

Intercultural Management – A Challenge for Contemporary Organizations

Submitted: 13.01.19 | Accepted 18.03.19

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The objective of the paper is to analyse the perception, knowledge and application of training in intercultural management and cultural tolerance by the surveyed organizations. In the view of the above, in order to verify the formulated objective, empirical research was carried out in large companies and corporations, mainly with foreign and mixed capital, located in Poland. Data collected via a questionnaire survey was analysed using multidimensional statistical methods, such as the Yule's phi-coefficient and Cramer's V, as well as the following measures: gamma, contingency coefficients, Goodman and Kruskal's, Kendall's tau-b, Kendall's tau-c. The conclusions drawn following the verification of research hypotheses indicate the existence of a relationship between the size and type of activity, and variables responsible for the conscious development of the organization towards efficient management within a multicultural environment.

Keywords: organizational culture, intercultural management, multiculturalism.

Zarządzanie międzykulturowe – dylematem współczesnych organizacji

Nadesłany: 13.01.19 | Zaakceptowany do druku: 18.03.19

Celem artykułu jest analiza postrzegania, znajomości i stosowania przez badane organizacje szkoleń z zakresy zarządzania międzykulturowego i utrzymania tolerancji kulturowej. Dla weryfikacji postawionego celu przeprowadzono badania empiryczne w dużych firmach i korporacjach, posiadających głównie kapitał zagraniczny i/lub mieszany mieszczących się w Polsce. Do analizy danych, zgromadzonych za pomocą kwestionariusza ankietowego, wykorzystano metody wielowymiarowej analizy statystycznej, m.in.: współczynniki Phi Yule'a oraz V Cramera, a także miary: gamma, współczynniki kontyngencji, Goodmana i Kruskala, tau-b, Kendalla tau-c Kendalla. Wnioski otrzymane po weryfikacji postawionych hipotez badawczych, świadczą o istnieniu zależności między wielkością i rodzajem prowadzonej działalności a zmiennymi odpowiedzialnymi za możliwości świadomego rozwoju organizacji w kierunku sprawnego zarządzania w środowisku wielokulturowym.

Słowa kluczowe: kultura organizacyjna, zarządzanie międzykulturowe, wielokulturowość.

JEL: F23, M14, M54

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1. Introduction

Nowadays, the world is becoming increasingly smaller, allowing people to move from one place to another for economic, political or social reasons. Globalization trends in the economy determine a new dimension of management. Contemporary organizations tend to operate across borders and diversify their labour forces as a result of the heterogeneous cultural, ethnic, national and religious environment in which they operate. Therefore, multiculturalism is irreversibly becoming the standard in many organizational situations (Rijamampianina, 1995, p. 120). Multiculturalism imposes significant changes, and the traditional organization is now a thing of the past. Classic theories on the construction, operation and development of contemporary organizations are losing practical value. Numerous studies concerning this issue focus on the need to re-evaluate both the theory and the practice of management. At the same time, integration among European nations require intercultural management. A dialogue, as a strategic necessity, becomes an attribute of contemporary changes in attitudes and behaviour of groups and nations. New realities are, therefore, perceived through the prism of multiculturalism (Atamańczy, 2005, p. 77). In the view of the above, the task of European managers, in addition to formulating the company's goals so that they are related to the attainment of employees' individual objectives, is to learn to reconcile the goals of the organization with the expectations of its international staff. Therefore, their ability to manage multicultural environments is now a priority. In order to learn it, managers ought to participate in training and improve their own managerial skills. The aim of the paper is to analyse the perception, acquaintance with and use of training in the field of intercultural management and cultural tolerance in the surveyed organizations.

2. Theoretical approach to organizational culture

Organizational culture is defined as a set of beliefs, attitudes, values and assumptions common to members of an organization (Schein, 1985). These basic components have significant impact on the behaviour of members of the organization. Among others, they determine their behaviour when making decisions or solving organizational problems or, generally, in the course of performing basic tasks and duties (Schein, 1985, p. 5). A concise definition of culture has been formulated by Triandis and Suh, according to whom "culture is the society identifying the individual". Culture includes experiences and knowledge of people who form society; this knowledge is passed on to future generations (Triandis & Suh, 2002, pp. 133–160). Culture determines which social standards are recognized, accepted and copied by individuals, e.g. at work, and which are not. Therefore, in organizational terms, culture affects individual results and job satisfaction of employees

(Matić, 2008, pp. 93–104; Shafiq & Qureshi, 2014; Zaman et al., 2011, pp. 531–540).

