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FOREIGNERS AND NATIONAL MINORITIES IN THE FACE OF LAW, OFFICE, INTERESTS - CULTURAL BEHAVIOR PATTERNS

CUDZOZIEMCY I MNIEJSZOŚCI NARODOWE W OBLICZU PRAWA, URZĘDU, INTERESÓW – KULTUROWE WZORY ZACHOWAŃ

Abstract

The problem of multiculturalism and social communication at the meeting point of culture unnoticed for many years in Poland, in recent years, is becoming more and more pronounced, and forecasts indicate that the number of foreigners will grow rapidly. The authors of the article focus on dilemmas related to the attitudes and behaviors of representatives of other nations related to the observance of the law, expectations of public and local administration, perception of office representatives and distance to the authorities

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they represent, relations with partners in the interests. Knowledge about cultural diversity along with foreign language skills is becoming a key factor in the success of effective social communication with foreigners.

Keywords: multiculturalism, intercultural communication, foreigners, national minorities, immigrants, public offices, universalism – particularism.

Streszczenie

Problem wielokulturowości i komunikacji społecznej na styku kultur przez wiele lat niezauważany w Polsce, w ostatnich latach zaznacza się coraz mocniej, a prognozy wskazują, że liczba cudzoziemców będzie szybko wzrastać. Autorzy artykułu koncentrują się na dylematach związanych z postawami i zachowaniami przedstawicieli innych narodów związanych z przestrzeganiem prawa, oczekiwaniami wobec administracji publicznej i samorządowej, postrzeganiem przedstawicieli urzędów i dystansu wobec władzy którą reprezentują, relacjami z partnerami w interesach. Wiedza na temat kulturowej różnorodności wraz ze znajomością języków obcych staje się kluczowym czynnikiem sukcesu w efektywnej komunikacji społecznej z cudzoziemcami.

Słowa kluczowe: wielokulturowość, komunikowanie międzykulturowe, obcokrajowcy, mniejszości narodowe, imigranci, urzędy publiczne, uniwersalizm – partykularyzm.

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Statement of the problem in general outlook and its connection with important scientific and practical tasks.

In 2018, the Polish market was joined by 1,100,000 immigrants, ethnic and national minorities are activating, marking their cultural separateness, territorial self-governments are conducting international cooperation, 83 million foreigners visited us (including one-fifth of them tourists). In Poland, previously seen as a single-nation country, the intercultural context of social communication is increasingly marked. The problem of multiculturalism and management at the crossroads of cultures has crossed the borders of transnational and global corporations. Enterprises with foreign capital are created as a result of foreign direct investment. Polish businessmen are suppliers, recipients and cooperators of foreign partners. Also in native companies and institutions of various kinds, we meet more


often representatives of other nationalities in positions ranging from workers and secretaries to directors.

Representatives of cultures previously known as exotic have become present in our everyday lives. Stakeholders of enterprises, public and local government administration offices, schools and universities, border guards, police and courts are increasingly people of other nationalities, denominations, and cultures. This brings new challenges and launches previously unknown barriers that Poles must face. Competences in intercultural communication are becoming more and more important in institutions, business and everyday life (Matosek M., 2012).

The authors of the article focus on dilemmas resulting from different approaches to

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compliance with laws and regulations - this is the dimension universalism vs particularism of organizational cultures according to the concepts of F. Trompenaars and Ch. Hampden - Turner. Sources and directions of intercultural relations were presented, resulting from the growing number of foreigners, increased social activity of national and ethnic minorities, international cooperation of local governments and the development of inbound tourism. A special place in the article is occupied by selected barriers

of social communication of partners from different cultures and ways of overcoming them, resulting, inter alia, from trust in administration and office, distance to authority, attitude to compliance with law and interpersonal obligations, preferred forms of information exchange in public places, models negotiating behavior. Given the example of cultural diversity is the behavior of Chinese people, with whom the number of contacts is growing dynamically.


Analysis of latest research where the solution of the problem was initiated.

