


Chapter 1

Multiculturalism in the Workplace: Leading With Emotional Intelligence at Every Level

Amala Luncheon

 <https://orcid.org/0009-0001-8895-3644>
Eastern New Mexico University, USA

ABSTRACT

The different perspectives that our employees bring to organizations may not always reconcile seamlessly; sometimes there could be contradictions. One way to rise above potential chaos is to use emotional intelligence. Employing emotional intelligence at every level in the organization will improve interpersonal relations. Organizational culture is often set by the leadership, but can also be influenced from the inside. Analyzing the culture of an organization from different angles will yield different results. In this chapter, the author examined existing research and highlighted goals from organizations that are working toward an improved culture. There are suggestions for implementing concepts that may help organizations improve their position and alter how employees interact.

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CASE DESCRIPTION

In this chapter on Multiculturalism in the workplace, we will examine emotional intelligence using the following sub-sections:

1. Organizational Culture defined
2. Levels of Organizational Culture
3. The role of multiculturalism
4. How does culture impact performance?
5. The Leader's Role in Organizational Culture
6. Defining Emotional Intelligence
7. Changing an organization's culture

As we begin to regularize how we function in a post-pandemic world, there are several things that we are learning anew and some things that we are unlearning. The concept of things being post-pandemic is new to our lifetime. While history has recorded that the Covid-19 epidemic was not the first pandemic, the uncertainties that surrounded it, and the way that information was handled, certainly made it unparalleled.

In Schein's (1991) article on culture, he indicated that culture is:

1. A pattern of shared basic assumptions,
2. invented, discovered, or developed by a given group,
3. as it learns to cope with problems of external adaptation, and internal integration,
4. that has worked well enough to be considered valid, and, therefore,
5. is to be taught to new members of the group, as the
6. correct way to perceive, think, and feel in relation to those problems.

The concepts and new ways of being that we are currently embracing and regularizing in the post-pandemic world can still find roots in Schein's seminal work. Within organizations, that are striving to be multicultural, there must be basic tenets that are observed. By its very nature, multicultural indicates that there are several cultures existing in the same space. Not only should the cultures exist, but the harmonization is also important. If we follow Schein (1991) suggestions, then the organization has a specific set of assumptions that all employees are aware of and embrace. These assumptions may have been inherited and the current employees follow them because they may have worked for a long time. Existing employees use these assumptions as the guide for how things function in that space.

When we create a multicultural space today, we are expected to have different races and nationalities, varying ages, diverse genders, an assortment of cultures in

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