Zbiegień-Maciąg defines organizational culture as a way of perceiving, thinking, feeling and responding by the employees of a company, which is often deeply rooted in people's minds and sometimes even indiscernible (particularly for outsiders). Culture emphasizes what is common and integrates, unites, stabilizes and lessens uncertainty. This is the effect of the coexistence, interaction and cooperation of all employees of a specific organization (Zbiegień-Maciąg, 1994, p. 18). A. Sitko-Lutek considers organizational culture both from the micro-perspective, identified with the management system of the enterprise itself, and the macro-perspective, associated with the impact of the national and social context on the organizational culture (Sitko-Lutek, 2008, p. 50). Organizational culture provides a uniform system of principles, creates social order, builds group identity and commitment. Each member of the organization has his/her own idea of what it is and how it manifests itself. Therefore, it is a result of both well-considered and deliberate actions.

Undoubtedly, the definitions of organization culture differ depending on whether they relate to the mode of operation or the way of thinking (Sikorski, 2006, p. 2). Among different approaches to culture, from the organizational point of view, the most important definitions are (Sułkowski, 2002, p. 51):

- enumeration-related – focusing on the indication of cultural processes within the organization;
- historical – relating to continuity, cultural resources of the organization and its achievements;
- normative – describing the behaviour of company members, stressing the regulative role of culture;
- psychological – emphasizing psychological mechanisms of cultural development, most of all resulting from the process of learning of company members and their adaptation;
- structuralist – relating to the system, the holistic nature of culture and its integration functions;
- genetic – focused on the sources of culture, its roots in the social context or the context of national culture.

Differences in defining organizational culture often result from its perception as a sub-system of the organization or as a synonym of organization. This, in turn, is related to the common belief that culture is not what the organization has but what the organization is. In this approach, organization is equated with culture. According to another view, the culture is one of the components of the organization.

Culture is, therefore, the specific personality of the organization, which distinguishes it from the environment and forms part of it. An evolving culture is very dynamic and active, although not always created intentionally.

It directly affects the development of patterns and linguistic categories among its members and, indirectly, their behaviour. It undergoes changes and transformations through people's behaviour, simultaneously affecting mental processes and the behaviour of culture participants. Therefore, in enterprises, it is individuals who contribute to creating the structures of culture and to its success, but are also responsible for various constraints.

When analysing the components of culture, researchers, pay attention to different relations and phenomena that take place within and as a result of it. E. Schein identifies three levels of culture (Marki & Cooper, 2000, p. 234):

- basic assumptions,
- standards and values,
- artefacts.

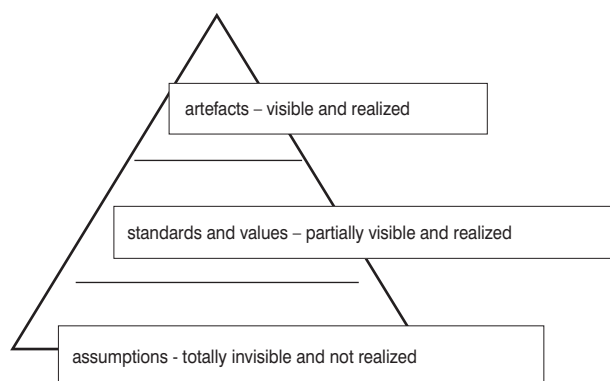


Fig. 1. Components of organizational culture by E. Schein. Source: Przybył, 2002, p. 294.

Artefacts at the highest level of the pyramid are the external symbols of culture – the most recognized, evident and visible to everyone, classified into the following categories:

- physical artefacts – including the garments worn by employees, the decor, the colour scheme, the organization of production halls;
- behavioural artefacts – i.e. patterns of behaviour, ceremonies and rituals in the company, the manner in which customers and guests are received;
- linguistic artefacts – including the language used within the organization, stories about former owners, legends, myths.

A similar classification of the components of culture is proposed by A.L. Kroemer, who divides them into three groups:

- thinking patterns that allow organization members to assess different processes;
- behaviour patterns dictating appropriate behaviour in specific situations;

- symbols that help to fix the styles of behaviour and thinking within the organization.

The components of culture have direct impact on the formation of the organization. Organizational culture can be consciously developed in several ways. First, values can be defined in the mission or a list of organizational values can be drawn up. The second involves embracing specific standards, myths or archetypes within the organization.