Among the few studies on intercultural communication with immigrants in Poland, the monograph of Arnold and Barbara Pabian under the title "Multiculturalism in higher education" with the subtitle "Management and communication with foreigners from the perspective of cultural differences" deserves special attention (Pabian A., Pabian B., 2019). The work presents a wide spectrum of socio-cultural and religious behavior of educational immigrants at universities. The authors provide knowledge on how to properly respond to seemingly incomprehensible behavior, prepare visits and service foreigners in academic centers. An additional advantage of the monograph is the research part presenting the preferences and behavior of students from Ukraine, who constitute more than half of the educational group of foreigners. Mirosław Matosek describes the cultural dilemmas that appear more and more often in public administration offices in the work "Social communication in an office in the context of multiculturalism" (Rycerska I., Gołoś M., 2017). The author points to new challenges facing the nearly 400,000 people's army of officials. In turn, Piotr Hensel in chapter 9 titled "Diversity of the tradition of administration - cultural context of

public management" books edited by Beata Glinka and Adam W. Jelonek "Intercultural management" (Jagiellonian University Press, Krakow 2010) discusses, among others: trust in people and trust in government and the hypothesis of power in public administration. Agnieszka Lelińska and M. Matosek (Gwoździewicz S., Mysłowska B., 2015) investigate the cultural context of cooperation between Polish and German territorial self-government. From quite extensive literature on national minorities, especially in the context of discussions about immigrants, one should mention the book of Fr. Krzysztof Kościelniak "Polish Muslims. Religion and Culture" (Kościelniak K., 2016), which is an attempt to comprehensively embrace Muslim immigration over the past quarter-century. Despite some deficiencies resulting from the state of our knowledge and imperfect statistics, the work approximates the complexity of the phenomenon of Muslim immigrants in Poland and is a valuable contribution to further research and reflection. Based on the latest research and banking documents is a book by Katarzyna Górak-Sosnowska and Piotr Masiukiewicz, "Muslim Banking" (Górak-Sosnowska K., Masiukiewicz P., 2013), whose third chapter is devoted to the

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ethics of management and religious conditions of banking.

Cultural dilemmas of innovative activity in international project teams with the participation of Norwegians and Poles were presented by M. Matosek in the article "Innovative activity in cross-border teams - selected cultural aspects" (Matosek M., 2014), he also described work in multicultural virtual teams. The same author in the publication "Entrepreneurs for Copper - Business Behaviors of Residents of Eastern Neighborhood Countries" (Matosek M., 2016) provides knowledge about the cultural context of cross-border relations. In turn, he presented dilemmas of partner marketing with the participation of Czechs and Poles in Chapter 10 titled "Partner marketing in the face of multiculturalism" (Wróblewski Ł., 2015). The knowledge necessary at every level of organizational management of a strategic alliance, from management to security personnel, is contained in the publication "Multicultural mo-

saic of the behavior of stakeholders of international airlines and airports" (Ungiert D., 2015).

An innovative look at a number of seemingly well-known issues such as the concepts of G. Hofstede, RR Gesteland, F. Trompenaars and Ch, Hamden Turner, is contained in the book by Jerzy Mikułowski-Pomorski "How nations communicate with each other in intercultural communication and communication media" (Mikułowski-Pomorski J., 2012). The author presents research areas that bring the subject closer and divide the tradition of their cultivation; intercultural communication derived from anthropology, media communication (from political science) and knowledge about the media, products of human civilization.

Among the numerous literature from recent years about the "middle state" and the Chinese economy, the phenomenon of "guanxi" and understanding of cultural nuances are undertaken in various publications (Plafker T, 2008; Trojnar E., 2009).

Aims of paper. Methods

The research method used in the publication is a cause-effect and logical analysis, followed by a synthesis of a complex problem, dispersed in scientific articles. The collected material was subjected to a final reduction in order to give it a form useful for both theory and practice. An interpretation was used that took into account the

general theories of intercultural communication, dispose of collected data of communication practice and their justification, and formulating a logical conclusion. Deductive and reduction deduction, and by analogy, results from observations and their interpretation.

Exposition of main material of research with complete substantiation of obtained scientific results. Discussion.

