world. It creates the fundament for the entire research process and directs the reviewer throughout the process of formulating the research question and deciding the research methods, also sets distinct standards for adequate, valid and reliable analysis and evaluation of the information (Mayer, 2015, pp.53-63). Epistemological orientation, adopted by the researcher for this document, relates to the phenomenon of how knowledge can be obtained, established and communicated (Scotland, 2012, p.9) as opposed to the ontological approach, which focuses on presumptions about the nature of the reality (Mayer, 2015, p.54). In other words, the epistemological approach refers to the nature of the relationship between the knower or would-be knower and what can be done? (Ibid, cited in Mayer, 2015, p.54).

In this way, the interpretive research, which describes participants’ sociological understandings, derived from the interaction between the individuals and their world by the participating researcher, and uncovers new aspects of certain phenomena, was the most adequate approach to this research (Scotland, 2012, pp.9-16). The philosophy of interpretivism, applied to this analysis, therefore empowered the researcher to comprehend certain social phenomena by entering the world of the research and exploring it through direct experience of the situation and people, and understanding the differences between people’s varying opinions (Ritchie, Lewis, 2003, pp.2-22). Furthermore, while positivist methodology intends to establish the motives which affect the outcomes and intends to analyse the relationships, the interpretive epistemology concentrates on understanding individual’s behaviours and explaining the actions from the partaker’s perspective. In contrast, the ‘logical’ and objective positivist approach pursues to comprehend the certain phenomena without any particular political or historical context. Such detachment of the researcher from the research experience, as Scotland (2012, pp.9-16) explains, isn’t possible and induces assumptions and generalisation and may result in misinterpretation. Thus, the interpretive epistemology, applied to this document, presents a subjective view of a real world experience and its interpretation which is obtained through researcher’s participation in that reality.
Moreover, the interpretive methodology aims to understand a particular aspect through analysing individuals’ interactions in a certain cultural context they reside in (Scotland, 2012, pp.9-16). Furthermore, such empirical encounters are derived by the researcher through distinct social constructions such as language and shared interpretations and they largely concentrate on the meaning of the situation (Eriksson, Kovalainen, 2008, p.19). As Eriksson and Kovalainen (2008, p.20) note, the analysis and comprehension of the information collected may vary, as people’s experiences and opinions differ, also interpretations of the same data may diverge.

Consequently, this research was subjective as it acknowledged that the information gathered was highly dependent on the interviewees’ personal opinions and experiences, also it was subject to researcher’s scrutiny.

Moreover, according to Saunders (2009, pp.115-116), interpretivism may be of particular importance in relation to certain fields, such as organisational behaviour and human resource management.

Accordingly, the document, based on the academic reports and primary data collected through interviews amongst the human resource and line managers at Dublin Airport, presents interpretative comments and recommendations regarding the impact of linguistically diverse employees on social interactions, team’s cohesion and professional development within the workplace. The essence of this document is of particular interest of the researcher due to the fact that, English isn’t the author’s mother tongue and while working in the English dominated environment it is a nurturing issue to explore. Therefore, the aspect of the researcher’s direct knowledge, experience, interpretation and understanding of the phenomenon is the key reasoning for interpretivist philosophy being applied to this research (Ritchie, Lewis, 2003, pp.2-22).

### 3.2.2 Research Approach

The information for this research has been obtained through *inductive* approach. According to Saunders (2009, pp.124-127) inductive approach is closely related to interpretivism for the reason that, it aims to build the theory in relation to certain phenomena, rather than evaluate a predetermined concept. Furthermore, the process of formulating such thesis is based on empirical research in order to exhaustively comprehend the essence of the issue raised hence, it is highly concerned with the circumstances surrounding the occurrence of such situation (Saunders, et al, 2009, pp.124-127).
In other words, the researcher acquires and analyses qualitative data in pursuance of developing a theory, however, consequent to interpretivism, the conclusions can never be precise and unambiguous, as they can be viewed in different ways. In contrast, deductive reasoning analyses the phenomenon by using common and verified knowledge to validate a more specific conclusion (Carroll, 2014) however, in this dissertation, the author’s close understanding and affiliation with the subject of the research indicated the direction of the inductive approach (Eriksson, Kovalainen, 2008, p.20).

This document provides conclusions and recommendations drawn from the analysis of primary data collected through one-to-one interviews. Correspondingly, the findings support the conclusions, however they are indefinite and may be interpreted in different ways, depending on other people’s opinions and experiences. Moreover, this research was completed on the grounds of a thorough analysis of existing academic literature and conclusions based on the examination of the interviews. Subsequently, it delivered broad outlook on the several issues regarding the linguistic diversity in the workplace in Ireland and the discussion emerging from it adds greatly to the existing body of academic literature.

3.2.3 Research Strategy and Time Horizon

Considering the possibility of an ambiguous interpretation of the findings and the conclusions retrieved from the qualitative data collection, also in view of an adaptable direction of this study, it has taken an exploratory approach (Saunders, et al, 2009, pp.138-167). In other words, the author has reviewed the academic standpoint on the matter and proceeded to explore the depth of the phenomena of the linguistically diverse employees in the workplace at Dublin Airport. The exploratory approach, in other words, investigates new observations in relation to a certain development in order to instigate further research. This approach operates in contrast to the descriptive research, which describes particular features and attributes of objects, people, etc. (Mayer, 2015, pp.53-63). Despite the fact, that the descriptive approach focusses on more detailed aspects, the aim of this study was to explore and understand the essence of a specific matter of linguistically diverse staff in the workplace therefore, the exploratory approach was adapted by the researcher.

The above is consistent with interpretivism, when a research does not require predefining variables, but allows on development of the situation and focuses on the interpretation that, people assign to that particular experience (Myers, 2009, pp.35-44).
The strategy applied to this document was *qualitative survey* (Saunders, et al, 2009, pp.144-145).

Accordingly, the responses for this document were collected as a result of numerous interviews with the human resource and line managers based at Dublin Airport and the questions were standardised for all of the interviewees (Saunders, et al, 2009, pp.144-145). Furthermore, the reasoning for adopting qualitative survey was to establish heterogeneity of the views regarding the chosen topic within a certain population and determine the scope of those opinions. In other words, the aim was to detect relevant dissimilarities and potential analogy between those viewpoints, as opposed to the typical quantitative method, which determines the frequency of those variables (Jansen, 2010). The choice of qualitative over the quantitative research for this document was dictated by numerous reasons. Firstly, placing the researcher in the world of the research enabled the observer to analyse the phenomena in its natural environment, whereas the quantitative research delivers the knowledge about the world based on presumptions and places the researcher externally as an objective observer (Mayer, 2015, pp.53-63). Additionally, as Mayer explains (2015, pp.56-57) qualitative approach allows the researcher to focus on the context of the situation and evaluate it in terms of the meanings that people bring into it, while the quantitative approach uses highly structured concept and, as according to Mayer (2015, pp.55-56), reduces the issue to the simplest numerically recordable elements. Such mathematical and instrumental approach falls under great scrutiny of academics who criticise the quantitative approach by reporting that, data acquired through this method does not deliver a comprehensive view of the aspect. Moreover, the academics argue, that such information has to become more meaningful therefore, it has to consider the context surrounding the phenomena (Mayer, 2015, p.56). Furthermore, in qualitative research the questions of the interview are open and particular significance is assigned to words and language while, the quantitative method works with closed questions which are scrupulously designed to test a predetermined theory.

The second argument in favour of applying the qualitative research to this document is its flexibility, which allows the interviewer to adapt those open questions accordingly to the situation, which on the contrary, the quantitative research doesn’t allow on (Mayer, 2015, p.56).

In this research document the analysis of the interview responses, while conducted in the real-life context enabled the author to obtain a comprehensive in-depth information regarding the matter.
Consequently, the unrestricted character of the qualitative data collecting method enabled the researcher to change the arrangement of the questions accordingly to the evolvement and direction of the interview. This flexibility accommodated researcher’s ethical conduct during the interview process, maintained assuring and comfortable atmosphere and granted the interviewer great trust and professionalism.

This document respectively was a cross-sectional study (Saunders, et al, 2009, p.155), which examined a distinct phenomenon of linguistically diverse employees in the workplace within a specific time frame of 12 weeks, while this document was being completed. In contrast, as Saunders (2009, p.155) explains, the longitudinal time horizon, which focuses on long term observations and the need of collecting great amount of data, was rejected by the researcher due to the time constraints.

