

Assessment of challenges associated with managing a culturally diverse healthcare workforce

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Declaration

I, Harseerat Rataul, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: *Harseerat Rataul*

Date: 22nd August 2016

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Abstract

Healthcare centres face some of the biggest challenges like handling the human resource management, introducing new policies for improving the work ability of the members, and solving the problem arising due to cultural diversity. Business strategies are developed and introduced by the management for increasing the rights of the members working with the healthcare centres. The demand of the patients worldwide is increasing, and thus it is imperative to introduce new policies and strategies for improving the performances. However, the cultural diversity issues impacts the business execution and enables the management to handle the issues in the right manner. By handling such issues it is possible for the company to provide a fair work conditions to the members. The biggest challenge faced by the healthcare departments is recruiting and retaining the best employees of the company.

By handling the issue such as the cultural differences and diversity it is possible for the management to provide the best work culture and atmosphere to the company. Cultural diversity impacts the ability of the company to recruit the right type of candidates for the organisational and encourage the members to work for the organisational objectives. Majorities of the healthcare centres develop and introduce an effective workforce for increasing the performances of the staffs. By introducing an effective training and developmental program, it is possible for the managers to analyse the challenges that would be used for handling different issues faced by the staffs at the workplace.

Issues such as racial and ethnic values are analysed by reducing different barriers that impacts the healthcare centres. Through an effective strategy, it is possible for the members to develop the best strategies for increasing the performances of the healthcare centres. The strategies are developed for improving the activities that are quite essential for encouraging the performances of the staffs. By reducing the challenges associated with the cultural diversity issues, it is possible for the companies to implement new policies for increasing the performances of the staffs working for the company.

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Chapter 1 Introduction

Today the health care industry faces a biggest challenge due to the shortage of health care professionals leading to shortages in the health care workforce on a global scale (Rasheed, 2012). The human resource departments have to specially focus in developing the strategies and taking initiatives to build a positive impact among the health care professionals for the health organisations (Anderson, 2013). From the release of world health organization's reports it is revealed that currently there are approximately 7.3 million health care professionals that is estimated to reach 13 million by the end of 2036 (Spector, 2012). According to U.S Census Bureau it is estimated that the international migrants rate is estimated to increase up to 42 million at the end of 2060 (Gardenswartz, 2012).

Workforce shortage in the health care directly affects the health universally and it is mainly occurring due to various problems that need to addressed (Gardenswartz, 2012). In health care industry young people are refraining to enter the health care sector and inadequate training among the health care workers increase the non-communicable diseases such as cancer, stroke, and heart diseases and so on. Increasing migration of health care workers is having a huge impact and creating imbalances in regional areas globally (Park et.al, 2011). Various researchers forecast that the shortage of workforce is eventually high in the areas like Asia and African countries.

HR departments try and fill the increasing gaps through the health care professionals from developing nations. Various grievance handling system are rapidly being established among organizations but have failed to mitigate the arising problems of the diversified workforce (Srivastava, 2009). Hence, it acts as a biggest challenge to the managers and human resource department of the organizations when recruiting people from different cultural backgrounds to maintain a fair picture. The human resource department have to develop frameworks and strategies to maintain equality among the health care professionals and as well as facilitating the cultural diversity management (Rubin, 2015). In the health care industry the largest population represented includes minorities. Further the health care systems consist of different groups and are diversified in terms of racial and ethnic set of employees. Currently women and minorities contribute greatest share in the workforce (Rasheed, 2012). The trend of retirement particularly in the baby boomers affects the demographics adversely and it

requires developing the competency of work force in the health care industry (Srivastava, 2009).

1.1 Background of the research

Health care industry is one of the fast growing industries in the world. Health care industry play a dominant part in country economy and it contribute 10.5% of GDP in most of the developed countries (Rubin, 2015). Health care industry is also referred as medical industry that provides service and goods to the patients and treats them fairly by providing rehabilitative, palliative, preventive and curative care. Generally the health care industry is classified in to three categories and it includes: hospital activities, practice activities and human health activities (Park et. al, 2011).

One of the biggest challenges in the health care industry is shortage of workforce. In US population one fourth of the population consist of Hispanics, Latin Americans, and American Indians (Gardenswartz, 2012). Among them 8.5 per cent are nurses, 5.5 per cent are physicians and 5 per cent are dentists. From the statistics of Sullivan commission on diversity it is stated that the decline in the number of health care professionals affect the services provided to minorities in greater extent (Simmers, 2010).

To overcome from these issue many organizations recruit peoples from different cultural backgrounds. It is essential to provide services to all the communities. It facilitates in fostering service to all group of people present all over the nations (Spector, 2012). Most of the countries today develop the workforce by providing various training and developmental programs to the culturally diversified workforce. Several issues like ethnic and racial disparities, language barrier, communication barrier, and unequal medical treatment are the major issues present in the health care industry (Galanti, 2013).

The quality of health care can be adversely affected due to language and communication barrier and it also lead to patient's dissatisfaction. The professional interpreters have to be bilingual to treat the patients' efficiently and it improves the patients' health as well as increases the satisfaction level (Rasheed, 2012). Today most of the organizations are culturally competent in nature and provide service with care and quality. The main aims of the culturally competent health care sectors are to provide highest quality service to all groups of people (Galanti, 2013).

Several strategies are employed by the organizations to the service provider to enhance the service quality and it includes interpreter services, retaining and recruiting minority staff, cultural awareness training programs, utilizing community health workers, applying health promotional tools, increasing operation hours, training on linguistic programs (Adele, 2009). These services enhance the efficiency of health care workers and minimize the challenges arising in the working area. Incorporating training programmes along with the cross-cultural approaches increase the skills and knowledge of health professionals (Larry, 2010). Culture is different from one country to other. For instance American government provide materials, seminars, training materials relevant to the particular culture enhance culturally competent practices (Gardenswartz, 2012). In addition with that training related to bilingual languages' enhance the effectiveness of health care programmes.

1.2 Rationale of the study

The cultural diversity of the workforce in the health care industry requisites improved culturally competent professionals in order to provide improved services to the communities (Mary, 2011). Today the scarcity in the health care professionals within the nations creates an opportunity and need to recruit professionals from the developing countries (Edberg, 2012). The diversified workforce culture will assist in extending the health care services to the neglected areas and also facilitates uplifting the policy makers and managers to continue their services based on the need of diverse population (Anderson, 2013).

One of the major problems in the diversified workforce is that the health care professionals from the various cultures are culturally displaced (Adele, 2009). This affects their performance and more importantly the health of the patients. Thus it is essential to conduct the study to analyse the factors that affect the culturally diverse workforce (Larry, 2010). Further various barriers like language, communication, religious spirits and beliefs, traditional models to handle the medical situations will create dissatisfaction among the patients and ultimately it affects the care system (Edberg, 2012).

The academic study and lectures will not create culturally competent health care professionals. It is essential to create awareness about the culture of different countries during the course (Rubin, 2015). The importance of diversity can be taught right from the higher studies. The educational setting play a main role in setting an ethical and racial diversity and it generate health care professionals to deal with different cultures and racial effectively (Srivastava, 2009). This study is mainly conducted to assess the challenges faced in three

countries that include U.S, Ireland and India according the professionals involved in recruiting, training and retaining the employees.

It is identified that U.S face an extreme challenges in filling the gaps in the health care professionals (Jeffreys, 2013). The racial and ethnic diversity in the workforce results in improved health care in the upcoming years. Thus various measures are taken by the U.S government to increase the culturally diversified workforce with more competencies (Galanti, 2013). India vested with full of opportunities in the health care industry. A tremendous growth in the health care sector urges the policy makers to formulate effective policies (Park et.al, 2011). The diversified workforce is not new concept in, even though conflicts due cultural diversity among the workforce can brings adverse effects over the service users (Hollins, 2009).

This study is mainly focused on the challenges faced in three different nations and the strategies developed and employed to overcome such issues. Further this study strives to enhance the knowledge by identifying the factors that affect the workforce cultural diversity and their impact over the performance. The study also facilitates in developing recommendations to improve the culturally diversified workforce to enrich their service particularly to provide health care access in all areas and communities.

1.3 Research aim

The overall aim of the research is “Assessment of challenges with managing a culturally diverse healthcare workforce”.

1.4 Research objectives

Based on the theories and frameworks postulated by various authors, the researcher frame a hypothesis for the research study that is as follows:

- To identify the challenges faced by HR professional in healthcare sector in different nations like U.S, India and Ireland.
- To assess the different practices followed to cope up with the challenges faced in India, Ireland and U.S (Edberg, 2012).
- To identify the aspects of diversity and their impact on the workforce attitude and characteristics.
- To make recommendations and suggestions to improve the strategies applied to improve the current practices in health care industry (Park et.al, 2011).

1.5 Research questions

Based on the research objectives the researcher frame the research questions that are as follows:

- How do the cultural diversity challenges differ across the west coast U.S, India and Ireland?
- How do the practices to address these challenges vary across the three above locations?
- What are the aspects of diversity and their impact on the workforce attitude and characteristics?
- What are the recommendations and suggestions to improve the current practices followed in the three nations?

1.6 Structure of the research

From the view of Alain (2012) the research follows unique structure and it guides the researcher to travel in the right path. The research structure assists the researcher to carry out the research process in well-designed manner (Bell, 2011). Six chapters are widely used by the researcher and that include introduction, literature review, research methodology, data collection and data analysis and finally it ended up with findings and recommendations (Bergh, 2009).

Chapter one deals with the general introduction about the topic. The importance of health care and the issues present in the health care industry are deeply discussed. Further the need for undertaking the study is also discussed in a crystallized manner (Blackburn, 2011). The scope of health care professionals and the challenges prevailing in the different cultural workforce are also explained in detail in introduction chapter. The research aim, objectives and the research questions are also encompassed in the chapter one (Bryan, 2010).

Second chapter deals with the literature review in which the researchers collect various materials from the researchers and the books related to the health care industry (Alain, 2012). By collecting various sources the researcher enrich their knowledge related to the field of study and further the researcher can able to analyse the key challenges present in the health care industry (Edberg, 2012).

Following the literature review the third chapter is the Research methodology. By acquiring knowledge from the various sources the researcher frame research hypothesis and conduct the

research by adopting well established research methods (Anderson, 2013). It plays a crucial role in the research to extract right information and data analysis contributes to a major aspect of this part. The researcher collects data through primary or secondary sources and analyses with the aid of data collection tools (Bell, 2011). Usually SPSS software is employed by the researcher to analyse the relationship existing between the factors in quantitative studies.

The fourth chapter is findings and recommendations, conclusion being the final chapter. The researcher clearly depicts the results based on the findings generated through data analysis (Alain, 2012). It provides a clear picture about the underlying problems and further it facilitates the researcher to formulate effective strategies to resolve the challenges faced in the health care sector (Bergh, 2009). A sixth chapter focusing on Personal reflection is added to highlight the overall personal benefits gained by the researchers in the course of this study.

1.7 Research outcomes

Through this study the researcher aims to understand the challenges present in diverse workforce management particularly in the health care industry (Edberg, 2012). This study forecast the issues prevailing in India, Ireland and U.S. Further; it enhances the researcher knowledge by reflecting on the strategies followed in different countries to develop the workforce from various cultural backgrounds (Anderson, 2013). The study also facilitates in identifying the factors that affect the culturally diverse workforce. It guides the researcher to get a unflawed picture about the problem and aids the researcher in formulating effective strategies and recommendations to overcome from the challenges faced by the health care sector also providing scope for further large scaled studies (Spector, 2012).