In their descriptions, researchers pay attention to different aspects associated with the concept of culture and its tasks. Differences are undoubtedly the result of focusing on different variables within the culture itself. Types and functions are dependent on the type of environment and the type of organization, as well as on the features of the organization and its members. Each of the listed variables is characterized by great diversity. The type of environment depends on several factors: national culture, the region, the economic environment and well as legal, technical and socio-cultural factors. All of these factors have a decisive impact on the type of organizational culture and on its functions. The same is true for the type of organization, which encompasses the industry and the production of a given company. It is contingent on the market situation and on competition. Furthermore, the organizational culture of the company depends on the age and gender of employees, their education, work experience and emotional bonds with the organization. The organizational culture, its types and functions also condition the characteristics of the organization itself, combining the history of the unit, the management style, structure and operation strategies employed by the management (Przybył, 2002, p. 294).

As already mentioned, the organizational culture of the company has significant impact on the way it is managed and on the behaviour of employees. It is of particular importance in the corporate environment, since culture should support the organization in achieving its objectives instead of being a source of obstacles and barriers to further development or to innovations. Nowadays, combining culture with entrepreneurship and innovation has become standard fare. For the company to grow, its managers must never stop looking for novel solutions, from ground-breaking and pioneer innovations to minor improvements that bring measurable effects (Flaszewska & Szymanska, 2013, p. 261). Organizations that wish to be innovative must transform their organizational culture to ensure it becomes pro-innovative.

According to B. Glinka, several aspects of entrepreneurship and culture can be examined (Glinka, 2015, pp. 6–5):

- general characteristics of the cultural context – dimensions of culture, relationships between culture and other variables in the context of entrepreneurs' operations; cultural factors that favour entrepreneurial activities/ impede entrepreneurship in different countries (Xavier et al., 2013);

- cultural universalism and the problem of cultural adequacy: do universal 'entrepreneurial values' exist, can concepts created within one culture (e.g. American) be transferred to other contexts, and how can this be done? (Thomas & Mueller, 2000, pp. 287–301);
- cultural grounds for building social networks and using these networks in enterprise management processes; the role of social capital (Greve & Salaff, 2001, pp. 1–22);
- social trust and its role in entrepreneurs' activities (Welter & Smallbone, 2003, pp. 465–475);
- cultural values characterizing entrepreneurs and workers employed by them, attitudes towards work (Gassea, Tremblay, 2011, pp. 303–314);
- the impact of social perception of entrepreneurs and their activities on entrepreneurial processes (Glinka & Thatchenkery, 2013, pp. 119–135);
- the impact of organizational culture on innovation processes and on the so-called corporate entrepreneurship (Morris & Kuratko, 2002, pp. 303–314).

Drawing attention to many of the aforementioned aspects and increasingly paying attention to the multicultural nature of the organization leads to the entrepreneurial culture of the company. In 2003, the European Commission examined 200 companies and identified three areas in which cultural diversity is significant, namely:

- Marketing: the diversity of employees contributes to building trust in the brand due to the diverse target market (Amadeo, 2014);
- Operations: the use of a diverse workforce increases the pool of available talents to fulfil important tasks (Yukl, 2008, p. 474);
- Innovation: diverse workforce understand market needs better, as they are familiar with the values important for different markets. The team may successfully come up with new ideas and create new products that will satisfy the target market (Amadeo, 2014).

3. Multiculturalism in the organization – importance of training in intercultural management

Although a lot has already been written about the impact of culture on the performance of the organization (Schein, 1985; Quinn, 1988), some issues associated with organizational culture remain unexamined. In previous research, direct relationships between specific aspects of culture and the efficiency of the organisation has been explored (Quinn & Spreitzer, 1991; Cameron & Freeman, 1991, pp. 23–58; Denison & Mishra, 1995; Denison, 1990, pp. 204–223). Also, Siehl and Martin (1990, pp. 241–281) suggested that culture affects the attitudes of employees and that these attitudes, in turn, have an impact on organizational efficiency. Therefore, the aim of this research was to understand the relationship between organizational culture and organizational efficiency through the analysis of both direct

and indirect effects of this relationship. However, given the expansion of international corporations, the demand for research into cultural diversity management – i.e. management of team consisting of employees of different nationalities and different cultures – has been growing (Przytuła, 2014, pp. 73–89). Employees representing different nationalities and cultures bring a different styles of work into the organization. It may give rise to conflicts in the workplace, as methods of work of expatriates may differ from those to which local employees are accustomed.