Sources and directions of intercultural relations

For many years, Poland was considered an example of a single-nation country, the number of foreigners in Poland remained low. Data from the 2011 National Census

showed that almost 99.8% of respondents had Polish citizenship, and less than half a million inhabitants declared their belonging to national minorities. After joining the European Union, we got used to the fact that emigration is far above immigration. The

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huge outflow of Polish employees to other EU countries, and currently the rapid acceleration of the Polish economy means that there is a shortage of employees in many industries. If we additionally combine these data with the progressive aging processes of the society, it may turn out that the lack of people of working age in our country can significantly reduce the economic development of the country. The gap in the labor market is filled by foreigners coming in a wide wave (Matosek M., Prokopowicz D., 2018, pp. 34-35).

In recent years, the context of multiculturalism has been increasingly marked in Poland, and this is influenced by, among others, the following factors:

- a) increased influx of immigrants,
- b) increased activity of national and ethnic minorities
- c) international policy of local governments,
- d) developing inbound tourism,
- e) to a small extent refugees coming to our country (Matosek M., 2017, pp. 113-114).

Poland's accession to the Schengen area in December 2007 became a landmark date of Poland's attractiveness as an immigration goal. The number of Ukrainians (2.7 thousand per year) and Vietnamese grew the fastest - around 1.1 thousand annually. (Konieczna-Sałamatin J., 2015) Already in 2013, 40,000 were issued to economic immigrants. work permits, a year later there were 44 thousand Most foreigners worked illegally, which was the case with 400,000 group of Ukrainians. In turn, according to data compiled for the needs of the European Commission, it appears that five years ago (in 2014) our country received the largest number of immigrants after Great Britain. 335 thousand foreigners were allowed to stay for at least thirty days. Most of them were neighbors from across the eastern border: Ukrainians (247,000) and Belarusians


(74,000), followed by Moldovians in the number of 6,000 [42].

A significant increase in the number of Ukrainian employees on the Polish labor market has been visible since 2014. At the initial stage of immigration, Ukrainians came mainly to the capital. Currently, we note a significant increase in the number of Ukrainians in most Polish provinces, they constitute the largest group of immigrants in Poland (about 48%). Russian citizens rank high, in fifth place. In the case of Russians, employers can count on many benefits resulting from their employment, they gain motivated employees who in the vast majority assume long-term cooperation with the employer. The difficult economic situation in Russia means that even excellent professionals have problems finding a job in their country. Employment in Poland means improving the quality of life. The intricate bureaucratic formalities that must be completed in order to obtain legal employment mean that the Russians do not leave work and are not looking for another employer in a short time.

In 2017, Poland came first in terms of issuing work, living or studying permits for foreigners coming from outside the European Union. Of the 3.1 million immigrants, 22 percent came to our country. Germany (17%) came second, followed by the United Kingdom (16%), France (8%), Spain (7%), Italy (6%), Sweden (4%). 18 residence permits were issued per 1,000 inhabitants of Poland, which puts our country in third place in terms of the ratio of admitted foreigners to the population [38]. The largest proportion of foreigners arriving in the EU are economic migrants (32%), 26% for family reasons, educational 17%. Most emigrants, - about 1.1 million, joined the Polish market in 2018 [35].

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Nationalities from 167 countries make up the cultural mosaic of immigrants. According to the data from the Immigration Office at the end of 2013, 121219 foreigners are allowed to stay in Poland, so they are currently a marginal phenomenon (Konieczna-Sałamatin J., 2015). Ukrainians, Vietnamese, Russians, and Belarusians are among the most numerous holders of residence permits in Poland (Figure 1). The exact number of immigrants in Poland is not known because there is a lack of strict records. Official data of the Ministry of the Interior and Administration differ significantly from the private estimates of the department's employees, for example, the actual number of Vietnamese in Warsaw maybe three times higher than the Ministry of Interior. A large portion of foreigners create specific, rather closed, culturally foreign enclaves, others blend in with Poles, have Polish citizenship, often conduct legal business activities, some actively participate in the social and cultural life of the region. Many treat Poland as a temporary country. And so, for example, from a large Chechen group of over 90,000 people, after several years left only a few thousand. They stay mainly in refugee centers, among others in Łuków in the Lublin province. The Chinese are relatively new immigration in Poland, but only one-seventh of them has permission to stay indefinitely. The status of Hindus and Turks is similar (Matosek M., 2017 pp. 114-115). Most often young people with high professional activity, aged 21-39 come to Poland. The second-largest group is immigrants in (40-59 years) and the third is very young (up to 20 years old). Statistical data show that the majority of immigrants come to Poland for profit [37]. Immigrants use their own "professional specialties". For example, Ukrainians and Belarussians work in agriculture and transport, Moldovans - like construction