This Research is very important for researcher from her future career prospective as well as educational prospective. The experience gained during the research was very informative.

1.8 Conclusion

In the introduction part the researcher outlines the scope of health care industry and the shortages in the work force. Added with that the researcher describe out the challenges faced by the HR managers to recruit culturally diverse work force. This study shed a limelight to understand the various factors that affect the culturally diversified workforce in the work setting. The need of the study and the background are explained in detail. Further the introduction part guides the researcher to travel in focused path to attain the research objectives.

Chapter 2 Review of literature

2. 1. Literature Review

In today's world the changing environment has emerged a space where the healthcare sectors have gained a lot of importance (Adele, 2009). With people moving fast the issue of critical health has become an important factor and hence the rising of healthcare sectors has gained a lot of importance and thus the demand of healthcare sectors is at peak (Bernard, 2012). The human resource department has played a very key role in managing the healthcare departments and most importantly in managing the strategic point of the healthcare sector that is its workforce (Bernard, 2012). As there is nowadays shortage of medical professional the human resource is managing in recruiting workforce from overseas thus managing the cultural diversity with ease (Flexner, 2013)? There are many challenges that have to be faced by the HR in managing the cultural diversity of the workforce. Cultural diversity is a form of appreciating the differences in individuals (Hammaker, 2010).

2.2. Cultural Diversity

Cultural Diversity is basically said to be the differences of individuals from one person to another. The differences can be based on sex, age, sexual orientation, ethnicity and social status (Adams). Cultural diversity is also known, as multiculturalism is a group of diverse individuals from different cultures. Today's workforce is made up of diverse population from every part of the world that creates dynamic multiracial and multicultural organizations (Barnard, 2010). Such diversity brings huge differences in skills, abilities and experiences. Nowadays the demand of healthcare sectors has increased very rapidly. But the problems that have risen up are the shortage of medical professionals in the healthcare sector (Norman, 2013). To fill the demand of the shortages of medical professionals the demand of foreign workforce and works has come into consideration. Immigrants are a major percentage of workers who are employed in both high skill and low skill job (Anderson, 2013). As today with all other industries the healthcare sector has to undergo advancement in this sector. Diversity is more than a difference from the majority. In any culture there is a majority and many minorities (Flexner, 2013). Culture is a practice of norms that set standards for a society of what is acceptable behaviour. For every culture there are basic standards for social interaction such as personal space distance, eye contact, amount of body language displayed in public, negotiating style, etc. (Barrick, 2009). For e.g. In America, a person stands about eighteen inches apart when busy in normal conversation. Americans prefer very direct eye

contact and are pretty demonstrative with body language and negotiate very directly always asking the other party for their “bottom line” (Friedman, 2012). In other cultures they may stand closer or farther than the people are comfortable. They may view direct eye contact as rude, be more or less open in displaying body language and negotiate more indirectly (Bateman, 2009). Cultural diversity makes our country richer by making it a more interesting place in which to live as people from all over the country comes and lives in that particular country and hence all habits of people from all over the country comes into notice (Lloyd, 2010). Cultural diversity also makes our country stronger and better able to compete with the trends of new global economy.

People from diverse cultures bring language skills, new ways of thinking, and creative solutions for tackling difficult problems and negotiating skills (Barnard, 2010). The healthcare facilities need the expertise of qualified HR who can ensure standard delivery of healthcare services, maintain the employee standards and limit the complaints from patient. The HR should be well expertise in managing the cultural diversity of the workforce in the company and hence the challenge lies there (Buchbinder, 2011). The HR has to be very much affluent in managing the employee workforce. The HR should be expertise in managing the cultural differences amongst the employee and also tactful in managing the conflict amongst the employees (Ashcroft, 2012). The HR should ensure that there is an effective communication between the employees in the organization. Globalization is said to have a negative effect on the cultural diversity (Clarke, 2010). Cultural differences exist between individuals in terms of language, dress etc. The HR is a key player in any organization as most of the administrative and decision making works are done by HR only (Llyod, 2010). Cultural diversity people have different way of representation and hence in an organization when different people from different cultures work together various opinions come into picture and hence varied opinions also takes place which results in conflict amongst one other which the HR has to handle very carefully and tactfully (Fisher, 2010).

2.3. Managing Cultural Diversity in Healthcare sector

With the increase mobility of people the patient population has become a diverse group and the medical professionals are also individuals who come from this diverse background and hence necessary steps should be taken so that there is no conflict between the patient and the medical professionals (Bryans, 2013). The HR is those people who have to manage the flow of communication between the medical professionals and the patients (Jooste, 2013). The real challenge lies there where the HR has to be very much proactive in giving sessions to the

employees from different cultural background that henceforth can solve the problems very easily (Flexner, 2013). Any mismatch of understanding or communication can create a big chaos in the organization that ultimately damages the reputation of the organization (Buchbinder, 2011). The HR should be tactical enough in solving the problems with great ease and should check with the sentiments of people from different diverse condition (Borkowski, 2012).

2.4. Beliefs about Cultural Diversity

Cultural diversity cannot be measured as one thing; only by complex measured generalizations of an individual, group, family or community within a society based on race, language, dress, gender, sexuality, food & drug use, religion, traditions and local patriotic sporting, nurturing or hunting affiliations, etc. that form an individual or groups identity (Dooher, 2010).

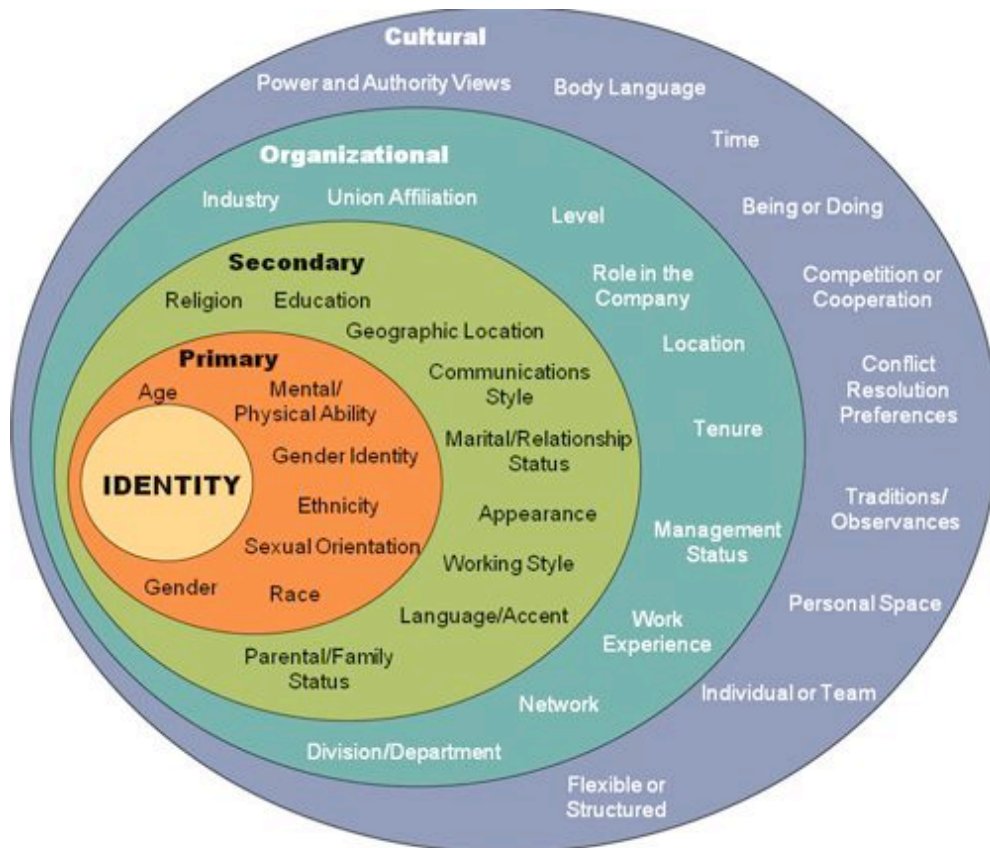
Individuals can form one distinct culture or sub-culture and share values and traits from several cultures forming a multicultural or mono-cultural individual, group, community, society or Nation within a multicultural planet that has clear cultural distinctions which is based on evolutionary survival processes and practices involving food and local resources (Goel, 2013). These unique local environmental conditions create the social dissimilarity of a race for the benefit of mutual survival and socioeconomic prosperity (Norman, 2013).

Religion represents the scientific and philosophical mysteries in "the laws of nature" and strives to find equilibrium within polar extremes that the human brain is not powerful enough to discern (Downe, 2011). Faith acts as a bridge that binds communities together in a pantheistic mosaic of natural law interpretations of the laws of nature and giving hope and meaning to live and die for (Goel, 2013).

The "glue that binds us together" is a complex, multidimensional and synergistic energy field phenomenon within a collective, those individuals can form trust to lead, contribute to, change or be parasitic within a community of faith (Friedman, 2012). 90 per cent of the world's population believes that a higher power or God which exists is the prime mover of people's fate and offers an answer to the scientific mysteries with a strong argument for intelligent design and hope for an afterlife (Jeffreys, 2013). This pneumatological, spirit sustains, inspires and heals people to do superhuman deeds or be used as a motivational tool of war to preserve the values of a family and its limited resources (Ashcroft, 2012). For example of the environment and religion is the Malthusian catastrophe of monoculture Islam

in the limited resources of the hot headed equatorial zones and the peace and prosperity of the philosophically diverse multicultural Christians is the resource rich fertile zones of the planet (Mitchell, 2013).

2.5. Cultural Diversity Framework



Adapted from Diverse Teams at Work, Loden, Gardenschwartz & Rowe, Irwin, 1994

Source: (Mitchell, 2013)

The main reason for the success of the organization is cultural diversity. The success lies on how the employees are treated in the work place. Manufacturing effectiveness depends on the work place and its employees in an organization (Anderson, 2013). Diversity comprises of different factors that make up high individuality among the employees that includes age, religion, culture, personality sexual orientation and social status. Cultural diversity is combination of the individuals from diverse and different culture or the society. Normally takes in to the effect of the religion, language, sexual orientation, ethnicity, age and gender. Most of the companies commenced to embrace the concept of cultural diversity in the year 2001. This action took place due to different trends in the changing workplace as well as the demographics.

2.6. Trends in Cultural Diversity

Growth in minority workforce

In recent days, the companies concentrate a lot on workplace diversity that will be helpful to bring different and innovative ideas in an organization. When same level of employees works in an organization, more ideas cannot be generated and which may not help the organization for their growth and prosperity in future (Barnard, 2010). There is a huge competition in the market; companies are striving hard to be in the top position of the industry and among the other companies in the world. For this action cultural diversity will be highly useful and need of the hour for making the growth of the organization. Human resource management has to be enhanced and revised in order to stick on to bring and accept people from different countries so that new ideas and innovation also increases. This action is highly needed for meeting strong competition in health care (Barrick, 2009). The work place that is emerging in recent times is the combination of people from different countries.