**3.2.4 Research Population**

The population for this research was determined via **purposive sampling**. According to Saunders (2009, pp.212-240) there are several practical reasons for sampling the research population such as time and budgetary constraints, which respectively were amongst the significant ones for this document. However, the qualitative method of obtaining information through **one-to-one interviews** allowed on generous commitment to the entire process of data collection and enabled the researcher to engage with significant, decision-making professionals and gain invaluable material. The **non-probability sampling**, as reported by Saunders (2009, pp.233-240), allowed on selecting the samples for the research based on the researcher’s subjective reasoning and experience as opposed to the probability sampling which focuses on selecting a predetermined, adequate and representative sample in order to obtain answers to the research questions. Probability sampling therefore, is the most appropriate for survey-based research, when large sample sizes are recommended (Saunders, 2009, p.214). Hence, such technique didn’t apply to this document.

Consequently, **purposive homogenous sampling**, was recognised by the writer as the most perceptive method. In this way, the researcher followed personal judgement regarding selecting potential interviewees who, in her opinion, were in the most informative position of answering interview questions.
Accordingly, the small sample size and the specific choice of managerial level of the interviewees, which included five HR managers and two direct line managers, confirmed the appropriateness of the chosen sampling technique thus, accommodated a comprehensive and thorough examination of the issue.

3.3 Data Collection Instruments and Analysis Methods

The material for this document was gathered in two phases. Firstly, the secondary data was obtained by thorough analysis of the academic sources available in relation to the issue of linguistically diverse employees. The academic literature on the matter, according to all of the authors undoubtedly, was extremely limited and lacking current examination. Furthermore, the documents available contained analysis from various countries, such as Denmark, India and USA, but none from Ireland. The particularity and distinctiveness of the topic were reported by all of the academics to be a neglected and overlooked subjects and further detailed and more concentrated research was recommended (Lauring, Selmer, 2012, pp.156-166). However, the comprehensive analysis of the documents gathered enabled the researcher to apprehend the depth of the issue.

Moreover, the stage of the literature review guided and helped the author to formulate the main research question and respectively, the sub-questions.

Secondarily, the primary data was obtained through the one-to-one semi-structured interviews, which some were audio recorded, also notes were taken. The semi-structured interviews enabled the interviewer to follow certain predetermined themes and issues, however they facilitated more spontaneous, informal and conversational character of the interviews and allowed on more investigative style regarding individual topics (Eriksson, Kovalainen, 2008, p.82).

For all that, as Eriksson and Kovalainen (2008, p.82) stress, that the disadvantages of such approach are evident; divergence from the main issues towards unrelated themes may affect the final analysis, also the deviating interpretations of the questions by the interviewees may pose a challenge in the process of contrasting the information.

Additionally, as Saunders (2009, pp.320-341) publishes, forgetting and overlooking certain questions creates great risk for a novice in the interviewing process. However, scrupulous preparations ahead of each interview enabled the researcher to formulate a set of indirect/related questions in order to approach certain themes of the subject (Eriksson, Kovalainen, 2008, p.84).
An inductive approach applied to this research in the process of data analysis enabled the researcher to explore the relationship between obtained information and devise theory from it (Saunders, et al, 2009, pp.480-515).

The process of summarising (Saunders, et al, 2009, pp.490-492) the data from the interviews allowed on compressing a large amount of information into shorter documents based on prevailing themes in order to identify analogy between those themes, while preserving the context of the situation at the same time. The chart below presents three key stages of qualitative data analysis practicable for academic researches:

![Chart: Components of Qualitative Data Analysis: Interactive Model](image)

Figure 2. Components of Qualitative Data Analysis: Interactive Model (Miles and Huberman, 1994, p.12 in Mayer, 2015, p.58)

The data analysis stages, described by Mayer (2015, pp.58-63), such as initial data summarising, further conceptualising by means and examining, verifying and deriving conclusion can be observed in the research document. Moreover, data reduction phase, which can occur continuously during the data analysis process, enables the researcher to reduce the volume of the data obtained without losing the information, however the importance of preserving the context of the situation was noted by the author as an important factor. Consequently, the compressed and conceptualised findings and themed conclusions are presented in the Chapter 4. The following Chapter 5 presents a comprehensive discussion and conclusion in relation to the academic viewpoint of the matter.
Mayer (2015, pp.58-63) also adds, that the stages of the process can interact with each other in order to draw a complete and broad conclusion.

In this way, the *narrative* type of analysis emerged to be the most relevant for this research. According to Saunders (2009, p.514), such approach, frequently more popular within the organisational research, is of particular suitability when information gathered in a result of semi-structured interviews carries certain points of view and themes. In other words, the importance is focused on the meaning of those themes and the way they are defined. Furthermore, despite the subjectivity of the narrative approach, it endorses documenting an in-depth experience of the participants (Eriksson, Kovalainen, 2008, p.211).

This research paper subsequently analyses a comprehensive managerial perspective of multilingual employees within the workplace.

### 3.4 Research Ethics

Research ethics reflect an acceptable and permissible conduct of the writer in regards to the persons involved in the process of acquiring information and during the subsequent stages of researcher’s work, and/or are affected by the subject of the matter (Saunders, et al, 2009, pp.183-202). It is of the essence for the writer to act professionally, seek voluntary cooperation, respect the privacy of the participants and confidentiality of the information acquired in pursuance of presenting reliable and valid research document (Saunders, et al, 2009, pp.183-202).

Towards the completion of this document the process of gathering, storing and processing information, also the intentions of the research and its confidentiality were precisely communicated to the promising interviewees. The procedure of the document being reviewed by potentially numerous external examiners was also informed. As a result, the researcher was granted permission to interview the relevant persons. Moreover, additional further help, detailed information and materials were greatly offered by all of the interviewees.

The researcher’s competent and assuring approach, also informative and honest behaviour awarded her with a relaxed course of the interviews and greater openness, and entrusted her with more credibility. The author’s preparations were crucial in order to ensure the key themes were discussed. The choice of research techniques greatly accommodated the entire process of data collection. The array of sub-questions and flexibility in their arrangement promoted openness and descriptive type of answers.
However, as the interviews were semi-structured and the duration of the recordings differed. Finally, the interviewees displayed great interest in the subject and offered support at any stage of the document.

3.5 Limitation of the Methodology

This document was challenged by numerous limitations in relation to the methodology chosen. Firstly, despite the fact that the qualitative type of research increases in popularity, the choice of qualitative data collection method, according to Mayer (2015, pp.53-63), raises certain concerns regarding the findings of the research and the entire process. Its flexibility subsequent to the open interview questions induces ambiguity of the findings. Moreover, the researcher’s subjectivity, seeing that he/she plays integral part of the researched world, may create a challenge in understanding and contrasting direct evidence and judgments. Furthermore, Mayer (2015, p.57) notes that qualitative methods progressively incorporate broader range of interpretive means of analysing information, from describing to decoding and translating and many others, and they become less structured and more prone to indefinite analysis therefore, the author suggests careful approach to deciding research methods.

Secondly, the constraints of the cross-sectional time horizon and the access issues restricted the research to the small amount of interviewees available for the examination. Hence, in the future the document could be expanded to a longitudinal study to include a greater amount of managers’ opinions on the matter and present an observation that is extended in time. Additionally, the study requires further examination of other levels of employees within the organisation in order to present a more comprehensive scale of the issue. Furthermore, appointing dates for the interviews proved to be strenuous due to one manager leaving the organisation and busy schedules of other interviewees and irregular work pattern of the researcher.

Inexperience of the author in conducting semi-structured and quite open interviews created a significant challenge, as Saunders (2009, pp.320-341) cautions, in persevering with pre-set questions and themes. Divergence from the question was observed and rectified by the interviewer instantaneously however, the depth of certain answers may have been compromised.
Furthermore, due to malfunction of the recording device on one occasion, which was detected after the interview, following the courtesy of the interviewee the questions were presented again and significantly shorter version of the interview was recorded using an auxiliary equipment, also notes were taken, however the examples described at the first attempt weren’t recorded accurately. This may have impacted the depth of the answers in relation to certain issues.

Finally, the limited current literature available on the subject affected the scope of the issues considered in the research. Hence, a more complex, wide-ranging and comprehensive analysis is suggested by the author; the opinion was confirmed by numerous academics.
Chapter 4
Findings

The following chapter presents an outline of managerial experience of linguistically diverse employees at Dublin Airport. The semi-structured interviews were used to collect qualitative information and the findings are presented below. The material was audio recorded in the majority of the circumstances, however the notes were also taken. The interviews were based on detailed themes; however multiple indirect, sub-questions were asked in order to expand the interviewees’ answers.

The analysis and review of the findings in relation to the academic stance on the matter will appear in the subsequent Chapter 5 Discussion.