workers, extremely hard-working Vietnamese in gas and commerce, and Turks and Indians in gastronomy. Indians also work in the IT and financial sectors as well as food suppliers and drivers in Uber. Qualified welders, seamstresses and butchers come from Bangladesh and Nepal, who have gained professional experience in Saudi Arabia and Qatar (Sowa, 2018, p. 33). In all nationalities of immigrants you can meet highly qualified specialists: in the IT sector, scientists, doctors, foreign language teachers, engineers. The number of so-called educational immigrants is growing rapidly. In the community of 72,743 foreign students (72743 in the 2017/2018 academic year), the most are Ukrainians (37,829) and Belarusians (6,044). More distant countries are represented by Hindus (2987), Turks (1807), Chinese (1164), Saudis (792), and US citizens (769). The number of foreign lecturers at Polish universities in the same period was 2299 employed scientists (Pabian A., Pabian B., 2019, p. 7). Most foreigners settled in Mazovia.

Currently, Poland is one of the leaders in the EU in terms of the number of foreigners admitted. Observers pay attention to the dynamics of the phenomenon occurring over the past few years. For example, in the first half of 2018, almost three thousand Bangladeshi citizens obtained a work permit in Poland, which is a tenfold increase compared to the data three years ago. Employees from Nepal are even faster. In the same period over nine thousand permits were issued, which means an increase of almost 20 times. The number of work permits granted to Asians exceeds the number of issued work visas, in addition, many immigrants come to Poland with a three-month tourist visa and only looking for work on the spot. Another twenty-five thousand Indians, Bangladeshi and Nepalese recruited to work in Poland, having signed contracts

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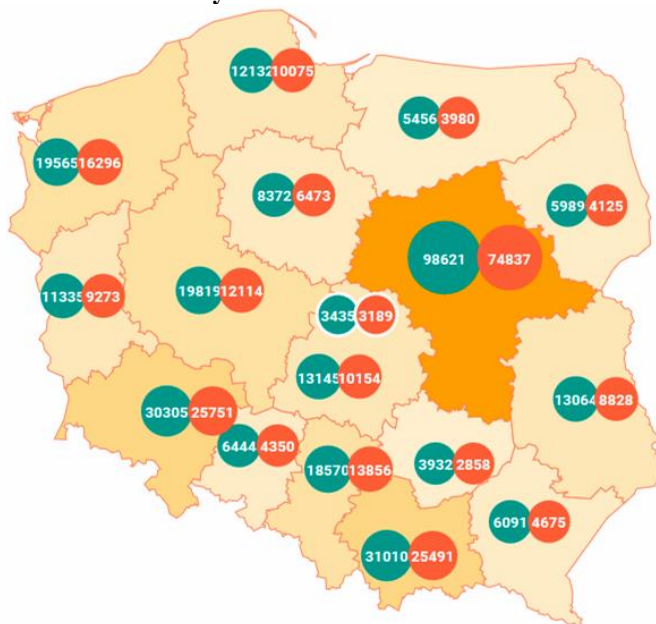
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and valid work permits, are reaching consular posts. Numerous brokers specialized in servicing Ukrainians have switched to helping Asians (Sowa A., 2018, p. 33).

The scale of this phenomenon is evidenced by a comparison of the number of current documents entitling immigrants to stay in Poland in two consecutive years shown in Figure 1. The number of immigrants with

important documents in individual voivodships in 2016 is marked in green, and green in 2017 (these data do not include visas). Many experts on the problem warn that "the migration crisis is knocking harder on the Polish door." Only in Terespol every day the Border Guard stops several hundred people trying to enter our country illegally (Dyla B., 2015).

Figure 1. Permits to stay in Poland issued in 2016 and 2017.