The people from every part of the world that would develop dynamic organizations and multiracial culture are important for the success of the organization. Such cultural diversity has brought the ideas with it so many differences in abilities, skills and experiences. Because every organization has different workforce and also the companies insured that the workforce is recruited with higher degree of the representation in the minority that is important for all the corporations (Beryl, 2009). This action is created an outstanding atmosphere where the viewpoints are innovative and ideas are collected with the brain storming activities that are highly welcomed. Minority workforce growth has paved for higher level of idea generation that is highly helpful for the organization that takes place in most of the top companies all over the world.

Trend in growth of prejudices and stereotyping

When more of cultural different takes place in an organization is unavoidable. Cultural differences do happen in organization that will be helpful for the organization. Human resource management has accept different cultural for the development of the organization. Some companies are not interested to hire female engineers because they may not be able to work as hard as male employees (Bernard, 2012). Many people can be expected from

different universities, this action will be helpful for the organization to get different ideas for innovation. The female workforce cannot be taken into consideration, as they are completely dependable on their maternity breaks. Goals and objectives of the male workers are effective and these goals can be easily reached in an organization. Therefore there is diversity in the workplace between female and male employees. Most of the companies can have their workforce with high rewards and recognition (Adele, 2009). Companies that give more importance to the female employees give break with payment, as they are highly productive in terms of reaching the goals and objective in the organization. Some of the companies retain female workforce for a long period of time due to the high productivity of work in the organization. The prejudice for female employees is reducing in most of the organizations (Adams).

Embracing sensitivity and diversity techniques

Training is provided to the employees to educate the employees all about the differences in culture as they could make up the mind and also appreciate to each other. Sensitivity training is the important for the organization to enhance the skills level of the employees as well as their ability to work with the workforce in an effective manner. Sensitivity training is recently adopted by all the organizations in order to make the employee communicate to each other in an effective manner and also the company can make use of the employee who is highly skilled as well as the effective communication in the organization (Bateman, 2009). This training to the cultural diversity enhanced communication among the employees as well as the organization. In a corporate environment, the employees are the strengths of the organization that will be as asset of the companies as well. There are certain topics that are concentrated on sensitivity training that would include the learning the etiquettes in the work culture, improvement, anti-bullying process of management, and certain terminologies that are appropriate for using in the organization (Beryl, 2009). Training also increases communication. The women employees will be given training on how to improve the productivity as well as how to overcome the harassment against the women in the organization. Some of the companies are hesitated to hire female employees as they may quit the organization any time that may affect the productivity of the organization to large extent.

Trends of increasing the female employees in large number

Over the last two decades, the participation from the women workforce has grown to large extent. Over a period of time, the women participation has become high and the number of women employees is high in the organizations. Half of the total employee's numbers are grown to large extent (Bollard, 2009). The labour force is the asset of the organization and also the female employees would have great determination to work and accomplish the goals when compared to the men employees. This action is the great advantage of the organizations to develop in the competitive environment. Most of the recent job applicants are women and also the number of applicants has been increasing to large extent. In the near future, it is also expected to develop with higher rate of growth (Beryl, 2009). It is believed that the women employees bring lot of ideas to the management with higher uniqueness. Therefore, the increase in the female working population has helped the organizations to reach its goals with unique ideas.

Corporations have become highly transparent to hire the candidates with disabilities and accept different abilities

Employees have to report that the accommodations that are offered to the workers with who are disabled. This action would cost the company to little but not much. But the turnover increased due to the efforts of the employees this enhances the employees growth as well as the organizational growth. The companies feel that the investment that is made for those people are important in an organization as well as reach the goals and objectives of the organization. The talented and skilled employees will be retained in the organization that would develop the organization (Llyod, 2010). The workers who are experienced increase the productivity of the organization to large extent. This action also increased the turnover as well as improves climate and culture of the organization. In a number of universal companies survey results, purely an underdeveloped cite high concerns more than the cost of place to stay as a grounds for not disabled workers to the development of the organization. An additional concern for the potential monetary problems is the fear about the legislations in the organization well as the discrimination in the laws along with the ADA (Llyod, 2010). The barriers in hiring the employees are high in terms of understanding the disabled workers in

the organization that is important for the constant growth in the organization. In a survey, it is identified that more 5% of the employees are highly legislated without the principal barriers.

This is concern that is fairly on hiring the employees in the organization with disabilities. Not with standing with the understanding with negative attitudes that are revealed in the organization for a longer period of time. Most of the employers take survey that seems to be pain of picture in the successful to give the employees more of welcoming environment in an organization (Friedman, 2012). The companies accept such face values in the findings of the organization. In recent days the working number of the employees are highly disabled in the working environment which is important after the enacting the ADA. The employees and the people who are seeking job with disabilities that depend on the attitudes and the discrimination takes place in the work place. In recent times, there is no discrimination in the workplace that takes place that is important for the development of the enterprise to large extent.

2.7. Advantages of cultural diversity in workplace

Business are actually understating the need and important of investing the workforce as a part of the practice of talent management. This action connects the action between the corporate performance and also the principles (Bateman, 2009). Diversity is especially important in the recent global market that is helpful to interact with the various clients and culture. The payoffs are highly touched with potentiality and also with the business area that results in increased productivity, new languages, new attitudes, high global understand with new process and solutions. Different problems can be sorted with different solutions. Cultural diversity enhances, cultural diversity, better insights, highly degree of agility with stronger loyalty and communication (Beryl, 2009). This action improves the employee retention and also recruitment of the employees. The businesses that fail to offer more importance to the employees that might not be able to retain and attract the employees, customers, business partners and also the suppliers. Some of the advantages of cultural diversity are discussed below

Increased productivity

Inclusion and diversity brings different talents together and also work towards the common goal that is used with different skill sets that ignite the loyalty and it enhances the productivity and retention (Adele, 2009). Cultural diversity has great influence on the increasing the employee retention as well the productivity of the employees to large extent. For this accomplishment cultural diversity would be exceedingly practical and necessitates for making the development of the business. Human resource management has to be enhanced and revised in order to stick on to bring and accept people from different countries so that new ideas and innovation also increases (Barrick, 2009). This action is highly needed for meeting strong competition in health care. The work place that is emerging in recent times is the combination of people from different countries.

Increased creativity and problem solving

With diverse and different minds that bring together will be helpful for solving the problems and finding out the solutions. Decision-making is also easy when the creative ideas are developed. Individuals solve the problem collecting the ideas from different and diverse cultural people. It is supposed with the intention of the female employees take lot of ideas to the organization with higher uniqueness (Bernard, 2012). Therefore, an increase in the female working population has high support to the organizations to arrive at its goals with unique ideas.

To Retain and attract the talent

The payoffs are extremely reached with potentiality and also with the commerce area that consequences in greater than before productivity, new languages, new attitudes, high global understand with new process and solutions. Diverse troubles can be sorted with various solutions (Bernard, 2012). Cultural diversity improves, cultural diversity, enhanced imminent, exceedingly amount of nimbleness with stronger faithfulness and interaction. This achievement improves the worker retention and also employment of the human resources. The business that not makes the grade to present more significance to the staff that power not be able to retain and attract the employees, patrons, dealing partners and also the business suppliers (Beryl, 2009). Talented people are diversified from different places. Since, cultural

diversity is highly imperative, most of the big businesses sign up the trainers to educate to adopt with the cultural diversity that is vital for every business to have effective trainer for improved diversity.

Diversity helps to synergy that enhances communication skills

This action brings high and new processes and attitudes that profit to the entire team. As the way of communication and the language of the people are different in each and every culture, it is mandatory to have orientation to understand the culture of all the workers. The workforce has to be skilled with the human resource in the enterprise in order to create them get the length of effective communication process of the other group from the diverse culture. Effective communication is highly important for cultural diversity and also effective for the people to perform the task at the work place (Beryl, 2009). Moreover, communication also reduces the barriers among the people in the diverse culture. The barriers at the workplace are eliminated with effective communication. The problems on culture can be variety out in an inquisitive approach all the way through which the workforce would perform with high effectiveness.

Increase market share and also increase the customer base

Cultural diversity increases the market share to large extent as the productivity of the company. The employees from different grounds bring different ideas that increase the profit of the organization that will lead to increase the share price of the organization. The success of the global business can be with the help of cultural diversity as it increases the customer base and image of the company (Llyod, 2010). The revenue baseline is also enhances without any break as well as the organization. Organizations should not ignore the effects of the existence where the employees will take the company to the new global market. This action should be avoided and concentrate on increasing the productivity as well as the profitability of the company along with the core of existence of the company (Anderson, 2013).

2.8. Impacts of cultural diversity at the work place

Cultural diversity increases and develops the workplace with the help of learning higher level of experiences for the workforce as well the management. When the company embrace the cultural diversity and realize the benefits, it may complete and succeed in more effective way. When the workplace diversity issues are handled in an active manner, it helps to implement and develop the diversity plans that would enhance the adoptability at the workplace. Different employees generally bring experiences and talents with flexible ideas (Barnard, 2010). Every organization offers the service with the different collection of the experiences and skills. Companies that support the organization diversity would inspire all the employees to take care of the highest ability (Beryl, 2009). Various strategies are executed and also result in the higher level of productivity and also double on return on investment. . On reaching cultural diversity advances workforce retention and also deploying the human resources at right point of time. Enterprise presents more importance to the employees diversity and able to retain and attract the human resources, clients, suppliers and other partners.

Intercultural communication

Diversity in the organization is a kind of strategic force that influence high amount of communication. Generally, communication is the not normal for or basic state is defined as the usage of the meaning and conveying the messages to the employees at the workplace. Culture is the integrated and pattern of communication that are exchanged by the social manner with the workforce group socially (Anderson, 2013). When the employees are socialized in different cultural ways with co cultures will enhance the effectiveness in communication. Cultural diversity shapes the communication pattern that is adversely affected in the interpersonal skills and co-ordination.

Factors affecting communication

Cultural diversity has a great power in influencing the communication at the work place. Issues happen between the workers of different culture that is primarily as the workers tend to believe that their own norms in the culture in order to do right things (Bernard, 2012). Organizations have believed wrongly at the behaviour patterns in the own culture are valued

universally. Organizations have stereotyped in the culture that interfere with the communication when employees interact. Sometimes, the work place diversity might lead to miscommunication and misunderstanding, however, the opportunities to enhance both the organizations and workers. Managers have to be prepared to interact effectively with the employees of various backgrounds of culture (Adele, 2009). The workforce that is diverse would pose's different challenges on communication to the organization.

Culture diversity also causes inaccuracies, misunderstanding, slowness and typical issues experiences and witnessed by the diverse group. Employees in the organization might interpret the information in a different manner though the language is same. Therefore, the message sent will not be the same when it is received as well (Llyod, 2010). This kind of differences occurs differences in the style of communication and non-verbal communication might create issues. Due to diversity, communication problems might be magnified, as the people are scared or otherwise not willing to have deliberation on the issues. Higher participation and contribution in the development of organization is important that can be achieved through cultural diversity.