The interviewees’ group comprises five senior level Human Resource Managers and two direct line managers, all of whom are based at Dublin Airport campus and whose managerial experience exceeds 5 years’ term. All of the interviewees are Irish.

<table>
<thead>
<tr>
<th>Manager</th>
<th>POSITION</th>
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<tbody>
<tr>
<td>Manager 1</td>
<td>Global HR Director</td>
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<tr>
<td>Manager 2</td>
<td>HR Business Partner</td>
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<tr>
<td>Manager 3</td>
<td>Internal Communications Manager / HR</td>
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<tr>
<td>Manager 4</td>
<td>Chief People Officer / HR</td>
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<tr>
<td>Manager 5</td>
<td>Guest Experience Manager</td>
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<tr>
<td>Manager 6</td>
<td>Category Manager</td>
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<tr>
<td>Manager 7</td>
<td>Head of Human Resources</td>
</tr>
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Figure 3. Interviewee Background
4.1 Linguistic Diversity in the Corporate Setting and the Corporate Language Issue

1. Firstly, the interviewees were asked to illustrate their perception of organisational culture and company’s position in relation to numerous linguistic variations coexisting amongst the employees at Dublin Airport (for detailed Interview Questions see Appendix 2).

Manager 1 admitted that, despite the remarkable multiculturalism, Dublin Airport in comparison with its other subsidiaries in multiple locations worldwide, is the least multicultural, hence the linguistic variations amongst the employees aren’t as prominent. Furthermore, the respondent confirmed that, for the reason that the business dealings happen in English, it is the language of the highest importance within the organisation. Accordingly, the interviewee communicated that, as a consequence of the organisation being owned by the Irish government, English and Irish are its predominant languages. However, it was repeatedly emphasised that English prevails due to its universal aspect. Successively, Manager 1 informed that, from a business perspective, having multilingual employees is a great advantage and such employees are considered as a great asset for the company, particularly during the interaction with passengers. Despite the fact, the respondent expressed that the linguistic versatility of the employees is not recorded precisely within the organisation.

Manager 2 responded “the more languages, the better” however, English and Irish are the organisation’s two prevailing languages as a result of being owned by the Irish government. In like manner the interviewee emphasised the universality of English as the commonly used language. Furthermore, Manager 2 repeated that, in the interest of the prosperous business operations, the organisation encourages openness to different languages and “the fluency doesn’t have to be 100%”. The interviewee noted that, linguistically diverse employees are recognised as a great asset, considering the nature of the airport business and the tolerance of multiple languages in the workplace is high. However, it was added that “the company isn’t capitalising on it (the languages) enough, and we are falling behind on the subject as an organisation”.

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Manager 3 described the different languages as being a valuable asset for the company’s operations. Furthermore, the interviewee added that, because of such global migration in the last 10 years the organisation became more open onto the aspect of multiple linguistic variations amongst its staff. “Linguistic diversity in the form of our employees is a great strength and power of our organisation. It is essential for our business.” On the contrary, the manager acknowledged “at the moment we are in the infancy of this (linguistic diversity)” and that the matter hasn’t received adequate attention yet.

Manager 4 admitted that, experiencing various languages within the organisation is certainly a positive feature, particularly for the nature of the business such as an international airport however, the interviewee acknowledged that the issue hasn’t been given deeper attention and the knowledge of the extent of the multilingual staff is scarce.

Manager 5 responded that, from a business point of view linguistic diversity is highly beneficial to the organisation. It is an asset of great value and while the company promotes linguistic diversity, the management’s focus is on sourcing employees with the ability of speaking languages different than English. The interviewee mentioned the existence of certain niche in language presence within the workplace, such as lack of Italian speakers, and the need for focusing on recruiting people with those linguistic skills.

Manager 6 specified that, the organisation needs to be responsive to the current climate of the country. As a result of such multilingual society in Ireland the company broadly recognises, accepts and promotes linguistically diverse workforce. Furthermore, the interviewee added that various languages the employees speak, are considered as an important asset and they are highly beneficial to the international operations of the organisation. Additionally, the respondent noted the focus of the recruitment process on acquiring people, who can speak different languages in order to facilitate the vast range of international customers.
Manager 7 confirmed that multilingual employees are recognised as highly skilled and beneficial to the company’s operations and described the company’s approach towards multiple languages of its employees’ as acquisitive and open-minded. The manager also added that “our business should be multilingual and it is great when our customers can speak to our staff in their native language, as this is very comforting.”

2. Secondly, the interviewees were asked to define the corporate language within the organisation and its purpose; also they were asked to illustrate the company’s stance on the English language proficiency required and the presence or absence of specific policies and procedures regarding the linguistic matter.

Manager 1 responded that beside Irish, which use in the semi-state companies is regulated by the Irish government, English is the distinguished language of the organisation, however “it doesn’t have to be perfect, it has to be communicative”. Accordingly, the interviewee noted that there are no distinct policies regarding the use of language in the workplace and procedures to dealing with such matter. Also Manager 1 accentuated that the company doesn’t insist on speaking English only. Moreover, it was added that the choice of language remains to be decided by the individuals on the base of Respect and Dignity Policies and common awareness in order to endorse inclusive culture.

Manager 2 confirmed that the corporate languages within the organisation are English and Irish, however the company avails of the assistance of translators in order to facilitate the use of less universal Irish language. Moreover, the interviewee informed that English is the most general language within the organisation and the purpose for the common use of it is to gain mutual understanding. Accordingly, it was noted that the management endorses simplifying the legal jargon within the company to diminish the possibility of misinterpretation. Over and above, Manager 2 admits that “during the recruitment process we ensure the good level of English of our future employees”

In relation to the policies and procedures referring to linguistic diversity, Manager 2 confirmed that there is no distinct arrangement however, the interviewee indicated that the managers attend an extensive performance management training, where certain issues are addressed and recommendations are presented; although the language topic isn’t one of the concerns.
Manager 3 responded “We, as an organisation, have kept that deliberately, that everything we do is through English, (...) We are an Irish company and this is primarily who we are therefore, English / Irish is our chosen language. (...) I think it makes sense, because we have one message, one tone of voice. (...) There is consistency in the message. (...) it can be translated into other languages but sometimes things get lost in translation.”

Manager 3 indicated that communicating in English promotes harmony however, it was added that “We don’t have hard and fast rules on language policy within the organisation and we do not impose an ‘English only’ rule amongst our employees”. Likewise, it was communicated that varying pronunciations do not pose an issue as far as one’s English is at a comprehensible level.

Manager 4 answered that as a consequence of the organisation being a semi-state company, English and Irish are its predominant languages. Despite that, the interviewee noted “there is no priority given to specific linguistic policies and procedures, (...) there are general processes and procedures for all staff and they aren’t unique to linguistically diverse (staff)”. Furthermore, the respondent added that, the good level of English is of the essence amongst the airport employees.

Manager 5 strongly admitted “official language policy in the workplace (amongst the employees) is English only, as it is the language of airline however, it can change and adapt, when dealing with customers. It promotes consistency, and harmonious and inclusive atmosphere. (...) we hire employees with a good level of English because of our customers/guests”. It was further added that, the company promotes linguistically diverse employees to benefit its customers.

Manager 6 noted that “there are no hard and fast rules “English only” on the shop floor”. Accordingly, it was mentioned during the interview that, employees are expected to use their common sense when communicating with each other. In like manner it was added that, communicative English is of the essence when recruiting employees.
Manager 7 responded that there are no specific policies and procedures regarding the language diversity; furthermore, in relation to the procedures of recording the linguistic diversities amongst the employees, the interviewee added “it’s a very interesting one, it’s something that we as an organisation have missed, it’s something that we should definitely have a look at and I think we are missing a trick by not doing it (keeping the track of the linguistic skills)” however, it was noted that, the management of linguistic diversities within the work groups happens ad hoc, on the local / team level.