Source: Office for foreigners

Table 1 presents statistics from the Office for Foreigners regarding the number of persons to whom voivods issued residence permits for a fixed period in 2007-2018. The number of people who were granted permits to settle or stay permanently in the same period is presented in Table 2. Forecasts indicate that in the following years the number of immigrants in Poland will be

constantly increasing. According to data provided by the Center for Migration Research of the University of Warsaw (from 2017), by 2050, over three and a half million foreigners will live in Poland, and the employment of employees with different citizenship than Polish will be much more common.

Table 1. Number of temporary residence permits issued

OBYWATELSTWO	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	SUMA
UKRAINA	7381	8307	8490	8477	8165	9906	9795	17103	37833	57257	70 268	11 806	254788
WIETNAM	1673	2580	2 389	2243	1 915	3 844	2 120	3 643	2 789	2 689	3 479	606	29970
CHINY	672	1 205	1 963	2 260	2 727	2 813	2 848	2 962	3 447	3 583	3 870	559	28909
BIAŁORUŚ	1 992	2 380	2 452	2 274	1 832	1 856	1 637	1 727	1 699	1 656	2 257	442	22204
ROSJA	1 273	1 468	1 365	1 392	1 323	1 617	1 605	1 895	2 041	2 189	2 150	372	18690
POZOSTALE	10249	12925	13904	14080	13691	14442	14248	15227	17117	19270	21 195	3 370	166348
OGÓLEM:	23 240	28 865	30 563	30 726	29 653	34 478	32 253	42 557	64 926	86 644	103 219	17 155	524 279

Source: Office for foreigners

Table 2. Number of permits issued for settlement or permanent residence.

OBYWATELSTWO	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	SUMA
UKRAINA	1609	1685	1 280	1566	1 690	1 642	1 694	3 484	6 714	5 920	7 869	1 216	36369
BIAŁORUŚ	567	640	638	630	627	692	629	1147	1388	1628	3 835	691	13112
ROSJA	224	255	146	151	234	204	204	394	349	327	451	97	3036
WIETNAM	125	162	121	103	79	52	54	338	206	196	180	32	1648
ARMENIA	91	116	88	117	84	79	70	93	65	50	55	12	920
POZOSTALE	508	767	663	796	1 019	1 030	1 009	1 204	1 134	938	917	199	9985
OGÓLEM:	3124	3625	2936	3 363	3 733	3 699	3 660	6 660	9 856	9 059	13 307	2 247	65 269

Source: Office for foreigners

Ethnic and national minorities have become active on the Polish political and social scene since the establishment of the Third Republic of Poland. In 2005, after intense disputes in parliament and public discourse in the press, the "Act on National and Ethnic Minorities and Regional Language" was adopted as amended. The document contains the definition of national and ethnic minorities and lists their rights and obligations in Poland. The Act guarantees the possibility of maintaining one's own identity as well as cultural and linguistic separateness. The offices can use the minority language as an auxiliary language, and on the information and road boards place bilingual names of places, streets, and public institutions. The new regulations gave a chance to increase the social activity of ethnic and na-

tional minorities, manifest their own cultural separateness, but the threat of provoking local conflicts also increased (Ćmiel S., Matosek M., 2010, p. 102).

According to the data of the Ministry of the Interior and Administration, Poland is inhabited by national minorities, which are: Germany, Belarusians, Ukrainians, Russians, Lithuanians, Jews, Czechs, and Armenians. Ethnic minorities are made up of Roma, Lemkos, Tatars and Karaites. The regional language is spoken by Kashubians and Silesians [36]. Representatives of national and ethnic minorities pride themselves on their cultural separateness, sit on a commune, poviats and regional councils, in many communes, there are bilingual tables with place names.