2.9. Challenges of Cultural Competence in Healthcare systems

The increasing diversity of the nation brings opportunities and challenges for health care providers, health care systems, and policy makers to create and deliver culturally competent services (Anderson, 2013). Cultural competence can be stated - as the ability of providers and organizations in effectively delivering health care services that meet the social cultural and linguistic needs of patients (Barrick, 2009). A culturally competent health care system can help improve health outcomes and quality of care that can contribute to the elimination of racial and ethnic health disparities (Goel, 2013). Examples of strategies to move the health care system towards these goals include providing relevant training on cultural competence and cross-cultural issues to health professionals and creating policies that reduce administrative and linguistic barriers to patient care (Beryl, 2009). Cultural competence in healthcare refers to the healthcare systems to show the cultural competence towards patients with diverse beliefs, values and behaviours (Glasby, 2012). The main aim of cultural competence in health care is to eliminate health disparities and to provide optimal care to patients regardless of their race, ethnic background, native languages spoken, and religious or cultural beliefs (Adele, 2009).

Cultural competency training is important in health care fields where human interaction is common, including medicine, nursing, allied health, mental health, social work (Jeffreys, 2013). HR should conduct the cultural competency training and the medical professionals should attend the training so that the knowledge for removing the cultural disparities can be eliminated with great care (Mitchell, 2013). The challenges for the healthcare systems can be in terms of Socio cultural barriers, language barriers, attitude towards healthcare etc. The HR should provide adequate training to the medical professional so that the cultural diversity does not affect the working environment of the organization (Clarke, 2010).

Diversity in an organization is considered as the most important and positive for the enterprise as that manage the action in an effective manner. However, employee that is significant with differences in their religion, race as well as gender that would produce the effects that impact the companies in negative way. There are few disadvantages of the cultural diversity that is important for an organization to overcome - as it is a kind of cultural issues in the workplace (Adele, 2009). There points are also considered as a great challenge in the minds employers. The negative effects are actually understandable when the work culture would not the supportive to accept and tolerate the differences in the organization due to cultural diversity. Difference in cultural diversity has certain barriers; such challenges are discussed in detail.

Communication barriers

When a workforce is built with the workers from various cultures and the countries, the employers would increase the number of the filters of communication and also the language barriers that has great impact on the external and internal process of communication. As the way of communication and the language of the people are different in each and every culture, it is mandatory to have orientation to understand the culture of all the employees. The workforce has to be trained with the employees in an organization in order to make them get along with the communization process of the other people from different culture (Bollard, 2009). The work culture is highly heterogeneous and also easier for the employees to carry out the work in the organization that has to work for overcoming the barriers of the workplace due to work culture. The issues regarding culture have to be sorted out in a curious manner through which the employees would work in a coordinated manner. Since, cultural diversity is highly important, most of the large organizations hire the trainers to teach to adopt with the cultural diversity that is important for every organization to have effective

trainer for diversity. The trainers would remove the communication barriers in the organization from their training (Bernard, 2012).

Cultural resistance

In the diversity of the workplace, there are both advantages and disadvantages. It is so common to have resistance to change in the workplace which to be surveyed in organization (Beryl, 2009). When the companies are highly diverse, this action changes the relationship of the workplace in the organization that is obvious to be witnessed in the organization to large extent. When these changes take place in the organization, it might cause stress to the people and it may also lead to the negative relationship in the environment among the employees (Friedman, 2012). The workplace will not be proper in terms of planning, and managing the employees. These barriers can overcome with the help of training offered to the employees and make them understand the culture and diversity. Training would provide positive impact to the role of the employees and increases the productivity (Jooste, 2013).

Discrimination

Often, organizations that deliberately recruit the workforce those are diverse to have the process of human resource in the place to manage with diversity. However, the organization gradually become highly diverse with the plan that are strategic and also more discrimination will be witnessed among the employees and the also the subordinates with the employees. Consider that is discriminated in with treating with unfair activities. This action happens with the distinguishing traits in the organization (Llyod, 2010). It is obvious that, there would be chance of discrimination in the diversity that is based on the manners of the workforce in the employment. If Discrimination is reduced, the diversity in culture will enhance the growth of the enterprise to large extent.

Increased cost

In order to develop, diversity need to be made in the organization that is important for the implementation of the plans and also the deployment of the workplace. All the process in the organization has both indirect and direct cost that are associated with the cost of the organization. The direct costs include paying to the suppliers, other professionals and the

more consultants are the direct implementations (Anderson, 2013). The cost that is indirect includes the importance of the offering proper training to the employees. Higher involvement and participation in the development of organization is important that can be achieved through developed costs.

2.10. A need for improving cultural diversity in healthcare

The minority population will be changed as majority population of US. The majority will include non-Hispanic population group to the largest count (Bernard, 2012).

In 2050, White Americans who accounted 69.4% will be reduced to 50.1%. African Americans will gain 71% increased growth from 14.6%. Hispanic Americans will be experiencing 187% growth in population compared to 24.4% in recent days.

2060, among one in three Americans will be from the Hispanic group that will be up from one in six in the current affairs. Also the population of Hispanic will be double the amount to 128.8m. The black Americans percentage will gradually increase to 14.7% in 2060.

The international migrants are expected to grow over 41.5million (Fisher, 2010).

If this trend is increasing or growing, the growth of minority population in upcoming years would be gradually increasing the amount of racial and ethnic minorities in health care workforce.

2.11. Recruitment and selection policies for international workforce

These policies are of great use in healthcare sector worldwide. The main purpose of this policy is to ensure nest talents are identified and hired for healthcare sector. The cultural diversity can be increased through improved recruitment and selection policies adopted by HR managers. Going international the HR policies and procedures are carefully reviewed before implementing them for selecting candidates and placing them in health care sector (Barrack, 2009). It is also significant to identify barriers and opportunities through which selection process can be made effective in yielding better results. Working or aiming towards enhanced workplace diversity is not much difficult but adopting solid and powerful selection policies is significant. It is important to review HR's recruitment and selection policy with a lens of diversity that highlights good recruitment and selection practices in order to help

business focus or concentrate on building international or diverse workplace for new international candidates (Adele, 2009). Following are the area that needs attention from HR managers while undertaking recruitment and selection policies.

- **Broader recruitment efforts** – The HR practices and policies should be proactive in outreaching and recruiting efforts that intentionally focus on increasing cultural diversity which thereby support health care sector to engage new international candidates.
- **Removal of bias in selection process** – The HR managers who are involved in recruitment and selection process should reduce or remove biasness in selection of candidates either from local or international. To achieve this they should separate essential and non-essential experiences and qualifications of candidates mainly focus only on things that needs to be achieved rather than concentrating on fake information and use common languages which is easily understandable by all group of people from global countries and from different race or ethnic groups (Fisher, 2010).
- **Consideration of process of interview** – Knowing how personal ethics can impact or affect diversity factors is very much important for HR managers who involve in recruitment and selection policies of international candidates.

2.12. Transition of workforce into new workplace

Transition is the state of change through which people undergo change from their current position. Without employees, there is no health care system that can exist. Therefore, transition is not possible without employee's engagement in healthcare sector. It is significant to ensure that, human transition is fundamental to incorporate a dedicated focus of employees. Such plans need strategies to create awareness and execute challenges employees experience in their life during change. Human transition is the thing that creates largest support while change occurs in workplace or while changing to workplace (Adams). Mentorship greatly helps in supporting employees from healthcare sector while they transit from existing workplace to new workplace environment and new culture. Therefore, mentorship is considered as a tool in which employees are integral components of it that is facilitated during of transition from existing healthcare workplace to new one. During a survey conducted in studying about this topic, almost all participants declared mentorship to be the most supportive and guiding authority for health care employees during their role in

transition (Bernard, 2012). The relationship between experienced mentor and less experienced employee is built so well that transition becomes so easy within new workplace for healthcare employees. Therefore, through mentorship transition of employees belonging to healthcare sector from one place to another, from local to international is made easy.

Chapter 3: Research methodology

Research methodology is the process of outlining the research methods and techniques for collecting reliable and valid data to assess the challenges with managing a culturally diverse healthcare workforce. The outline cannot be done without proper research design. An appropriate research design can be achieved using research onion. Research onion consists of different layers to reach data collection methods. If the proper methods are selected in the outer layer of research design, the correct data collection method can be selected. Different layers of research onion are explained for collecting suitable data for answering research questions (Azlan, 2013).

Somekh and Lewin (2005) define research methodology as not only “the collection of methods or rules by which a particular piece of research is undertaken but also principles, theories and values that underpin a particular approach to research”.

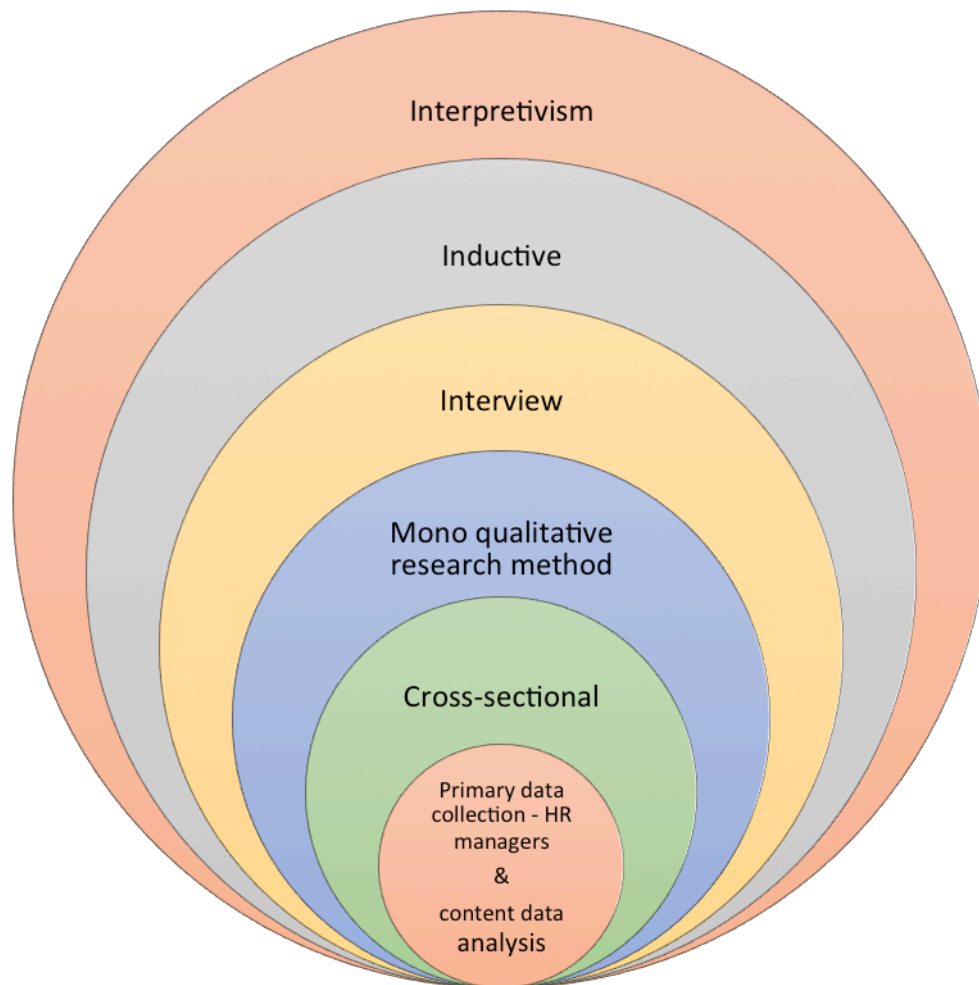


Figure 1 Research onion

Source: Author

3.1 Research philosophy

In the research onion, research philosophy is the first layer or outer layer and this should be peeled to reach next layer. Understanding the philosophy is an essential in the research design for carrying out research. Philosophy can be defined as the way a person believed. A research philosophy is a way in which researcher believes to collect data for analysing the research problem. It can be defined as researcher's view on a research topic or research problem. A researcher can use scientific methods to test theory related to challenges in managing culturally diverse healthcare workforce. Building up a philosophical point of view requires that the researcher make a few center presumptions concerning two measurements: "the nature of society and the way of science" (Burrell and Morgan, 1979). The cause and effect of the challenges of cultural diversity in healthcare workforce can be used (Mohapatra, 2014). This type of philosophy is known as **positivism**. The data of positivism philosophy is measurable. Otherwise, researcher may have interested in collecting in-depth information for assessing the challenges in healthcare workforce related to cultural diversity. Social phenomena of cultural diversity can be used to gather information in their natural environment. This is known as **interpretivism** research philosophy.