Conclusion
To conclude the part above, one can observe an evident resemblance in managers’ opinions considering various languages of its employees as a valuable asset for the company’s operations. It was declared that for the reason of the airport’s operations happening on such broad international scale, from an employee’s and a customer’s point of view the linguistically diverse skills of their staff were recognised and confirmed by all of the respondents to be of great strength, highly beneficial and influential for the company. However, numerous interviewees noted the limited knowledge on the range of linguistic diversity amongst their staff.
Generally, the culture within the workplace was declared by all the interviewees supportive and encouraging openness to linguistic diversity and acceptance of varying pronunciations and proficiencies of English.
On the contrary, in respect to the corporate language matter, it was confirmed by all the participants that, English is the most prominent and officially accepted language within the organisation and its prevalence endorses harmony in operations and uniformity in communication. However, six of the seven interviewees stressed a tolerant approach to its enactment. Hence, the level of comprehension of English was suggested to be good/communicative. On the other hand, despite the government’s legislation requiring the use of Irish language within the semi-state company, it was acknowledged by the participants that it is mainly endorsed for official documents and general signage around the airport only. Lastly, the subject of policies and procedures regarding linguistic diversity in the workplace was declared by six of the seven interviewees to remain ambiguous and inconclusive. They confirmed that the subject is undetermined and depends on the individual situation and one’s mindfulness, responsiveness and awareness.
4.2 Linguistic Diversity and Team’s Dynamics and Language Management

Training Issue

1. Primarily, the interviewees were asked to describe their impression of the impact of linguistic diversity on social interactions amongst the employees and whether such issue may affect information transfer within the organisation (for detailed Interview Questions see Appendix 2).

Manager 1 described that the occurrence of employees speaking different languages within a greater formation of people is a recurring situation and it can have detrimental effects on individual’s self-esteem and team’s cooperation. The interviewee illustrated the outcome of a recent staff briefing that the issue of clustering of employees of common foreign language has been brought to the management’s attention numerous times. The respondent confirmed that such instances cause isolation of other members of staff who do not understand the language. Furthermore, Manager 1 noted that the tendency to misinterpretation caused by the lack of understanding is a common development of the incident for the reason, that “people read more into the situation than there in fact may be to it”. Subsequently, such situation was explained to be the main source of problems and conflicts within the team. Manager 1 confirmed that in the case when the employees experienced exclusion from the daily activities by linguistic implications, the management’s prompt response in the form of informal reminder was advised.

Manager 2 responded that the subject of linguistically imposed issues on the social interactions between the employees hasn’t been experienced strongly and no formal complaints have been recorded. Furthermore, the interviewee added that, due to the global nature of the business at the airport, the openness to linguistic varieties is great however, Manager 2 described personal experience from other subsidiaries of the organisation and declared that, ostracism and exclusion of the English speaking employees has happened. Manager 2 also mentioned that from a business perspective certain departments of the airport put a great focus on acquiring linguistically diverse staff. Regarding the issue of knowledge sharing, the manager added that in certain situations instantaneous translations amongst the employees of one language may be helpful and more effective.
Manager 3, regarding the experience on linguistically diverse employees and social interactions, responded “I totally see the trend across the organisation that, where there are different nationalities people tend to cluster together along their mutual language (...) however, it is understandable and considered as a natural thing as people tend to stick where they feel the most comfortable and the most familiar with. (...) not necessarily to alienate anybody but it (the clustering) does happen” Furthermore, Manager 3 noted that English speaking people definitely can feel ostracised by this situation as due to the newness of the issue in Ireland, seeing that they aren’t prepared for it therefore, they expect everybody to speak English. Hence, they may come across slightly as racist in this context. Despite the above, the interviewee stressed “I would hope that, this doesn’t extend to our company. I hope it doesn’t. I can’t say absolutely that it does or it doesn’t extend to our workplace”. Over and above, the respondent confirmed that the issue of exclusion of employees inflicted by linguistically versatile staff hasn’t emerged in the organisation yet. The company’s priority is as described in the interview, to recognise, embrace and respect diversity and people’s values and as long as it is not harming or excluding anybody, there are no hard rules defining one’s language to converse amongst each other. Regarding the information transfer amongst the employees, Manager 3 confirmed that the organisation is trying to simplify formal language prevalent within the organisation in order to reduce the room for misinterpretation. However, the manager added that spontaneous translations into individuals’ own language in order to clarify and gain full comprehension is allowed and encouraged.

Manager 4 responded that she hasn’t noticed any specific problems with communication amongst the staff from different linguistic backgrounds. It was added that, few minor complaints were in fact recorded however, they were related to the style of the communication and the delivery rather than to the linguistic capability of the speaker. Manager 4 noted also that possibly the issues haven’t been recorded appropriately, because the language matter hasn’t been given relevant attention in the workplace.

Manager 5 described the linguistic diversity in the workplace as having major impact on the social interactions amongst the employees. The manager stressed that the occurrence of staff clustering together and conversing in their natural language offends other people as they do not understand the course of the discussion.
Furthermore, the manager added that such situation is considered as rude and offensive and portrays complete lack of attention to English speaking co-workers. However, the interviewee admitted that such incidents do not happen often and usually are resolved instantaneously amongst the employees.

Manager 6 confirmed that speaking other languages than English amongst the staff while working together can have a negative impact on others self-esteem and the general feeling on the shop floor. Also it can negatively affect social interactions between staff, as some individuals can feel excluded, offended and disrespected, seeing that they do not know what the conversation is about. Manager 6 added that incidents of switching between languages happen a lot amongst the multilingual staff, however it is expected from the employees to operate with a common sense and promote an inclusive atmosphere amongst them. Regarding the knowledge sharing experience the manager acknowledged that the ad hoc translations into native languages amongst staff, whose English isn’t good, are indisputably beneficial and supported by the management.

Manager 7 described that language isn’t the only factor that may affect social interactions amongst the employees. In fact, the interviewee added that, such issue goes deeper than language aspect and it is largely assigned to people’s acceptance and receptiveness of other nationalities.

2. Secondarily, the managers were asked to express whether they receive a language management training hence, are they prepared to deal with linguistically imposed issues and whether should language management be incorporated into the international management strategy.

Regarding the language management training Manager 1 noted that considering the financial constraints, its availability is minimal and it is provided for senior management only and in very specific circumstances. Furthermore, the interviewee confirmed that the line managers do not receive such training. On the contrary, the interviewee noted that the subject of language management hasn’t materialised adequately yet.
Manager 2 responded that, the managers at the airport attend a comprehensive training program called “The Big Expedition” which addresses numerous issues on leadership and performance management although, there is no distinct focus on language management topic. Manager 2 confirmed that “as an organisation we are behind on the subject and we need to get better at the linguistic diversity of our employees. We are not capitalising enough on those skills. We do not keep records of people speaking different languages and we should (...) I think language management should be integrated into the international management practices”.

Regarding the language management training issue, Manager 3 confirmed that the managers at Dublin Airport are not prepared to deal with linguistic diversity in the workplace and issues surrounding the topic. The interviewee mentioned that the focus within the organisation is on the task and managing the operations and the company pursues a very formal path in doing business therefore, that the managers forget about the people and the ways their social interactions may be affected. It was stressed in the interview that it is of high importance for the future in the airport that the language management is incorporated into the international management practices.

Manager 4 confirmed that there is no specific language management training for managers. It was added that the diversity in the workplace is acknowledged from a business perspective as an emerging and valuable addition to the company.

Manager 5 responded that there is no distinct language management training provided to managers however the interviewee noted that the managers attend other comprehensive training programs for management and as a result of which they are prepared to have conversations regarding sensitive issues such as exclusion by other members of staff.

Manager 6 responded that “as far as I am aware, there is no specific language management training”
Manager 7 confirmed that there is no official language management training and “we as an organisation have a little bit work to do in that area, as it isn’t adequately recognised and monitored, (...) it would be very useful”. The manager added that line managers deal with the issue within their teams.

Conclusion
To draw conclusion on the part regarding the impact of linguistic diversity on social interactions and knowledge sharing in the workplace, 1 of the managers interviewed acknowledged strongly that, the issue is quite new within the organisation and such diversity is not accurately recorded. Moreover, the manager added that there are no official records of complaints related to linguistically imposed problems however, he repeatedly stressed the lack of knowledge and monitored information in relation to the matter. Another manager mentioned that the subject of social interactions amongst diverse workforce goes deeper than linguistic affiliation only.

Furthermore, two other managers admitted that the topic hasn’t gained much attention and recognition so far in the organisation and any issues related to it haven’t emerged strongly so far. Additionally, the majority of the interviewees agreed that, the company accepts and embraces linguistically diverse employees as it has beneficial effects on the business operations. Despite the above, the majority of the managers acknowledged that linguistic diversity amongst employees can have detrimental effects on their cooperation when individuals are deviating from the English language. Five of the interviewees confirmed that such happening is a recurring situation and it prompts clustering of people conversing in their native language. This subsequently isolates other staff members resulting in them feeling offended and disrespected. Furthermore, the interviewees noted, that people’s lack of understanding of those conversations instigates misinterpretation which, consequently causes problems and conflicts amongst the employees.