The most numerous group are Polish Germans, of whom there are almost 150,000,

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they live in close-knit groups on the territory of the Śląskie and Opolskie voivodships, i.e. formerly part of the Reich. After Ukrainians, of whom there are 50,000 in Poland, in the third place in number are Belarusians in the number of 47,000, living in the southern part of the Podlasie province. The next place is occupied by 17,000 Roma living in the south and east of the country. The quite diverse Russian community has 13,000 people, they live in Warsaw and Podlasie. Lemkos who do not consider themselves Ukrainians live in the Lesser Poland voivodship and in the western territories. Closely clusters of Lithuanians, who keep their language skills well, are in the Sejny powiat, numbering 7,500 people. Similarly, many Jews are highly polonized. The few groups are Czechs and Slovaks living in border communes in southern Poland and Tatars and Karaites (Stryjski I., 2016, p. 1).

Further sources and directions of multicultural relations result from the international, increasingly active cooperation of local governments, which has become an important opportunity for the sustainable development of municipalities (cities), powiats and regions. Polish foreign policy, which was the domain of central government's activities in recent years, led by the Ministry of Foreign Affairs, has undergone major decentralization. For several years, Poles have been the most active in international cooperation in Central and Eastern Europe. Good neighborly relations, which are mutually beneficial, are felt not only in the constant commercial contacts of the inhabitants of the border area. The most common form of cooperation is a partnership also called a twin of two municipalities or cities. Euro-regions are institutionalized to the greatest extent, there are 56 of them, Polish self-governments actively participate in thirteen. Cooperation concerns,

among others, increasing the dynamics of economic development, investments in technical infrastructure, environmental protection, social sphere, protection of cultural heritage, education (Matosek M., Lelińska A., 2015, pp. 145-146).


The most frequently sought-after cooperation partners by Polish local government officials are Germany. Out of two hundred and sixty local government units that agreed to participate in the research carried out three years ago by the Institute of Social Policy, as many as 162 cooperate with neighbors from behind the Odra and Nysa. The next positions in the cooperation ranking are Ukrainians (116 local governments), French (82), Lithuanians (63) and Hungarians (60). More exotic and only sporadically selected cooperators are Afghans, Iraqis, Uzbeks, and residents of the United Arab Emirates. 57 countries are on the long list of international policy directions for local governments (Fuksiewicz A., Łada A., Wenerski Ł., 2012).

Attractive tourist Poland is becoming the regional leader of inbound tourism. Over the past years, the number of arrivals of foreigners has increased; from 67.4 million in 2012 to 83.8 million in 2017, the fifth of them are tourists, i.e. people who spent at least one night in our country. In the first half of last year, the number of foreign tourists using accommodation increased by 6.6 percent. The greatest number of them comes from neighboring countries, mainly from Germany (1.3 million), followed by tourists from Great Britain, Ukraine came third, followed by the inhabitants of France, Italy, the Netherlands, and the USA. The main goals of tourist arrivals are rest. Business travel, visits of relatives and friends, and one-day arrivals - shopping (Inbound tourism, 2017).

More and more foreigners are coming for tourism from the most distant corners of the

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world. Arrivals from China show the highest growth dynamics (55 percent during the year), followed by Israel, from which nearly 50 percent more tourists came to Poland in 2017 than a year earlier (In 2018, a record number of foreign tourists will visit Poland, 2018). Unfortunately, inbound tourism does not generate significant revenues to the state budget, and according to the World Economic Forum report from 2017, Poland is among the five countries for which inbound tourism is of the least importance (Poland earns little money on inbound tourism, 2018).

On the margins of intercultural relations are the efforts of foreigners to obtain international protection, whose dynamics have weakened considerably. In 2017, 2,226 applications for refugee status were submitted, covering 5,078 people. This number is two and a half times lower compared to 2016. These people come mainly from Chechnya (3291) and Ukraine (671), the others are Tajiks, Armenians, Syrians, Turks, Pakistanis, Libyans, Iraqis, Afghans, Egyptians and Algerians. In 2017, the Head of the Office for Foreigners granted refugee status to 150 people, a year ago 108 refugees were covered by this form of protection. In the first quarter of 2018, most applications, 662 were submitted by citizens of Russia and Ukraine (135), 48 positive decisions were issued [36].

Forecasts showing that in the coming years the number of foreigners in Poland will be constantly increasing. The data provided by the Center for Migration Research of the University of Warsaw (from 2017) shows that by 2050 there will be more than three and a half million immigrants living in Poland, and the employment of employees with different citizenship than Polish will be much more common.