Rather than statistics or in-depth information researcher may have an interest in collecting reality existed in the social phenomena of healthcare workforce (Guarrotxena, 2014). This is known as **realism**, which is related to the scientific inquiry on healthcare workforce with reference to cultural diversity. This can be done using both qualitative and quantitative data. Some of the researchers are interested in collecting different viewpoints about health care workforce in terms of cultural diversity. Multiple viewpoints are collected for understanding challenges in health care workforce related to cultural diversity. This type of philosophy is known as **pragmatism** (Hussain, 2011).

Justification: In order to understand and assess the challenges in healthcare workforce regarding cultural diversity, the social phenomena of health care workforce should be used for data collection. The insight of cultural diversity in healthcare workforce uses to find out the challenges in the cultural diversity workforce. The in-depth information is needed to understand. So, the current research can use **interpretivism** research philosophy (Gast, 2014).

3.2 Research approach

The next layer of the research onion is research approach. Once the research philosophy is selected, identification of research approach is the best way for designing research. To assess challenges in the healthcare workforce regarding cultural diversity management, insights of social phenomena is used as philosophy. The relationship between theory and testing is the research approach, where how the researcher can approach research for assessing the challenges. The research can be approached in two ways such as inductive and deductive research approach (Khan, 2011). The **deductive research** approach can be called as top-down approach, where from the top, the research will be started to end. In this deductive research approach, the theory will come first for starting research. The theories and framework related to health care workforce and challenges in managing cultural diversity will be understood clearly. Based on the understanding the research questions will be developed for collecting data to assess the challenges in managing cultural diversity in the healthcare workforce. The deductive research approach aligns the theory first for developing questions to collect data for resolving research questions (Creswell, 2013). Here, the theory of cultural diversity and its challenges in healthcare workforces will be tested using collected data for resolving research questions. For this, quantifiable data is needed to test the theory. The other type of research approach is the inductive approach. This is also called as bottom-up approach, where the data will be collected using framed research questions to resolve research problem. Based on the collected data a new theory will be framed, where this needs to understand challenges in managing healthcare cultural diversity in-depth. The **inductive research** approach starts with a collection of data to develop the new theory by resolving research problem (Zoogah, 2014).

Justification: Based on the research philosophy, the researcher should collect insights of challenges in managing cultural diversity in the healthcare workforce. This can be done using **inductive** research approach, where in-depth information about challenges in managing cultural diversity will be collected to frame a new theory on it (Tavakoli, 2013). Also, according to Saunders et.al (2007) inductive methodology concentrate on comprehension the implications and understandings of 'social performers' and to comprehend their reality from their perspective, is exceptionally logical and consequently is not broadly generalized.

3.3 Research strategy

There are different ways or plans to collect data based on the research philosophy and approach selected. The research strategy is next layer of research approach. So, it is clear that

the in-depth information about challenges in managing cultural diversity in healthcare workforce has to be collected. As per Collis and Hussey (2003), there are varied research strategies which could be followed for example cross sectional studies, experimental studies, longitudinal studies, surveys, action research, case studies, ethnography, grounded theory, hermeneutics, and participative enquiry. Saunderson et al, (2007) states that it is a myth that one research strategy is superior to the next research strategy.

Action research makes researcher as a part of social phenomena to understand the research problem, where the researcher has to act as a worker in healthcare department for understanding challenges in it (Guarrotxena, 2014). In the **case study** method, one or more cases will be taken for research where the cases are workers of healthcare department. This is not sufficient for in-depth analysis. In the **grounded theory**, the data will be observed first for framing a new theory. **Survey** is another way of collecting data from the social phenomena related to healthcare workforce. This can be done in two ways such as questionnaire and interview. Questionnaire collects quantifiable data where interview method observes insights of social phenomena (Azlan, 2013).

Justification: As the current research intends to be an in-depth analysis about challenges in managing cultural diversity in healthcare workforce, the interview method is the best way. The social phenomena of healthcare workforce can be used to understand challenges in managing cultural diversity, where insights of cultural diversity management can be observed using **interview** method (Swearengen, 2012).

3.4 Research Choice

The next layer of research strategy is research choice or research method. This is the layer in which the researcher decides whether the current research uses one or both research methods. There are two research methods such as qualitative and quantitative research methods. Qualitative research method collects in-depth information and quantitative research method collects quantifiable data. A research can use either one of the research methods or both. If research uses any one of the research methods it is known as mono qualitative or quantitative research method. If research uses both, it is known as a mixed research method (Habib, 2014).

Justification: The research strategy is selected to collect qualitative data, where in-depth information can be collected using interview method. This is not quantifiable and cannot be subjected to testing by the scientific method. So, it is clear that the current research only

intends to collect qualitative data instead of quantitative data. The qualitative research method is selected for assessing the challenges in managing cultural diversity in the healthcare workforce. So, the research selects **Mono qualitative research method** (Tarone, 2013).

Four In-depth interviews are carried out across three different countries in the healthcare industry. "In-depth interviews are very helpful in collecting the qualitative data that can be utilized for various purposes, including needs appraisal, program refinement, issue recognizable proof, and vital arranging. In-depth interviews are most suitable for circumstances in which you need to ask open-finished inquiries that evoke profundity of data from moderately few individuals (instead of reviews, which have a tendency to be more quantitative and are directed with bigger quantities of individuals)" Guion L, Diehl D, and McDonald D, (2011). Depth is needed from the reactions for the researcher to completely assess an exploratory investigation of administration quality in the healthcare industry.

3.5 Time Horizon

Based on the time horizon, the research is divided into two different methods such as cross-sectional and longitudinal research. The cross-sectional research uses short time period to collect data for resolving research problem. The longitudinal research uses longer time period to observe social phenomena (Guarrotxena, 2014). Longitudinal research includes study over longer timeframes and is commonly required in measuring change amid this time period which is not suited to ventures with fleeting time confinements while cross-sectional studies are noted as previews of a specific phenomenon at a specific time (Saunders et al, 2007).

Justification: The phenomena in the professionals in human resource sector in healthcare are observed using interview strategy, where this needs a shorter time period to do an interview. So, the current research uses **cross-sectional** research method (Azlan, 2013). As per the limited time for the dissertation to be finished before date of submission, this thesis will be a cross-sectional study. A cross-sectional study draws in the compiling information on more than one case at one particular time with a specific end goal to gather qualitative information when more than one aspect is viewed as (Bryman and Bell, 2003).

3.6 Data collection method

Outer layers of research onion are peeled to reach data collection method and analysis. There are two different types of data collection methods such as primary and secondary data

collection method. **Primary data collection method** collects information about challenges in managing cultural diversity in healthcare workforce from primary resources that are the professionals involved in human resource departments in the organizations. Primary resource is resource that provides a new or fresh data about challenges in managing cultural diversity. The selected research strategy is interview method, where a new data will be collected from primary resources using interview method (Mohapatra, 2014). The primary resources are human resource managers and executives where the information about challenges in managing cultural diversity can be collected from HR managers of the healthcare workforce. A quality internet, camera, and digital recorder can be used for recording interview and **Skype calls** are used for doing an interview (Tavakoli, 2013).

The interviews Questions Asked during the interviews are:

1. **What is the term cultural diversity for the Organizations, and how does it differ for the healthcare centres?**
2. **How does the cultural diversity challenges differs in the US, India, and Ireland ?**
3. **How does the practices to address these challenges in different locations implemented ?**
4. **What are the factors of diversity and their impact on the workforce attitude and characteristics ?**
5. **Do you think cultural diversity training programs are essential for its effective management and resolving conflicts caused due to diversity within workplaces?**
6. **Do you think intercultural communication practice in healthcare sector brings any difference in the firm to treat its employees effectively?**

Secondary data collection method collects information about challenges in managing cultural diversity in the healthcare workforce from secondary resources or already published resources. Books, journal articles, magazines, and websites related to challenges in managing cultural diversity in the workforce are called as secondary resources. This assists primary resource in developing interview questions for resolving research problem (Guarrotxena, 2014).

3.7 Sampling method

It would be impossible for the researcher to collect data from the whole population so researcher has to choose a specified sample. According to Mason (2002) " Sampling and selection are standards and techniques utilized to recognize, pick, and access to data sources". This will be similarly vital whether researcher wants to utilize interviews, polls, perceptions or some other data collection technique (Saunders, 2007).

While non-probability sampling will end in fewer data, according to Saunders et al (2009), the material collected and analysed will be more specific. "Non-probability sampling (or non-random sampling) provides a range of alternative techniques to select samples based on your subjective judgment. In the exploratory stages of some research projects, a non probability sample may be the most practical." Saunders, Lewis and Thornhill (2007, p.226). This is important for this study, as its aim is to ascertain generalized information, which paves path for new and more in-depth research on the topic.

In this research, qualitative research method is used therefore the non-probability or judgmental sampling is use by the researcher. Based on the data collection method, it is clear that information about challenges in managing cultural diversity can be collected from the healthcare workforces. For this, HR managers and executives of healthcare workforce will be included. There are many HR managers and executives from various companies and countries, where the entire manager population cannot be used for data collection because the current research is cross-sectional research. The selection of certain HR managers from healthcare workforce is known as a sampling method. Here, **HR managers and executives are called as samples** (Habib, 2014).

<i>Non-probability sampling techniques</i>	<i>Chosen method</i>
Convenience sampling	Not selected
Snowball sampling	Not selected
Quota sampling	Not selected
Judgmental sampling	Selected

Figure 2 Sampling technique selection

Source: Author

The probability of being a sample for the current research is not equal to the entire HR managers population, which is known as a non-probabilistic sampling method. The samples are selected based on the researcher's judgment or knowledge and this is called as a **judgmental sampling method**. For the current research, healthcare companies from different countries are selected using judgmental sampling technique. The HR managers from Fortis hospital in Bangalore, Fortis hospital in Jaipur and Max healthcare in Delhi are selected for an interview. Skype interview is arranged with HR professionals from the California regions (Santa Monica and Fremont). HR professionals from Mater Hospital and St. Joseph's Hospital from Ireland are selected for an interview. Totally, four human resource managers from different hospitals from different countries are selected for collecting information about challenges in managing cultural diversity in the workforce (Hussain, 2011).

3.8 Data analysis method

The current research fully related to qualitative research, where the insights of challenges in managing cultural diversity in the healthcare workforce are needed to resolve research problems. Skype interview is arranged for collecting data from HR managers from different countries. The qualitative data can be analysed using qualitative data analysis method. The **content analysis** can be used to analyse quality data of the current research. The interview will be recording using effective recorder that can be used in the content analysis. By using literature of review, the collected data will be analysed with the help of content analysis for resolving research problem (Guarrotxena, 2014).