Regarding the impact of linguistic diversity on the information sharing amongst the employees, it was acknowledged by the majority of the interviewees that instantaneous translations amongst the staff of a common native language are encouraged and effective on the grounds that better understanding and comprehension of the situation will be achieved.

In relation to the language management training aspect all the interviewees acknowledged that there is no distinct language management training for managers in the organisation.
However, several interviewees confirmed that there is a comprehensive leadership program available to managers which addresses the broad issue of diversity management. Additionally, some of the interviewees added, that linguistically imposed concerns are resolved on the team level by the line managers, directed by respect and dignity policies and common awareness.

**4.3 Linguistic Diversity and Perceived Competence and Procedural Justice**

1. The interviewees were asked to describe their perception of career progression within the organisation for employees whose English isn’t their native language. Furthermore, the managers were asked a set of sub-questions considering the impact of varying language proficiencies on the perceived competence and professional development of those employees.

Manager 1 responded that this situation is dependant on the role, the employee is applying for however, for the reason that the business is done in English, the level if its comprehension has to be good. The manager also added that for senior management and leaders the level of English has to be very good, “*otherwise you loose credibility*”. The interviewee confirmed the presence of linguistically diverse employees in senior management positions, however these roles were taken up in other international subsidiaries of the organisation. The manager couldn’t specify the number of linguistically diverse employees placed at Dublin Airport. Furthermore, Manager 1 added that the accents and pronunciation do not matter for furthering career and the quality of the business skills, talent and qualifications take the priority in the process of professional development however, the manager indicated that linguistic skills of the employees aren’t adequately recognised. Lastly, the manager acknowledged that a great amount of migrant workers is better educated than the positions they are occupying and also confirmed that Dublin Airport is not enough culturally diverse when considering higher levels of the organisational hierarchy.

Manager 2 responded that while there is a great openness and acceptance of varying proficiencies for verbal communication, the written skills are expected to be of high standards; also the manager confirmed that inadequate use of English may indicate lack of professional skills and this in consequence would create an issue for career progression.
Manager 2 also acknowledged that for senior management roles lack of written proficiency in English may hinder one’s advancement.

Manager 3 acknowledged that the reality of the aspect of career development into senior level management of employees whose English language isn’t their native language, depends on the job and the requirements for the role, however it was noted that a very good level of English is an undoubtedly a necessity. Additionally, it was noted by the manger that inadequate mastery of English may potentially prevent one from such progression. In contrast, Manager 3 confirmed that, for internal operations linguistic skills are considered as a great advantage however, fluent communication is essential. On the other hand, the manager noted that, pronunciation isn’t a defining factor in the professional development aspect and the differences in one’s articulation do not pose any major barrier.

Manager 4 informed the interviewer that the aspect of multiple linguistic capability at senior level management hasn’t been recognised as a necessity and its impact on career development isn’t measured and monitored within the organisation.

Manager 5 acknowledged that “the ability to do the job is the priority” and an employee’s English language mastery has never prevented one from professional development within the organisation, however the manager admitted that one’s linguistic capability doesn’t add an extraordinary value towards career progression. Furthermore, Manager 5 confirmed that one’s skills and personality traits prevail in the recruitment process. Lastly, the manager portrayed the organisation as a progressive and open-minded employer and noted that there are numerous foreign language individuals in supervisor/manager roles within the company. Manager 5 described that such enlightened and forward-looking conduct of promoting diversity in the workplace is fundamental for successful business.

Manager 6 acknowledged that “there are several management staff members whose English wouldn’t necessarily be perfect, however it doesn’t make a difference if the job is done well, (...) the employees aspiring to the management level are recruited on their merit rather than their 100% English language proficiency”. Furthermore, the manager added, that linguistic skills of their employees are broadly recognised and those people are often promoted to the manager’s positions.
Manager 7 responded that varying pronunciations, accents or proficiencies of English do not impact one’s ability to develop professionally to senior management levels. Moreover, the manager confirmed that “there is a huge range of managers across the organisation from different international backgrounds, who speak heavily accented” however, Manager 7 noted that if “they are struggling to get their opinion, beliefs or view on certain matter across” it may create an issue. Although, Manager 7 confirmed that he has never come across such issue or never had any complaints been raised to his attention that, somebody has been discriminated because they didn’t have strong English. Despite that, the manager stressed that while working for an organisation of such high public business and appearance, with various complex formal documents and dealings as Dublin Airport, the ability of very strong English is essential and one’s ineptitude in it will become a hurdle to overcome and there is no way around that issue.

Conclusion
In conclusion of this part of the document considering career progression of employees from different international backgrounds it is of high importance to note that, all the interviewees acknowledged that varying pronunciations and accents do not signify one’s ability or competence and they do not negatively affect one’s career development. Furthermore, the majority of the respondents noted that individual’s skills and qualifications take greater priority in professional advancement within the company however, it was acknowledged by numerous managers that, the above depends on the requirements for the role and very good level of English is fundamental for furthering one’s career. For this reason, the managers added that, inadequate written skills or inability to express opinions/ideas may interfere with one’s professional development.
Chapter 5
Discussion
The following chapter deliberates and considers the outcomes of the interviews with the several managers from Dublin Airport regarding the broad issue of linguistic diversity in the workplace in relation to the academic perspective on the subject. It is of high importance however to note that the impact of limited scholarly literature on the issue is consequential and further research is advised.

5.1 Linguistic Diversity in the Corporate Setting and the Corporate Language Issue

The subject of corporate culture and broad matter of language issues within multinational organisations has gained very little attention from the academics so far (Lauring, Selmer, 2012, pp.156-166). Correspondingly, the particularity of the matter of linguistic diversity amongst the employees in the workplace requires further research to deepen the discussion on the appropriateness of employing certain mechanisms in order to achieve harmony within those multilingual teams. In a like manner, the far-reaching topic of multilingual employees can be observed, on an example of Dublin Airport presented in this document, that it is relatively new and certainly underdeveloped therefore, it is calling for more comprehensive approach.

For this reason, as it was acknowledged by the participants of the research, the phenomena of linguistically diverse staff at Dublin Airport isn’t accurately documented therefore, the company isn’t gaining the ultimate advantage from such diversity of its employees. This in fact, as described by Feely (2003, pp.37-52), may compromise the performance of the teams and business operations of the company. Feely (2003, pp.37-52) recognised that along with diminished trust and cohesion of the team stemming from an untamed linguistic differences amongst the employees, it induces prejudicial perceptions of co-workers and decreases staff motivation and engagement. Furthermore, the author defined several, critical to business proceedings potential consequences of inadequate attention and recognition paid to linguistic diversity within the operations of multinational teams, such as disrupted global expansion and cooperation with other markets, depreciation of key business relationships with buyers/sellers and inefficient personnel management policies.
The respondents of the research acknowledged that despite the scant knowledge of the scope of the matter within Dublin Airport, the company recognises the beneficial aspects of such skills of their employees and supports future direction of the organisation to further, more comprehensive development of the subject however, the company admits that it is at the very beginning of the journey and it isn’t its greatest priority.

To conquer such approach Bordia (2015, pp.415-428) advises that, the organisations need to embrace foreign functional language within its domain in order to progress into the global markets however, such exercise, as noted by the author, creates great challenges for the organisations and its successful accomplishment is contingent on the organisations’ attitude towards such diversity. In other words, the author describes that individuals’ fluency in another foreign language increases their willingness to accept other foreign languages without perceiving them as a threat as opposed to the employees without such proficiency.

The approach presented by Bordia is found to be supported by other researchers of linguistic diversity issues. Lauring and Selmer (2012, pp.156-172) describe that, the higher exposure to various languages amongst the employees, the greater the ambience of openness towards it. Despite the fact, that the subject of linguistically diverse employees hasn’t surfaced largely at Dublin Airport, it was stressed by majority of the interviewees that the company embraces the atmosphere of openness towards different foreign languages and at the same time it encourages acceptance of various proficiencies of English.

Another aspect considered in this part of the document relates to the issue of corporate language.

Numerous academic sources deliver that the prime reasons for adopting a common corporate language within multinational organisations are creating a common ground for communication in order to overcome misinterpretations induced by linguistic varieties within the workplace and encouraging the culture of inclusion and mutual respect (Lauring, Selmer, 2012, pp.156-166). Additionally, it is reported by other academic researches that endorsing a shared corporate language promotes greater collaboration within the team and therefore motivates better fulfilment of the tasks, and this subsequently supports greater performance (Tange, Lauring, 2009, pp.218-232).