The geographical dispersion of organizations that belong to a single corporation often causes management problems, as their staff represent different national cultures. In such situations, executives may resort to a style of management at the interface of different cultures, while trying to maintain the organizational culture of the organisation intact. This leads to the so-called cultural dissonance. It is typical of situations in which people become aware of the dissimilarity between one's own beliefs, opinions, behaviour and responses – due to one's affiliation with a particular group – compared to those of a member of another group in a specific situation. This means that, in a multicultural environment, the behaviour previously considered as habitual, may create conflicts. For some, working alongside a colleague of a different cultural origin or representing another way of thinking may be the source of misunderstandings and discomfort (Lewandowski & Łukasik, 2015, p. 63). Cultural dissonance often leads to the so-called culture shock. Culture shock is a common phenomenon in international organizations and it is not indicative of inadequate management. It usually lasts about 2-3 months, i.e. more less the entire orientation period, during which a new employee is introduced to the arcana of international work. After this period, the employee is usually as efficient as in his/her previous job. In some cases, the employee does not adapt to the new situation and leaved the company (Marx, 2000, p. 24). The majority of changes in the organization stem from the cultural dissonance between opponents and supporters of new solutions. Opponents are accustomed to existing technical and organizational solutions and have firmly established cultural habits. On the other hand, supporters see an opportunity in cultivating their cultural patterns following the introduction of changes (www.egospodarka.pl/...). Geographic location, religion, gender, generation and social class are universal reasons for cultural dissonance. Therefore, cultural differences are the consequence of divergent historical experiences that individuals from different countries have had. They are also affected by climatic and geographical conditions. Therefore, cultural dissonance does not have to be a negative phenomenon, which has been confirmed by numerous arguments in favour of cultural diversity in organizations. They can be organised as follows (Nowakowski, 2000, p. 148):

- marketing arguments: increased possibilities of responding to cultural preferences of local markets,

- acquisition of resources: boosting employment opportunities for workers of different nationalities and those who belong to the elite of the host country,
- cost arguments: cost reduction due to the employment of foreign managers (who are paid less);
- problem solving: improving decision-making processes due to broader perspectives and more comprehensive analytical skills;
- creativity: increasing creativity as a result of broader perspectives and less conformist attitudes;
- system flexibility: increasing organizational flexibility and the ability to respond to changes in demand and in the environment.

In order to avoid certain problems related to management in a multicultural environment, it is recommended that managers are provided with adequate training and learn to recognize opportunities and benefits that stem from having an international group of employees forming a coherent cultural body of the organization (Romani, Mahadevan & Primecz, 2018, pp. 403–418). This topic shall be referred to in the part of the paper devoted to the analysis of research results.

Cultural diversity is essential for a balanced organization. In global organizations that maintain business contacts and connections with different countries, understanding cultural differences is the key to successful business partnerships. Employees should be aware of the importance of respecting cultural differences, and employers can offer training to raise awareness and equip individuals with skills necessary for working in a multicultural workplace. Training in cultural diversity is an important element of the overall integration and diversity strategy. Diversity training provides knowledge, skills and tools that help team members behave differently. It is important for creating and maintaining change that favours a more diverse, inclusive, respectful and productive organization. Diversity training must be flexible to meet the demands and schedules of the active working environments of today (Melkaman & Trotman, 2018, pp. 5–33; Martínez, 2018, pp. 31–57).

The first scientific analyses relating to intercultural management date back only to the 1980s. However, already in the late 1950s, E.T. Hall published a book (Hall, 1959), followed a year later by an article (Hall, 1960, pp. 87–96) in which he draws attention to employee's awareness of the impact of organizational culture on their behaviour in the organization. However, the ground-breaking publication in the domain of intercultural management was the study by G. Hofstede (Hofstede, 1980): the author analysed different cultural dimensions and examined their impact on human interactions in the IBM company.

Multiculturalism strongly affects the practice of management, which is reflected e.g. in the transfer of technologies and methods of production, promotion of organizational innovation, horizontal links between production processes, relationships between subsidiaries and headquarters, human

relationships and human resource management, as well as negotiating methods and techniques.