3.9 Research ethics

An ethical concern comes up as researcher chalks out his research, look for access to association/organization and to individual, collect, examine and report the information. Cooper and Schindler (2008:34) characterizes ethics as the 'standards or gauges of conduct that guide moral decisions about our conduct and our association with others.' Research ethics therefore identify with inquiries regarding how we plan and elucidate our research topic, outline and review our examination discoveries in a good and dependable way (Saunders, 2009). Hence, the research, researcher had take care of the moral parameters of the association whose managers or authorities had participated. The people who took part in this research need to be completely informed about the research topic. Interviewee has the privilege of security and anonymity.

The Data Protection Acts (1988, 203) had been entirely taken after with the preparing and storage of data. As indicated by Saunders (2009) individual information must be handled

legitimately, satisfactory, significant and not unnecessary in connection to the reason for which they are prepared, precisely, stayed up with the latest and kept safely.

Research ethics should be followed for doing ethical research. The current research collects primary data from HR managers and professionals from various hospitals. The interview is recorded for the future reference, which should be kept safe for maintaining professional and research ethics. The interview questions should not affect samples in any form such as professional and personal. A proper permission is needed to contact interview with HR managers of different hospitals. (Tavakoli, 2013).

3.10 Research limitations

Before commencement of the research, researcher must acknowledge the limitations of the research and try to decrease them to least. For this research the most crucial part is Time Management, because the research has to be conducted over a short period of time, and at certain times this can be hindrance get the interview time from the busy schedule of the targeted professionals in the given time frame. Thus, to eliminate such problem researcher should fix meetings before hand preferably at the initial stage of research and also try to get as many as possible interviews.

Varying quality of information is another potential confinement to the research. The authenticity and genuineness of data from interviews can be flawed because of corporate strategies of the organizations and secrecy policies. Likewise with the specialist's proficient job inside the organization implies the privacy variable could be exacerbated and additionally any individual inclination. Also, the interviewees can be reluctant in answering certain questions.

Personal Biases According to Yin (2011, p. 138) "Qualitative interviews are interpersonal activities or social encounters that occur in natural settings; under these conditions, you will inevitably bring a point of view to all of your conversations, producing a negotiated text". The researcher is a student of Dublin Business School, who has adopted human resource management and was mindful of not allowing the factual or existing views to lead the direction for the interview subject's answers. The same was taken into consideration when the information was being interpreted from collected data.

The current research uses only three different regions for collecting information about challenges in managing cultural diversity in the workforce. Because of the time period, the current research uses an only certain number of samples or HR professionals. In the case of

delay in taking an interview with any of the samples, it creates a problem in research completion. The distance of location made researcher do the interview over Skype calls or Telephonic calls (Tavakoli, 2013).

Chapter 4: Findings

4.1. Introduction

In this part of the research task, the analysis part of the research findings are based on the interviews conducted on the four managers and professionals working with different organisations. Answers provided by the participants were analysed to understand the relevance of the management of cultural diversification in the healthcare workforce and scanned for themes and patterns that permitted to answer the main question of this dissertation. The answers provided by the participants are included in a clear manner.

4.2. Methodology for the research

Two out of the four interviews were done through telephonic interaction, one was carried out over the Facetime and one was conducted in person. In-depth interviews would be semi-structured, which will enable the researcher to inquire and get more information. Through the interview method, the involvement of the participants would be checked and the answers provided by the members would be used for the conduct of the research. Same questions were asked to the each and every participants to maintained the focus on the research question

The participants involved in the research work belonged to different organisations, but were involved in handling the human resource tasks in their respective organizations. The organizations for which the participants work were carefully selected to be similar in nature and exposure to the cultural diversification. The primary objective of the research work is to find the views of participants about the cultural impact on the diversified work atmosphere in the healthcare centre. The participants were from different organisations, as it was essential to understand how the members handled the HR related issues and to apprehend the concept of HR strategies.

The interviewee received a form that clearly explained the aims and objective of the research. Participants of the research work didn't have any major problem about disclosing their identity, name, and professional information.

4.3. Participants information

I. Participants gender

The participants interviewed in this researcher included two females and two male. The selection pattern of the members was based on the experience and the positions held by the participants in different organisations mainly concentrating on the nature of their job.

II. Participants details

The details of the participants involved in the research work have being provided below, along with their name, job profile and experience.

➤ **1st participant details**

Participant name - Dr. Virottam Roy

Participant position – Senior Medical Surgeon

Organization – Aurobindo Seva Kendra

Work experience -15 years

Place – Kolkata

Country – India

➤ **2nd participant details**

Participant name - Ms. Margaret Maguire

Participant position- Senior Nursing Manager

Work experience - 7 years

Organization - Coombe Women & Infants University Hospital

Place - Dublin

Country - Ireland

➤ **3rd participant details**

Participants name - Ms. Monica Dillon

Participants position – Assistant Manager

Work experience - 5 years

Organization – Kaiser Foundation

Place – Fremont, California

Country - United States of America.

➤ **4th participant details**

Participants name - Mr. Gurvinder Singh Chahal

Participants position - OPD and recruitment manager

Work experience - 6 years

Organization - Max Healthcare Pvt. Ltd.

Place - Punjab

Country - India

4.4. Interview methods

The research work concentrated on collecting information from four different interviewees. Participants of the interviews were working with reputed healthcare centres globally. The objective of the interview was to apprehend what the healthcare experts presume about the healthcare expansions and the cultural factors involved in the process. The researcher collected information by drafting and introducing different questions that were associated with the cultural factors. An attempt has been made to get the information about the cultural diversification from different opinions. The participants of the interview worked in a different method, and this assisted in collecting and analysing information that were used for the research process.

1.What is the term cultural diversity for the organizations, and how does it differ for the healthcare centres?

As per Dr Roy the diversity in the cultural practices and methods within the company has impacted the organisational performances. Demand for experienced and knowledgeable healthcare experts across the world has tremendously increased. Issues associated with the

cultural diversity if not taken care of in the right manner can impact the performances of the organisation.

The availability of the low workforce is another major factor that has a direct impact on the work ability and culture of the members. Cultural diversity as per Dr Roy is to develop the ability for the members or healthcare experts to work effectively within the company. Through this method, the managers can design a feasible method that would help the healthcare experts to cope with various challenges. This would help in analysing different types of challenges that exist at the healthcare centres. By providing a positive workplace for the members, it is possible for the managers to analyse the challenges that can impact the ability of the members to work for the company. New policies and strategies are adopted for increasing the value of the cultural diversity amounts the workplace and this would help in accomplishing the business goals of providing improved services to the clients.

As per Ms. Maguire, the concept of cultural diversity amongst the companies has always been a complex term. The healthcare companies design new methods for handling the challenges involved with the diversity issues. Healthcare experts work in a challenging work culture, and it becomes quite imperative to design new methods for handling the complex issues. For minimising the challenges, the healthcare experts design an effective method for encouraging the staffs or the healthcare experts to deal with different situations. This is done as a part of the integral task performances for handling the issues of cultural diversification.

By reducing the issues and challenges related to cultural diversification, it is possible for the members or the managers of the company to implement new policies that would be used for handling different challenges that prevails in the industry and at the workplace. Cultural diversity issues are related to evaluating the present challenge at the workplace, and designing new methods for minimising the issues involved with the same. The managers of the company implement the changes after analysing the future expectations of the company and by implementing new policies for executing the works.

As per the views presented by Ms. Monica from Fremont, the issues associated with the cultural diversity have to be handled by the management quite effectively. Healthcare staffs belonging to different cultures and places work together. It becomes imperative to develop new policies that would help in analysing the challenges that would help the management to cope with the issues that can impact the willingness of the staffs to work for the company. By controlling the issues and challenges related to cultural diversity at the workplace, the

managers attempt to create or develop a positive workplace that would provide a fair workplace and atmosphere for the clients. This is an essential part of the task performances, wherein the managers make the necessary changes for increasing the service value for the clients.

The manager's work on improving the cultural diversity holds for the organization, as it will boost the business performances. Strategic changes introduced by the managers to provide a fair and feasible work culture for the staffs working with the company. By introducing a positive work culture, it is possible for the managers to overcome some of the major issues that impact the willingness of the staffs to work for the organisation.

Mr. Singh, from the Max hospital supported the concept of the cultural diversity and stated that it assists in improving the performances of the healthcare centres. The management to enable the people from different cultural background to work together introduces the strategic changes. This is an important aspect that helps the management in introducing the changes that would help in improving the performances for the company. The changes are introduced for improving the internal work cultural of the staffs working with the company.

2. How does the cultural diversity challenges differs in the US, India, and Ireland?

According to Dr Roy who is avidly involved and leading the human resource management, the team had to face lots of challenges that had impacted the work culture and the ability of the staffs to perform the tasks. In India, the human resource strategies are at the developmental stage. The policies are strategies are designed to cope with the organisational challenges, and this differs for each company. Human resource managers of the company have to deal with various situations that include analysing the present conditions at the workplace. As stated by Dr Roy, the diversity issue in India are exclusively handled by the management.

The attitude of the people is improved by providing an equal platform for executing the works. This includes providing the right opportunities to the members or the staffs for executing the task or works. The human resource department of the healthcare centres in India are not completely organised as it is in the USA and Ireland. This is because of the availability of limited facilities for the managers to deal with the situation.

The views of Ms. Maguire were also analysed to understand the impact of cultural diversity at the complex workplace like the healthcare. She felt that recognition of the people working for the healthcare centre was one of the important factors. Recognition has to be done on a neutral basis, and it should be regardless of the physical, cultural values, and generational gaps. As a human resource manager, she attempted to overcome such barriers by introducing an effective communication method. The workplace etiquettes were quite different from the cultural practices and beliefs.

The objective was to introduce a neutral workplace that would motivate the staffs to work for the organisational objectives. This was one of the essential systems followed by the healthcare centres in Ireland. The policy changes were made to improve the employee worth that came from the experience and ability to undertake new challenges for conducting the works. A fair method to evaluate the ability of the staffs and to work for the company was analysed. This helped in successfully dealing with various diversities that existed at the workplace.

Miss Monica Dillon from Fremont emphasized on adopting a fair policy for the employee assessment as the best method to deal with the diversity issues existing in the organisation. For dealing with this issue, she adopted a feasible and transparent employee review method that promoted the right candidate to undertake challenging tasks. Works to the employees were delegated on the basis of experience and not on the race or the cultural practices followed by the people. The idea was to analyse the work conduct ideas that was necessary for essentially improving the work performances of the staffs.

By improving the interaction between the staffs, the employees were encouraged to interact about the challenges faced at the workplace for performances. This was one of the most important tasks that were undertaken by Ms. Dillon for increasing the task performances of the staffs. The employees were encouraged to discuss about the issues without hesitation. For this, two way communication methods was developed and introduced by the management. The process helped in analysing the underlying challenges that affected the ability of the members to work for the company. Through the communication method, the staffs were encouraged to address the issue and find the better solution to deal with the challenges.