In contrast, several academics emphasise that endorsement of shared corporate language within multilingual teams can deliver quite the opposite results than suggested by Lauring, Selmer and Tange.
Such exercise can be considered as imposing control, domination and can suppress one’s motivation and self-esteem, and hamper group’s openness and acceptance of diverse employees (Teboul, Speicher, 2007, pp.169-180).

Authors Teboul and Speicher (2007, pp.169-180) recommend embracing multilingualism in the workplace and stress that “uniformity does not guarantee unity”. Furthermore, they advise that bilingual supervisors become better equipped to coordinate and harmonise multilingual teams and therefore, they are able to build greater trust, commitment and mutual respect amongst the employees.

The approach of endorsing the corporate language within Dublin Airport according to the interviewed managers remains in fact unrestricted. English in fact was acknowledged by the respondents to prevail within the organisation for numerous reasons: 1. The organisation is a semi-state company, partially owned by the Irish government and the matter of language is therefore decided by the legislation. 2. International operations of the airport require the use of universal/global language. 3. As an English speaking country it was declared to result in endorsing the language in the workplace.

Despite its predominance at Dublin Airport it was agreed by the great majority of the interviewees that there is no definite policy on the corporate language within the company and the use of various foreign languages, particularly in relation to communicating with passengers/customers, is highly encouraged.

Such approach of adjusting the communicative language, in relation to the demand of the situation, taken by the authorities at Dublin Airport supports the findings of numerous academics. Janssens and Steyaert (2014, pp.623-639) recommend that multinational companies adopt strategy of multilingual franca instead of lingua franca. Their research paper describes the concept of utilising multiple languages within the workplace in pursuance of global progression. Furthermore, the authors explain that such manner will enable the organisations to reach beyond conventional and orthodox norms of lingua franca and this in consequence will empower the company to enter a continuously evolving dialogue with social and political changes happening in the global market.

Over and above the uncertainty regarding adopting a common corporate language remains great and further research is advised by numerous academics. Fredriksson (2006, pp.406-423) stresses that the exercise of adopting one shared language may produce quite negative effects such as endorsement of control and domination therefore, the subject needs to be recognised and appropriately managed. However, the author notes that, the companies in order to avoid emotionally charged animosities tend to leave the matter of languages undecided.
The ambiguity of recognising linguistic diversity at Dublin Airport and lack of policies and procedures regarding the topic appear to fall into that category of allowing the linguistically affected situations to sort themselves out with the use of common sense and other informal mechanisms.

5.2 Linguistic Diversity and Team’s Dynamics and Language Management Training Issue

The significance of linguistically diverse employees on the social interactions and knowledge sharing processes within the workplace and subsequently on the team’s performance has received so far very little attention from the academic circle (Lauring, 2007, pp.255-266). The participants of this research confirmed such status of the literature and acknowledged that the subject of linguistic diversity and its impact on the team’s dynamics isn’t accurately recorded within Dublin Airport however, all of the interviewees affirmed that no official complaints, regarding diverse languages present amongst the employees, have ever been registered.

Despite little recognition of such phenomena at Dublin Airport the majority of the respondents admitted that the occurrence of employees of various international backgrounds gathering together and switching into their native language is frequently noticed, and it was unanimously agreed that it can have highly damaging and negative effects. The interviewees confirmed that such happening isolates other members of staff, disrespects and offends them for the reason that they do not understand the conversation, and it subsequently provokes conflicts because of the misinterpretation of the situation. This in consequence, was added by the managers, may have disintegrating effects on the entire team.

The findings of numerous academic documents confirm such experience. Lauring (2007, pp.255-266) reports that language is equally essential for relationship building and knowledge sharing thus, its proper management can prove crucial for accomplishment of organisational task and goals.

The situation of clustering of people of the same native language, is claimed by Lauring and Selmer (2012, pp.156-172), to induce creation of barriers within the teams and this consequently can considerably decrease motivation and engagement, and negatively affect one’s feeling of belongingness and one’s attendance.
Furthermore, Hitlan (2006, pp.56-70) develops the scope of the issue by adding that ostracism in the workplace can trigger string of antagonistic behaviours towards co-workers such as suspicion, inequality and prejudice, and other destructive feelings such as loneliness, depression and decreased confidence and morale. Thus, the interaction within the team is reported to decrease drastically and its productivity falls significantly. Correspondingly, Agrawal (2012, pp.384-400) stresses the importance of teamwork and its integrity and focus on common goals as the fundamentals of effective performance.

Authors Kulkarni and Sommer (2014, pp.637-562) deepen the discussion on the matter of language based exclusion and ostracism by adding that, such incidents instigate antagonism towards co-workers and resentment and in parallel decrease commitment and willingness to collaborate. Moreover, Kulkarni (2015, pp.128-146) delivers that, even momentary deviations between languages may greatly affect individual’s self-esteem and induce feelings of being devalued.

On the contrary, it is delivered by Lauring and Selmer (2012, pp.156-172) that frequent experience of different languages, pronunciations and accents within the workplace drives greater openness and acceptance of such type of diversity which effectively can stimulate greater performance (2011, pp.81-93). Over and above, one can confirm that Dublin Airport supports climate of high open-mindedness and tolerance towards linguistic diversity and considers it as an influential addition to its international business operations.

Simultaneously, it is of high importance not to ignore the issue of knowledge sharing within the multilingual teams which, as according to numerous academics mentioned in the paragraph above, is an inseparable matter of congenial teamwork (Lauring, Selmer, 2011, pp.324-343). The approach towards the subject supported by the interviewed managers from Dublin Airport approves of unconstrained language exchange amongst the multinational employees in pursuance of better understanding and comprehension of the situation.

In this way, despite very limited research on the impact of linguistic varieties amongst the employees on the knowledge transfer and the consequences of imperfect comprehension of the situation, scholars recommend that adapting a common language not necessarily would solve the problem, but they advise managers on creating supportive environment in order to embrace better communication (Tange, Lauring, 2009, pp.218-232). The direction taken by Dublin Airport could be recognised as moderately supporting the findings.
In the light of the above the subject of language management training falls under great scrutiny of the scholarly authors. The success in effective management of linguistically diverse teams is consistently agreed to be accredited to cross-linguistic and cross-cultural skills and competencies of the manager (Lauring, 2007, pp.255-266). Moreover, Chen (2006, pp.679-695) advises that language management goes beyond the primary vocabulary and articulation training and should focus on analysing social behaviours and communicative habits within those foreign languages. Moreover, the author notes the importance of the managers’ awareness and responsiveness to varying pronunciations and potential diminished understanding of his/her team members therefore, competent managerial approach to the issue, supported by comprehensive human resource management practices are proved to be crucial for the effective performance of multinational teams.

The current situation at Dublin Airport, reported by the participants of the research, was described as unregulated and opened to ad hoc interpretations by the managers on the local level of their teams, conforming to the respect and dignity policies and according to the managers’ common sense. Understandably, for the reason that, linguistic varieties amongst the employees at the airport haven’t emerged as a burning issue, the mechanisms and tools to manage and operate the subject haven’t been rectified yet however, such situation can be accepted only provisionally. Furthermore, lack of distinct linguistic policies and procedures may have determining effects on the performance of the teams at the airport if the subject is not addressed accurately and the managers aren’t prepared to respond to it competently.

Over and above, language can be considered as a high value asset for the global operations of the organisation, and recognising and handling it with that on mind can be critical for the future of the business (Dhir, 2005, pp.358-382). It is advised by the great majority of the academics that the issue of linguistic diversity needs an urgent and appropriate recognition within the multinational workplace. Managers, and consequently members, of such teams will need to be prepared to how to deal with potential conflicts or fractured relationships hence, various training programs on competent and efficient cross-cultural management is recognised as a necessity (Korovyakovskaya, 2015, pp.41-54).
5.3 Linguistic Diversity and Perceived Competence and Procedural Justice