In addition to the issues described above, significant factors that will affect changes

in the issue of multiculturalism in Europe include population migrations occurring internationally, including those covering North Africa, the Middle East, and Europe. The key factors determining and influencing these international and intercontinental migrations of the population include, first of all, military operations and wars occurring in many places in some African countries, the negative effects of climate change, i.e. the global warming that has been increasing faster in recent years. Earth's mathematics and a great diversity in the standard of living, economic, material and housing situation of citizens in Europe and in Central and North Africa. In terms of economic factors, an important issue is also the economic and monetary system of the European Union (Goździewicz S., Prokopowicz D., 2018b, pp. 507-508), which determines a much higher standard of living for citizens compared to African countries. These international and intercontinental migrations of people are an important and increasingly important factor in the ongoing cultural globalization (Grzegorek J., Prokopowicz D., Matosek M., 2018, pp. 195-196). Another important determinant of changes in the economic and financial situation of citizens living in individual countries and affecting the processes of the transnational migration of people are significant changes in the level of economic growth and thus the standard of living of citizens in individual countries of Europe, Africa and other continents. The key factor shaping the macroeconomic situation and economic and financial conditions of citizens' lives are significant changes in the economic situation in many different branches of the national economy and on a global scale caused by emerging national, regional or global financial and economic crises. The last such global financial crisis (Goździewicz S., Prokopowicz D., 2018a,

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pp. 217-218) appeared in highly developed countries in mid-September 2008 and affected its negative economic effects in many developing and underdeveloped countries. The deterioration in the economic and financial conditions of citizens caused by this crisis has been an important factor in the international migration of people since 2008.

On the other hand, governments of individual countries, in consultation with central bank governors, launched anti-crisis, Keynesian, pro-development socio-economic policy programs whose one of the main objectives was to reduce the scale of negative economic effects, including the economic downturn in the national economy, which is a derivative of the financial global crisis (Domańska-Szaruga B., Prokopowicz D., 2015, pp. 39-40). As part of the anti-crisis, countercyclical socio-economic policy, financial security has been increased in many countries by improving liquidity in the banking sector, lending has been activated through the purchase of assets lost from commercial banks by central banking (Prokopowicz D., 2018, pp. 45-46). In addition, the scale of implementation of programs for activating innovation (Prokopowicz D., 2015, pp. 248-249) and entrepreneurship (Rakowski J., Prokopowicz D., 2017, pp. 367-368), social and housing policy programs was increased to increase the level of consumption and material situation

of citizens (Wereda W., Prokopowicz D., 2017, pp. 242-243).

The analyses show that the above-mentioned economic determinants that have shaped the recent economic changes in many countries have also significantly affected the fluctuations in the economic, financial, material and housing situation of citizens in individual countries. Therefore, these economic and financial factors have become significant determinants of international and intercontinental population migration in recent years. Because recent years have seen the intensification of migration processes from North Africa and the Middle East to Europe, so the scale of the cultural mix has grown.

The increase in the increase in the cultural mix is due to significant social, mental, political, religious, economic, etc. differences that shape cultural issues that are significantly differentiated between North Africa and Europe. In the following years, due to the climate change process that is becoming more and more rapidly evolving by climatologists, the mentioned migrations of the population may increase and the scale of the cultural mix in Europe may also increase. In recent years, the factors described above determining the processes of international and intercontinental migration of people significantly shape changes in the demographic structure of national minorities in many highly developed and developing European countries.


Conclusions

Further waves of migration, increased activity of foreign investors in Poland, international cooperation of local governments and the development of international tourism cause the need for contacts with representatives of other nations on an unprecedented scale.

Cultural dilemmas are increasingly appearing in the social communication of employees of state and local government administration offices, enterprises, in the environment of universities and in everyday life. Stakeholders differ in organizational attitudes and behavior shaped in countries of

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origin, e.g. the degree of trust in the administration, compliance with ethical principles and legal norms. Knowledge of cultural diversity, individual sensitivity to emerging problems, the skillful overcoming of barriers,


knowledge of foreign languages and information about the partner country have become a key factor in effective social communication and management at the interface of cultures.

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