Mr Singh believed that there exists a vast difference in the cultural practices followed in India, the US, and Ireland. This difference exists due to the human resource practices adopted and followed in the countries. In India, the rules are not stringent as it is in the US and

Ireland. This is the reason the policy formation procedure for improving the work culture required for increasing the performances. In India, the relevance of the strategic formation is quite an important task, and this assists the management in improving the internal work conditions. This policy is quite different for the management of the healthcare centres in the US and Ireland.

3. How does the practices to address these challenges in different locations implemented

Dr. Roy adopted a unique method and strategy for addressing the issues existing with the company and the managers in handling the human resource issues. The manager worked on changing the perception of the people, which impacted the attitude of the managers to work for the organisation. Human resource professions had to deal with such issues in a planned manner. The manager followed a practice where the works were allocated to the members on the basis of their experience. Cultural differences and other factors negatively impacting the performances of the staffs and the organisation were not included.

Cultural diversity issues had a major impact on the performances of the healthcare centres in the industry. To overcome the issue, the leader had to identify the challenges that impacted the action plan that was intended to be implemented by the management. Dr. Roy adopted a fair communication method that enabled the managers to use the resources in an effective manner. These resources were used for managing the diversity issues that prevailed at the workplace. For overcoming the challenges, the existing policies for handling the cultural diversity issues were evaluated. This assisted in implementing an effective strategy that would help the management to introduce the best methods for analysing the issues faced by the staffs.

Ms. Maguire worked on developing and implementing competitive and successful strategies that was intended to encourage people to embrace diversity within the company. By overcoming the issues associated with cultural diversity, the leader could efficiently execute different challenging tasks at the workplace. To improve the internal work conditions, the leader conducted an audit on the workplace diversity problem and developed new policies for improving the work culture.

These changes were introduced for increasing the adaptability of the staffs to work in different work conditions in the organisation. The problem existing within the company were analysed in terms of the available resources, ability of the members to handle the issues, and others. By improving the internal work conditions and controlling the issues arising due to cultural diversity, the leaders encouraged the members or the staffs of the company to generate new ideas for handling the issues. Through the adaptability factor, the leaders could easily handle the challenges and implement new policies for increasing the team performances.

Ms Monica Dillon exclusively worked on the challenges that impacted the execution of the organisational works. Issues associated with cultural diversification were analysed and corrective measures or solution to deal with the issues was introduced by the management. She improved the communication process that included overpowering the language barriers, cultural issues, and other factors that increased the challenges involved with the diversity issues. Work related confusion and lack of team work arising due to the ineffective communication method were overpowering by the leader.

The other challenge faced by the leader in implementing the policies for cultural diversity was associated with resistance to change. People or the staffs of the company were unwilling to adopt the changes due to culture and social makeup. It was quite important for the management to adopt the right type of strategies that would help in handling the issues and overpowering the challenges. In the last method, Ms Dillon introduced policy changes for effectively handling the issues related to cultural diversity challenges.

The policies were introduced to minimise the negative impact caused due to the presence of the cultural diversity issues within the company. These changes were introduced by the management for improving the co-ordination between the staffs and the managers working for the organisation.

Mr. Singh believes in implementing effective business development strategies that would help in increasing the value of the human resource policies for the company. Through this method, the management of the company develop effective policies that assist in improving the team performances. The strategic changes are introduced by the management for improving the internal work conditions for the staffs of the company.

4. What are the factors of diversity and their impact on the workforce attitude and characteristics

Dr. Roy stated that the organisational culture and the practices followed within the company or the healthcare centres can either positively or negatively impact the planned performances. Organisational culture of the organisation defines the set of organisational values and practices that are followed by the management for improving the team performances. The vision statement and mission goals of the company define the strategies that can be followed by the management for increasing the overall performances of the company.

The organisational culture and practices of the company has a direct impact on the working ability of the staffs and the members. By improving the statement value, and discussing the challenges involved in the task execution, the companies can introduce a fair policy for improving the member involvement within the company. This process requires the management to understand the expectations of the customers from the industry and introduce a fair policy for improving the performances. Through a planned process, it is possible for the management to implement the best changes that would be used for increasing the team performances.

The leader believes in implementing the best policies and strategies that would be used for increasing the team performances. Through the strategic changes, the management implement new methods and processes that would help in increasing the values of the organisation.

Ms. Maguire planned to introduce an effective cultural mentoring program that helped in handling the diversified issues faced by the staffs within the company. This program introduced orientation programs for the employees, belonging to different cultural backgrounds. Through this program, the effectiveness of the new activities and environmental factors were analysed. This was an important factor that helped the management to handle the requirements of different groups of people and introduce the right process for executing the works.

This process also concentrated on improving the work environment that improved the plan for mentoring relationships for the staffs. An interactive session was introduced by the management to increase the ability of the workplace and encouraged the staffs to work for handling different challenges that existed at the workplace.

Ms. Monica Dillon develops plans to draft and implement diversity management process. The differences existing between the members belonging to different cultural sectors were analysed and corrective measures and steps were introduced for increasing the performances of the members. Differences between the members were analysed and appropriate step or process was introduced for executing the right type of works for the company. Through the strategy changes, the managers developed new plans and strategies that enabled the staffs to overcome the challenges.

Differences between the management and the workforce were reduced by introducing new methods for handling the cultural diversity issues. The issues faced by the staffs at the healthcare were analysed and appropriate steps or measures were introduced to handle the situation. This process required an effective planning method that would help in developing and implementing new policies and strategies for handling the issues.

As per Mr Singh, the attitude of the staffs of the company and the behavioural aspect of the employees impact the internal work conditions for the employees. For improving the attitude of the people, it is quite essential for the management to introduce new measures and steps that will increase the internal work process and conditions for the employees. The process includes analysing the present policies and introducing new methods for increasing the task execution.

5. Do you think cultural diversity training programs are essential for its effective management and resolving conflicts caused due to diversity within workplaces?

Dr Roy didn't support the relevance or the need to introduce an effective cultural diversity programs to improve the co-ordination between the staffs. The effectiveness of the staffs and the ability of the members to work for the organisational goals can be improved by introducing the right policies. Dr Roy believed in adopting and introducing a fair communication process through which the challenges involved with the task performances could be reduced by the management. He stated that the training programs were not good enough to solve the diversity issues, including the internal conflicts. The staffs were expected to be aware of the policies, and it was important for the members to follow the rules.

The staffs of the healthcare industry have to work round the clock, and usually don't have time to undergo through the cultural developmental program. This is one of the reasons, the doctor feels that the training program becomes quite ineffective and useful for the members. For improving the value for the services, and enabling the staffs to handle the issues, it is necessary to understand the organisational ethics and standards that would be used for improving the overall performances.

Ms. Maguire supports the cultural diversity-training program, as she believes that it would support the expectations of the staffs, and guide the members to work in the desired or the right manner. Leaders of the company play an essential role in shaping the performances of the staffs, and encouraging the members to overcome the barriers associated with the cultural differences. Through the leadership skills, the managers can effectively analyse the challenges impacting the staff performances, and encourage the management to do the right things for executing the works. By introducing an effective decisive method, it is possible for the managers to overcome the barriers that impact the performances of the staffs. Cultural diversity usually has a major impact on the performances of the employees and the company.

Through the employment-training program, the company can reduce the challenges that impact the performances for the company. The training program will communicate with the staffs, about the expectations of the managers and navigate the staffs to upgrade the performances and implement new policies for the task performances. These factors will help in improving the strategic goals and targets for the company, which is quite important for achieving the objectives. Through such strategies, the management can easily resolve the conflicts that prevail between the members working for the company.

Ms. Monica Dillon supports the training program for the cultural diversity issues. This training program for the staffs will increase the productivity and improve the ability of the managers to handle different challenges that can directly impact the work ability of the staffs. Such facts are analysed by introducing new and effective policies that are designed and implemented for improving the performances of the company. The objectives of the company are to increase the performances of the staffs to deal with different situations or work related issues.

By introducing an effective training program the staffs of the company are taught to deal with different situations that impact the performances. Through this program, the managers resolve the internal conflicts and other challenges involved at the workplace. The training

program is introduced to help the members to adopt new methods and strategies for handling different tasks that exists at the workplace. By controlling the native impact related to cultural differences it is possible for the management to improve the production activities, and reduce the internal differences that could impact the performances.

Mr. Singh supports the cultural diversity programs for improving the performances of the healthcare centres. For increasing the strategic value the management analyse the challenges involved with the diversity that exists at the workplace. By analysing the issues, the management and the leaders introduce new policies for improving the performances of the company. The strategies help the management to handle the conflicts that prevails at the workplace.

6. Do you think intercultural communication practice in healthcare sector brings any difference in the firm to treat its employees effectively?

Dr. Roy supported the relevance of the intercultural communication process that was followed in the healthcare sectors. He believed that such changes within the system would help the management and the staffs to improve the business opportunities required for improving the value of the policy making for the organisation. An effective intercultural communication method helps the management to improve the care systems and provide the desired care services to the clients. This was required for improving the internal work conditions and evaluates other challenges that impacted the work culture. Policy changes were introduced for improving the competency level of the company, which was required for increasing the performances and quality of the works for the organisations.

Through a relative training program it is possible for the company, the cultural competency level for the healthcare services. The employee-training program is designed and implemented by the management to improve the internal working strategies for the company. Through improved business development strategies, the managers of the company communicate with the members to introduce new policies and strategies for increasing the team performances. The strategies are adopted for encouraging the members to adopt new methods for task execution.

Ms. Maguire doesn't promote the intercultural communication practices in the healthcare sectors. As per her views, this method is not required for handling different types of business-

associated challenges that could affect the ability of the members to upgrade the performances. Instead, in her point of view, for overcoming the challenges, it is necessary for the clients to design new methods through which the communication or task is improved by the management. The task performances and the policy making process for the companies or the healthcare department are interrelated, and this forms an important part of the strategic planning method followed by the company.

The process of introducing an intercultural factor as per the human resource professional is a lengthy process and it requires more efforts. Healthcare departments and organisations don't have enough resources to handle such works. For improving the internal work conditions and strategies, it is necessary for the management to implement new policies and strategies that would help in improving the value for the services/.

Miss Monica Dillon completely supports the intercultural communication and policies drafted and introduced by the management. The manager states that the success of the company depends upon the positive communication method for increasing the communication process, the management has to introduce an effective method that would be used for improving the performances of the staffs. For improving the value of the intercultural communication, the company and the managers introduce the changes that would help in increasing the performances. Through such strategies it is possible for analysing the challenges and introducing new methods that would increase the team performances. The management implies the problem analysis method, and corrective measures and processes are adopted for increasing the performances of the members.

Mr. Singh doesn't support the fact that intercultural communication and practices impacts the internal work conditions for the company. This is because, the employees of the healthcare centres work in turbulent work conditions and this leads to work stress. The intercultural communication has no scope in hectic work schedule for the staffs, and this impacts the internal work culture for the company

Chapter 5: Conclusion

The main objective of the research method was to analyse the impact of the cultural diversity on the performances of the healthcare centres. Employee performances for the company completely depended on the internal work conditions and the ability of the managers to handle the culturally diversified issues. The analysis is conducted to find the relevant details that would be used for the conduct of the research method.

The past literature was reviewed to understand the type of changes that were introduced by the management for minimising the negative impact related to the cultural diversity. Reviews and the type of changes expected to be implemented by the experts working as the HR managers in the company were included in this research work.