Individual’s linguistic capability and its potential impact on one’s professional development within the organisation have received very little attention in the academic research. Numerous scholars report however, that one’s mastery of language is often perceived as an indicator of his/hers competence and intelligence (Kulkarni, Sommer, 2014, pp.637-652). Furthermore, Kulkarni and Sommer (2014, pp.637-652) deliver that inaccurate word use, incorrect grammar and mispronunciation of the words by the speakers directly lead to negative perception of one’s intelligence and capability which consequently affect confidence and faith in one’s potential and qualification. Such occurrence in fact can cause increased exclusion of devalued members and create social boundaries within the teams. Additionally, the authors added that such language-based exclusion can critically weaken the perception of justice within the company and the feeling of fairness amongst the team members. In other words, Kulkarni and Sommer (2014, pp.637-652) note that the employees with decreased proficiency of the common language of the organisation may experience lack of recognition and may be overlooked from participating in general meetings and communication processes and this can subsequently induce perception of being unlawfully and prejudicially treated. However, all of the responding managers from the airport denied that pronunciation, accents and intermediate verbal skills negatively influence the perception of one’s competence and ability. They stressed that one’s appropriate qualifications and capabilities to perform the job’s tasks and responsibilities are fundamental for the professional development to managerial positions within the company and one’s varying articulation is openly accepted. Despite such tolerant approach taken by the managers at the airport, the academic view on the matter of perceived competence and procedural justice within the multilingual team appears to deliver quite contrary results. Creese (2010, pp.295-313) supports the opinion by Kulkarni and Sommer that, language in fact can act as a means of one’s power over another person’s linguistic capability. Furthermore, the author adds that accents carry a load of historical connotation therefore, they can often spur biased perception of one’s intelligence and ability. This is consistent with Kulkarni and Sommer’s (2014, pp.637-652) findings referring to the stereotypical notions being induced by language proficiencies.
The standpoint of language being recognised as an instrument of an individual’s power within a multilingual team is prevalent throughout the literature. Logemann and Piekki (2015, pp.30-53) and Kulkarni (2015, pp.128-146) confirm previous academic conclusions by adding that linguistic fluency in the common language within the organisation supported by cultural awareness and cognisance can provide one with a great advantage amongst the co-workers and attribute one with a certain type of social authority, control and power within the workplace, such as for example gaining access to resources (Kulkarni, 2015, pp.128-146).

Over and above the impact of linguistic proficiencies on career progression and procedural justice within the workplace has been delivered by the academics to have unfavourable and detrimental influence and it is being recognised that situations of imperfect use of words, accents and pronunciations used by the employees may hinder their professional development and participation in group forums within the organisation due to lowered self-esteem, confidence and perception of fairness. Despite the strong academic conception of this issue, the participants of the research declined the occurrence of such situation at Dublin Airport and gave minor vague examples of foreign employees at managerial levels of the organisation. However, the interviewees mentioned that very good level of English is fundamental and a necessity for professional progress into senior roles within the company.

The controversial issue appears to pose significant problems for internal relationships and unity of the team and also for the operations of international business, considering linguistic skills as beneficial to company’s global connections. Furthermore, the findings of the managerial segment of Dublin Airport may prove conclusive however, they prompt an urgent and comprehensive research within the lower levels of the organisational hierarchy with a particular focus on the perception of the foreign individuals within the teams.
Chapter 6
Conclusion and Recommendations

The subject of linguistic diversity in the workplace is a broad issue. It relates to crucial aspects of daily operations of multilingual teams such as relationship building, communication, knowledge sharing and professional development of the employees. The research of academic publications exposed a great shortfall of current and comprehensive documents discussing the relatively new subject. Additionally, it has emerged that, the topic hasn’t been adequately explored in Ireland and understandably it hasn’t been given accurate recognition within the Irish workplace. This in fact, correspondingly to the findings of this research may have to change quite rapidly in a culturally evolving Ireland.

Firstly, it was acknowledged by the participants of this document that, the matter of language varieties amongst the staff certainly needs greater attention and recognition as, on an example of multilingual workplace such as Dublin Airport, it became an inseparable aspect of a multinational corporation and such diversity was acknowledged to be the future of every international business.

Secondly, linguistic diversity was recognised as a highly valuable and beneficial aspect for the daily operations of the airport business and the company promotes great openness and acceptance of various languages amongst its employees. Moreover, despite the lack of distinct linguistic policies and procedures English was acknowledged to be the common language for all communication processes within the organisation. This approach was confirmed to endorse mutual grounds for understanding, diminish misinterpretations and promote harmony however, its enforcement by the airport management was confirmed to be very tolerant and spontaneous and the company was described to encourage switching between various languages in order to facilitate the business needs.

Furthermore, the participants of this research noted that regarding the impact of linguistic diversity on the teams’ dynamics, the issue hasn’t been accurately recorded however, they confirmed quite frequent occurrence of language clustering within the teams.

This situation was correspondingly described to have disintegrating, demotivating, disrespecting and excluding effects on other team members. Additionally, it was noted that English speaking employees were experiencing ostracism by foreign language speaking co-workers. Moreover, the interviewees added that such circumstances were instigating problems and conflicts due to lack of understanding and misinterpretation of the situation.
In the light of the above, it is recommended by numerous academics that creating an atmosphere of mutual acceptance and open-mindedness and promoting it through various channels such as cross-organisational workshops, multicultural teamwork and social/informal gatherings diminishes the fear of exposure and presumptions amongst the team members (Tange, Lauring, 2009, pp.218-232).

Despite the adverse effects of linguistic diversity on the social interactions amongst the employees at the airport it was confirmed by the interviewees that the situations have never been reported as severe and existing animosities were resolved instantaneously. On the contrary, momentary language changes were in fact supported within the organisation in order to achieve full understanding of the situation when the participants were lacking comprehension, and in order to suit the business when communicating with foreign customers/passengers.

The matter of multilingual team dynamics is acknowledged by the scholars to create a significant issue for the organisations and its appropriate and skilled management is fundamental for the teams to work harmoniously. The findings of this research presented the lack of distinct language management training available to the managers and team leaders within Dublin Airport however, as many academics suggest applying adequate mechanisms to operate such teams is a difficult issue and only capable and trained managers can succeed. Hence, supportive of diverse workforce leadership and strong partnership between managers and employees can create an environment of receptiveness and acceptance of linguistically diverse employees and diminish the stereotypes and preconceptions (Teboul, Speicher, 2007, pp.169-180). However, the training issue has been confirmed by the respondents of the document as a completely new aspect of international management within the airport and its endorsement wasn’t recognised as a high priority, what may need to be re-evaluated.

Finally, the subject of perceived competence and procedural justice presented the most contradictory results with regards to the academic literature on the issue. While numerous authors describe that one’s proficiency of a language, his/her pronunciation, the use of grammar and the depth of the vocabulary used are often perceived as indicators of one’s intelligence and competence, the findings of the research presented completely opposite results. The participants of the research unanimously denied such prejudgement and declared that the skills and qualifications take greater priority over individual’s English articulation abilities when being considered for the senior roles within the organisation.
Furthermore, despite acknowledging the necessity of displaying good understanding and written skills of English, the interviewees described that the company promotes great tolerance towards one’s verbal abilities of English and that such situation does not affect one’s possibility to progress within the company.

Over and above the outcomes of this research prompt a great necessity of further research within other levels of organisational hierarchy seeing that the managerial outlook provides only isolated perspective on such broad and complex issue of linguistic diversity within the workplace. Additionally, the limited source of academic literature supports the need for more comprehensive and more current approach of the issue.

Furthermore, the results of this document can create foundation for the human resource practices within the organisation, as they communicate the essence of the subject and inspire more thorough program of approaching the matter.

In like manner it is highly recommended for the human resource management of multinational global organisations to embrace the language minorities as an important and invaluable asset for their business operations (Teboul, Speicher, 2007, pp.169-180), and the airport appears to be one of the most significant workplaces to do so.

Likewise, as Teboul and Speicher (2007, pp.169-180) add, in the recruitment process it would be suggested to employ foreign language specialists and bilingual speakers and delegating them to crucial business functions such as translators and associates of external communications. In other words, an effective language minority integration strategy should capitalise on the linguistic skills of their employees.

On the other hand, it is recommended that multilingual organisations support the openness to linguistically diverse employees and appreciate such diverse environment by promoting sensitiveness and consciousness of others.

It is explained by Teboul and Speicher (2007, pp.169-180) therefore, that endorsing direct and strict language policies within the organisation is not the optimal direction.

Instead, it is suggested by the authors to appoint mentors for those, whose language needs improvement, also exercising language acquisition trainings for non-native and native monolinguals and voluntary second language trainings for native speakers, in pursuance of greater awareness and receptiveness. This however, on an example of Dublin Airport, for the time being appears to be a peripheral aspect of diversity management.
Furthermore, promoting communication in multiple languages as suggested by the academics, would ensure better understanding of goals, policies and procedures such as safety mechanisms, and support mutual direction of the team while embracing individualism. The approach is largely adapted by Dublin Airport and focuses on promoting respect, tolerance and understanding of linguistic varieties amongst the employees and harmonious atmosphere within the workplace.