The growing interest of theoreticians and practitioners in the efficient management of multicultural enterprises is reflected in literature. One of the most cited publications exploring the subject matter is *Intercultural Management* by N. Jacob (2003). Literature review allows us to conclude that both scholars and practitioners enquiring into intercultural management tend to focus on issues associated with differences between countries, which affect the activity of enterprises. They also examine the degree and efficiency of adaptation of different management concepts, particularly in relation to staff management. There are still no publications devoted to intercultural management in terms of support or threat to the competitive strategy. Importantly, the development of business outside of one's own country requires managers to have certain characteristics that facilitate the task of managing a multinational team of employees; these include (Harris & Morgan, 1993, pp. 9–12): cosmopolitanism, intercultural communication, sensitivity to cultural problems, effective adaptation to a specific foreign culture (acculturation), recognizing the impact of culture on management processes, achieving outstanding results when operating at the crossroads of cultures, introducing changes in international business, achieving cultural synergies, introducing work culture, introducing a universal world culture through technical and civilization achievements.

Therefore, it should be emphasized that, in association with the expansion of international business, distinguished by a high level of cultural interaction, intercultural management needs to be further investigated. In the view of the above, the primary research objective of the paper is to contribute to the existing knowledge about the significance of intercultural management in the context of contemporary dilemmas, but also development opportunities for companies that result from their multiculturalism. It is hypothesised that intercultural management can be both an opportunity and a threat to the competitive strategy in international markets. At the same time, according to F. Fukuyama, one should not disregard the multiculturalism of the world. At present, we are dealing with the so-called management triad (Asia, the United States, Europe) and, importantly, each management style of the triad is rooted in the culture and history of the specific region (Murdoch, 1999, p. 15). This must not be underestimated. In the opinion of Szytko-Skoczny et al. the percentage of employees with low qualifications and those employed in agriculture will decrease. At the same time, the share of white-collar workers will increase (Szytko-Skoczny, 2014, p. 17). This is a source of both opportunities and challenges for international corporations operating in Poland. However, Polish managers employed in multinational corporations will need to seriously consider the issues of multiculturalism if they are to efficiently manage highly qualified foreign workers. If they fail to do so, misunderstandings among the staff may adversely affect the efficiency

of the organisation and its results. One of solutions to this problem is the participation of employee the intercultural management training sessions (Patel, 2016, pp. 83–100).

On the basis of literature review, the following hypotheses were formulated:

Hypothesis (1): *The size of the organization affects its development opportunities towards efficient management in an multicultural environment.*

Hypothesis (2): *The type of conducted activity affects the development opportunities of the organization towards efficient management in a multicultural environment.*

The hypotheses were verified on the basis of questions related to the process of gaining knowledge about management methods, work and tolerance for multicultural environments through employee participation in training on multiculturalism in the work place.

4. Research methodology

Empirical research was conducted in different (in terms of size and type) companies, with focus on large companies and corporations, mainly with foreign and/or mixed capital operating in Poland, which can be considered multicultural workplaces. Research was carried out in 2016–2018. In order to obtain standard responses, the questionnaire was addressed mainly to mid- and high-level managers who had sufficient knowledge about the analysed problem. The analysis was conducted on a sufficient sample ($n = 406$) of correctly completed questionnaires.

Methods of multidimensional statistical analysis were applied to data collected using the research tool (the questionnaire survey, sent by e-mail and by post). These methods allow for the identification of relationships (both direction and strength) between the selected variables. Measures of the correlation analysis between the characteristics were used. Due to the level of the measurement scale (mainly nominal and ordinal), the hypotheses on the occurrence of relationships were verified using measures for weak scales. Yule's Phi (φ) coefficient and Cramer's V were used; they are build on the basis of chi-square statistics, which takes values from 0 to 1 and explains the relationships between the variables studied. In order to measure the strength of the relationship between the variables measured on ordinal scales, the following measures were applied: gamma, contingency coefficients, Goodman and Kruskal's, Kendal's tau-b (τ_b), Kendall's tau-c (τ_c). The value of these coefficients ranges from -1 to 1 and explains not only the strength of dependence, but also its direction.