Healthcare centres play an important role in improving the health quality of the people, and thus it was essential to adopt the right process for improving the performances of the staffs. Higher performances of the staffs were associated with improving the internal work conditions of the staffs, and this required an effective strategy that would minimise the internal differences that existed between the members.

Healthcare centres perform different types of tasks such as providing medical assistance, handling the needs of the clients, and others. The staffs working with the healthcare centres have to face different challenges that are associated with handling the works, providing or improving the quality of the healthcare services for the people, and others. For minimising the challenges involved with the task performances, it is essential for the company and the management to implement new policies that would help in increasing the team performances. Policy changes are improved for increasing the team activities and enabling the management to introduce new methods for executing the works.

Through critical analysis method, the essential facts and information for the conduct of the research is collected and presented in the research work. Data collection methods are planned and appropriate strategies are designed and introduced by the researchers to analyse the needs and preferences of the clients. The researcher has analysed different types of impact on the performances of the company, due to the cultural diversity factors. The relevance of adopting and introducing new methods for increasing the performances are included in the process, and this helps in determining the type of changes that can be introduced for increasing the task performances.

Cultural diversity is a critical factor and it has to be analysed for increasing the performances. By analysing the factors impacting the diversity issues, the management can create and introduce an effective work culture for the staffs of the company. The changes introduced by the management have to be communicated with the members or the staffs in an effective manner.

Healthcare services are planned and introduced by the management for increasing the team performances. The strategic changes are introduced for improving the task performances. Through the planning method, the important changes for the critical cultural diversity issues are analysed by the management. The management for effectively handling the issues that could affect the business executing for the company implements the changes. Different challenges related to the task performances and minimising the cultural differences and diversity is analysed and the management introduces effective plans.

The researcher conducted a detailed analysis on the cultural diversity factors impacting the performances for the company. The required information are collected and analysed by the researchers to understand the type of changes that could be introduced for improving the performances of the company. Challenges associated with the internal work conditions and the cultural diversity is evaluated to implement corrective changes that will help in increasing the team performances.

Chapter 6: Reflection on learning

6.1. Introduction

This dissertation work was undertaken for completing the Masters in Business administration at the Dublin Business School in year 2016. I chose this topic as it enabled me to clearly understand the relevance of the cultural diversity, its implications and its application on the work improvement for the healthcare centres. Interesting and useful information about the research work were one of the major reasons that helped me to find the relevance of the topic selected for analysing different factors. Being from a medical background and having worked for two years with the reputed Fortis Hospital in India, I was quite familiar with the aspects and challenges faced by professionals involved in recruiting, training and managing the employees from different cultural backgrounds.

Hence, the relevance of the cultural diversity management for the healthcare centre was analysed in-depth to understand the challenges and other issues that impacted the internal work culture.

A proposal was developed not only for analysing the steps to be followed for the conduct of the research, but to present the reflection that could be used for sharing an appropriate information with the members. The challenges involved in the fact collection and the time required for accomplishing the business goals were evaluated for finding the exact method for the conduct of the research work. There were lots of information available from different sources, and the writer had to concentrate on the main subject that was included in the research work.

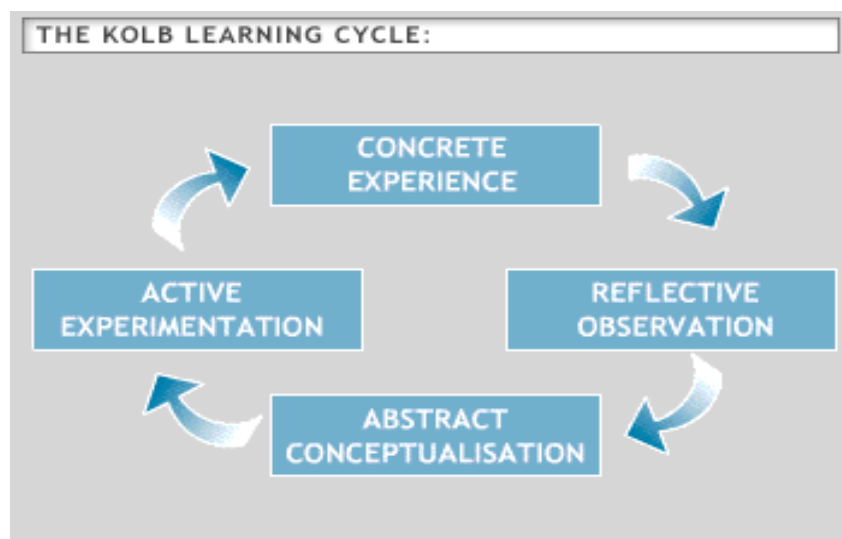
While conducting the research work, the unknown ability was analysed to enhance the proficiency of the task performances. This was done by adopting an investigative work method that helped in increasing the value of the time required for the conduct of the work. For collecting the facts, the researcher had to patiently listen to notes and attend different meetings that were quite important for the fact collection. Self-impression about the research work was analysed, as it increased the quality of the fact collection process followed by the researcher.

6.2. Reflection on the learning background

Experimental learning method is considered to be an intensive approach that is used for addressing the potentiality of the individual and developmental aspects. This method is quite versatile as compared to the other strategies adopted by the management. The facts can be collected for preparing the notes and analysing the information collected from various sources. It is a self-regard process that provides self-esteem to the members.

Experimental values and strategies include different steps and process that can be effectively used for improving the fact collection process. Process adaption and improved learning method is the first step that is used for planning the resources. In the second stage, the information collected from various sources is effectively used for implementing the change procedures. The end goal for the collection and analysis of the information is to comprehend information collected by the resources for effectively using the data for the research method.

The target and the subjective structures required for the conduct of the research and to improve the learning process were analysed for increasing the performances. In the last part, the goal associated with comprehending the learning method was presented in an effective manner.



(Kolb, 2005 pp. 10)

The four stages mentioned above are used to understand the Kolb to apprehend the relevance of impeccable learning methods. There are a few basic parts of the learning in process seen

from the experiential point of view. The first step is of adaption and learning. Second is that information is consistently made and reproduced, it is a change procedure. Third, experience is changed in both target and subjective structures in the learning procedure. In conclusion, keeping in mind the end goal to comprehend learning, we should first comprehend the way of information.

The learning styles are explained as follows: Often these learning styles are explained in the form of two by two matrix. The diagram specifies the terminology for four learning styles; diverging, assimilating, converging and accommodating.

	Doing (Active Experimentation - AE)	Watching (Reflective Observation - RO)
Feeling (Concrete Experience – CE)	Accommodating (CE/AE)	Diverging (CE/RO)
Thinking (Abstract Conceptualization - AC)	Converging (AC/AE)	Assimilating (AC/RO)

(Kolb, 1984)

6.3. Development of the learning and performance

The learning program was not initiated from the dissertation, but it had started around a year back. Understanding the cultural practices and values was the first challenge faced by the researcher while conducting the task. The second challenge was related to planning the finance and time requirement that was required for analysing the problem associated with the fact collection method. This improved the quality of the work and enabled the learned to understand the challenges involved with the task performances.

The third challenge was to understand the cultural values and study pattern followed in the institution. This was a new concept and this it become a challenge to adopt an effective method that could be used for improving the study process. The learning materials and the modules had to be understood in a clear manner and this helped in evaluating the challenges that could impact the note preparation process.

The healthcare industry was selected for the conduct of this study. Actual performances were evaluated through the secondary and primary research method. In the primary research, researchers used the interview method for collecting the reliable information. Secondary information was collected through the notes that were published in different journals. Through logical statistics manner, the information required for effectively conducting the research was used and introduced for fact collection.

The availability of the information to analyse the expert views on the healthcare centres were used for the conduct of the analytical researcher. This method improved the capabilities that were quite important for improving the fact collection process required for the conduct of the thesis.

In the secondary research method, the researcher for collecting different ideas that were used for analysing the facts used the used and reliable data. The researcher to collect the essential information about the thesis that was used for the research conduct used an ethical analytical method. The challenges and other important factors were analysed, as it helped in evaluating the corrective measures that could be used for the conduct of the research.

The learning process is consistent and the challenges involved in evaluating the issues are analysed by the researcher to solve the issue. Facts collected for the research were analysed, and this improved the quality of the information usage method. The essential clarifications were gathered and analysed to understand the underlying challenges that could impact the performances of the company.

Evaluating the knowledge gained or shared by the participants collected information. Such information was exclusively used for analysing the relevance of the information and using the same for increasing the interest of the members involved in the fact collection and analysis methods. The process included picking the right materials that could be used for improving the value of the information that were used for increasing the speed of the fact collection process.

The information was collected from various resources, and it had to be sorted effectively. This method defined the learning method and the process that could be used for analysing the information that were used for evaluating the details.

6.4. Self-Analysis and Evaluation of Skills Acquired while Conducting Research

Since there are various possible skills sets which were being acquired during this research. It includes good understanding Human resource management fundamentals.

The knowledge received by the researcher after getting around 2 years of experience in healthcare firm in India has provided a vast and broader approach to fulfill the requirements of this research. Researcher has gained a lot from the fact that she actually worked with people from different countries overcoming language barriers and completed various group assignments throughout the MBA course.

The time management system was effectively introduced by the management, as it helped in achieving the objective that was decided by the researcher. Facts were collected and presented in an organised manner, and this helped in achieving the objective and provided a sense of accomplishment to the researcher

Researcher has a very optimistic attitude towards things. This has helped me a lot in carrying out my research in time. There were times when getting feedback from respondents was not easy but researcher kept an affirmative belief in him and it made my work a lot easier.

6.5. Planning and preparation

The rough draft for the research conduct was prepared, and this helped in analysing different questions that were used for the conduct of the research. In the interview method, essential information were collected and analysed for the research purpose. The information used for the research method was done by sending email and through the telephonic call. This process was not so easy and the structure had to be defined or drafted, as it helped in collecting evaluating different information that were used for the fact collection and analysis.

6.6. Psychology

The researcher had personal conversation with all the professionals working in the varied healthcare organizations. For effectively conducting the research, it was necessary to collect and analyse different information that could be used for improving the cultural values and practices followed by the companies. The interview pattern was designed and introduced for effectively increasing the service value and the information collection process. An

appropriate strategy was used for collecting the knowledge that was required for collecting the personal information that was required for evaluating the data.

In the master's degree program, the researcher used the best method for collecting the information in an effective manner. The data collection method was crucially planned, and it helped in analysing the challenges that impacted the goal achievement process. The facts collected by the researcher were used for understanding the challenges that impacted the information collection method.

The researcher effectively used details collected and the changes were introduced for increasing the value of the facts collected for the conduct of the research.

6.7. Scope of future application for learning

The process followed for the fact collection and implementation of an effective method for the conduct of the research method. Through a planned process, the researcher collected new possibilities for conducting the research work. The objectives for the conduct of the research work were defined and this was used for improving the fact collection process.

In the analysis method, the requirements of the course and the essential changes introduced through the effective strategies were analysed. This helped in conducting a detailed theory analyst that was used for the research conduct. Facts and information were collected to understand the achievement factors and the required facts were analysed for the conduct of the research work.

The learning method and strategies were developed and introduced for collecting the facts through the quantitative method that was associated with the task performances. The experiences and knowledge of the members involved in the research method were analysed and the essential changes were introduced for implementing the changes and collecting the information for the research work.

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