To conclude, as scholars advise (Teboul and Speicher, 2007, pp.169-180) the best practices for effective integration of multilingual workforce emphasise the importance of development and training of the employees over regulations and policing of their behaviours and attitudes. Such organisations promote culture of receptiveness and appreciation of linguistically varying individuals, which is described as the future of international companies. Moreover, these organisations approve of employees’ need of expressing themselves and support such activities in whatever languages they use, in order to help them accomplish their work. These practices in fact will result in decreasing negative feelings between the employees such as exclusion and other animosities, and improve motivation, team’s unity and organisation’s performance.
Bibliography


Appendix 1

High Commitment and High Performance Human Resource Management Model (Lagace, 2009)

According to M. Beer (Lagace, 2009) commitment from both - the employees and the leaders, and the performance are the fundamentals of a successful organisation. Furthermore, Beer defines three important goals to be fulfilled, which will enable the organisation to achieve and sustain efficient performance.

1. Performance alignment / Managing with the head

Development of the organisational structure supported by viable objectives and potentials and aligning it with a sharp, attractive and concentrated strategy.

2. Psychological alignment / Managing with the heart

The matter of the skilful leader pursuing the ethos of coherence, openness and creativity. Employment of Human Resource practices and procedures supporting meaningfulness and worthiness, stimulating involvement and accommodating change.

3. Capacity for learning and change / Learning and Governance Systems

The continuous, compelling and open dialogue with all of the employees regarding any issues withholding the company from success.

Furthermore, Beer vocalises that, in order to drive the organisation to actively understand, engage and learn it needs a strong, skilful and open-minded leader, that recognises the need for change and approves of it.

In order to achieve the above, the objectives for the leader to consider are:

1. Purpose - to define the company’s mission and obligations towards all of the parties involved in its existence

2. Strategy - to know its essential strengths and build a focused yet flexible strategy

3. Risk - to deflect any financial or cultural uncertainties

4. Motivation - to reconsider the misjudged presumptions about the employees
In the light of the above, Beer describes, that poor and ineffective leadership and management in combination with flawed values can sabotage successful performance of every organisation. In addition, poor collaboration and the lack of vertical communication are all recognised as some of the ‘silent killers’ of the company.

The HCHP Model initiates the culture of the organisation to become more open towards the process of learning and change through a collective and engaging dialogue and alignment of performance and psychological aspects of the company’s culture.

Recommended by Beer, the process of change strategy involves certain key elements such as:

1. Preserve profits and encourage people.
2. Establish skilful leadership team that will embrace the values, the mission and the strategy and will engage in people’s motivation and development.
3. Communicate on all levels. Open the dialogue with various parties of the company and hear them speak.
4. Employ change transforming initiatives to achieve performance and psychological alignment and ability to learn and change.
5. Develop Human Resource Management practices to strengthen the commitment and the feeling of mutual purpose.
6. Develop the next generation leaders.
Appendix 2

Interview Questions

1. How would you describe the culture within your workplace in regards to the linguistically diverse employees? Do daily encounters with multilingual employees have a positive effect on openness towards various languages?
2. Is there a corporate language within the organisation? What is the purpose of it?
3. Is multilingualism considered as an asset for the company?
4. Regarding the social interactions:
   A. Do you think linguistic diversity amongst employees has impact on the social interactions amongst them?
   B. How can you describe it?
   C. Can it negatively impact those interactions?
   D. Does it trigger clustering of people?
   E. Does it create feelings of exclusion?
   F. Can employees whose English is first language feel ostracised by the foreign language speakers around them?
5. Regarding the knowledge sharing:
   A. How is linguistic diversity considered in the process of knowledge sharing?
   B. Can it have a positive impact on the process?
6. Regarding one’s career progression:
   A. Do employees’ varying proficiencies of English negatively impact their career progression into senior management positions?
   B. Can varying pronunciations, insufficient vocabulary affect employees’ professional development?
   C. Is there an English language training available for the employees?
7. Are managers prepared to deal with linguistically inflicted issues? Is there a training available for management enabling them to deal with linguistic diversity within the workplace?
8. Should language management be integrated into international management practices?
9. Are there any policies and procedures regarding linguistic diversity in the workplace?
Appendix 3

Reflection

Students’ involvement in completing the MBA resulted in gaining broad experience in various areas of business. Over the two-year period the student obtained the necessary skills, knowledge and competence to become a researcher which enabled her to approach quite a new and unexplored, also quite challenging area of linguistically diverse employees in an Irish workplace.

Several classes of the course such as international management, business strategy and most importantly the human resource subject broadened the student’s view on the mechanisms of business operations from an “in and out” perspective. However, the literary background and her humanistic nature led the student to choose human resource management stream as her focal point of the course. Correspondingly, while working in a highly multinational organisation and originating in a different country, it encouraged her to examine the phenomena of multilingual employees within the workplace in Ireland.

The classes of research methods became critical in the process of preparing and conducting the study. They explained the complex process of approaching a chosen area of analysis, the necessary tools and mechanisms to seed interest and willingness in collaboration amongst the professionals within the company of research and directed the student throughout the entire process of obtaining information, processing it and discussing the outcomes. Drafting and completing the document presented the researcher with a broad scope of experiences, opportunities and challenges.

On an academic note, during the process of exploring the subject it exposed certain indefinite and unregulated areas around the issue of linguistically versatile workforce within the academic literature and in Ireland and determined the great need for further analysis. Most importantly though, on a personal level, it created a fantastic opportunity to meet numerous professionals from various areas of Human Resource departments and potentially opened new doors for career progression.
The project of completing the MBA was an incredible experience and enabled the researcher to develop in numerous ways:

**Personal development**
While gaining new and remarkably interesting friends from various backgrounds, the college and the research experiences have particularly helped the author evolve in the business and people management sphere and empowered her to persevere in the issue of incorporating language management into the international management practices. Entering conversations with the HR professionals at the airport gave the researcher the opportunity to present the subject of linguistically skilled employees in a current dynamic global business and presented the importance of approaching the subject of competent management of linguistically diverse teams.

Moreover, the experience of acquiring and analysing the information gathered has motivated the author to merge distinct learning and self-management styles.

Furthermore, accomplishing numerous individual and team projects throughout the college time enabled the reviewer to implement adequate techniques and channels in order to accomplish the tasks, also directed her to quickly adapt new strategies in polemical situations, which occurred couple of times.

The research process helped her gain great set of technical skills such as conducting interview, gathering and processing vast amount of information and time managing.

Furthermore, it helped her build greater confidence in communicating with senior level management while asking nurturing and controversial questions in relation to the topic of procedural justice.

Systematic engagement with the dissertation’s supervisor motivated the researcher to pursue the topic and the difficult search for more detailed academic documents form various sources, seeing that the academic literature on the matter was very limited.

Certain moments of misfortune, unforeseen delays and personal and professional setbacks, as they occurred unexpectedly, awarded the researcher with valuable maturity and thought her that, commitment and self-discipline are the key to overcoming obstacles.
**Professional development**

The area of linguistically diverse employees is of particular interest of the researcher as it largely corresponds with her previous Master’s level specialisation in linguistics, however the aspect of language variations in the workplace extended her focus towards international management practices within the Human Resource domain. Additionally, the author is a Polish national, who works in a highly culturally diverse environment and she recognises the great challenge for the employers and executives to accurately handle the matter of linguistic diversity within their organisations. Completing this document therefore created great practical opportunities to exchange information with HR specialists.

Conducting the research within a vary international and multicultural organisation and communicating with senior management enabled the author to illustrate the burning issue of recognising linguistic diversity amongst the employees. This in fact allowed the researcher to demonstrate various skills and knowledge of the area obtained throughout the classes of human resource management.

The challenge of conducting in-depth interviews enabled the writer to ask difficult questions about managerial outlook on the matter of linguistically diverse employees and the manner the issue is being handled with, and receive thorough and honest answers.

As a result of entering several dialogues with HR professionals the subject raised by her has gained more interest amongst the interviewees, certain arguments were raised and potential follow up may arise in order to address those issues.
**Skills enhancement**

The finished product of this dissertation is a result of systematic work, thorough commitment and engagement. It involved communicating with numerous individuals, to whom the researcher is extremely grateful. The integral process of completing this document involved perseverance and professionalism when communicating with the HR professionals in order to obtain thorough information.

During the data gathering process there were several challenges to overcome. Due to the shift character of the work scheme of the researcher, it proved challenging to arrange interviews, as a result of time constraints. Self-management and time-management were essential.

The limitations of the academic literature and theoretical models on the aspect of linguistic diversity in Ireland on one side created a certain challenge for the researcher in order to engage with external parties to find relevant documents on the topic while it broadened the author’s professional network.

Overall the college experience and particularly the process of completing the dissertation provided her with a new, great set of professional skills and self-management skills.