5. Empirical results and discussion

Hypothesis (1)

Research indicates that, in approximately 82.5% of enterprises, further intercultural management training forms part of the process of raising the qualifications of employees very often or always. This method is most often applied by large companies, i.e. those with more than 250 employees (approx. 70.2%), whereas the majority of enterprises that always use it are companies employing more than 500 people. Small enterprises (with up to 49 employees) either do not use this method (approx. 17.6%) or rarely use it (approx. 82.4%). Further training in intercultural management in the workplace depends on the company's employment level. The frequency of using this method of raising employee qualifications increases in proportion to the number of staff in an organisation. This relationship is confirmed by the measures of Phi and by contingency coefficients (Tab.1) (close to 1). It can be concluded that enterprises striving to increase their share in the domestic or foreign market must raise the qualifications of their workers in terms of multicultural management, since this improves the efficiency of their human resources and helps them create market advantage.

Level of employment and further training in intercultural management in the workplace		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	.776			.000
	Cramer's V	.388			.000
	Contingency coefficient	.613			.000
Ordinal by ordinal	Kendall's tau-b	.165	.043	3.837	.000
	Kendall's tau-c	.153	.040	3.837	.000
	Gamma	.216	.056	3.837	.000
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 1. Relationship between the level of employment and further training in intercultural management in the workplace. Source: Own study based on own research.

The majority (approx. 52.5%) of the surveyed companies very often resort to the analysed method (verification of employee training in terms of cultural tolerance) approx. 24.9% use it quite often. In the first group, enterprises employing more than 500 workers (approx. 41.3%) and between 250 and 500 people (37%) predominate. In the second group, companies employing 250 to 500 people (35.6%) and smaller i.e. employing 150–250 people (26.7%) predominate. Only about 3% of the enterprises do not use the review and verification of employee training in terms of cultural tolerance at all.

The review and verification of employee training in terms of cultural tolerance depends on the level of employment in the company (this is confirmed by the measure of Phi and contingency coefficients – Tab. 2). Correlations are not very strong, but they indicate a relationship between the size of the organization (measured with the number of employees) and the preferences of the organization in terms of cultural tolerance. Improving the qualifications of employees in this respect seems to be the priority of organizations. Therefore, it is important to appropriately select employee training, so that its results translate into an improved performance of workers.

Level of employment and the review and verification of employee training in terms of cultural tolerance		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	.663			.000
	Cramer's V	.383			.000
	Contingency coefficient	.552			.000
Ordinal by ordinal	Kendall's tau-b	-.167	.047	-3.488	.000
	Kendall's tau-c	-.143	.041	-3.488	.000
	Gamma	-.254	.069	-3.488	.000
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 2. Relationship between the level of employment and the review and verification of employee training in terms of cultural tolerance. Source: Own study based on own research.

Gaining knowledge and experience in the area of multiculturalism is an important or very important aspect of work for a vast majority of the surveyed companies (over 88% of respondents). All companies employing up to 50, 150–250 and more than 500 people consider this aspect as a priority.

Among the enterprises with a headcount of 250–500, about 30% consider it moderately significant. Gaining knowledge and experience in the field of multiculturalism depends on the level of employment in the company, which is confirmed by the majority of measures; the correlation is significant (Tab. 3). The larger the company, the more it considers gaining knowledge and experience in the field of multiculturalism as a priority.

Gaining knowledge and experience in the field of multiculturalism are important for today's workers. Their career in the country and abroad is contingent on appropriate knowledge and experience in this field, as it reduces the negative effects of cultural dissonance.

Level of employment and the perception of knowledge and experience in the field of multiculturalism		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	.721			.000
	Cramer's V	.361			.000
	Contingency coefficient	.585			.000
Ordinal by ordinal	Kendall's tau-b	.019	.041	.465	.642
	Kendall's tau-c	.018	.039	.465	.642
	Gamma	.025	.054	.465	.642
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 3. Relationship between the level of employment and the perception of gaining knowledge and experience in the field of multiculturalism. Source: Own study based on own research.

Hypothesis (2)

In order to verify Hypothesis 2, relationships between the type of the conducted activity (trading, production, mixed) and variables applied to verify Hypothesis 1 were analysed. It transpires that further training in intercultural management in the workplace is implemented quite often in manufacturing and trading companies (41%), and rather rarely (36%) in other types of companies.

The correlation between the type of activity and further training in intercultural management in the workplace turns out to be slightly weaker,

which is confirmed by the majority of the analysed measures, whose values are closer to 0 (Tab. 4).

Type of business activity and further training in intercultural management in the workplace		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	.499			.000
	Cramer's V	.353			.000
	Contingency coefficient	.447			.000
Ordinal by ordinal	Kendall's tau-b	.271	.043	6.344	.000
	Kendall's tau-c	.284	.045	6.344	.000
	Gamma	.380	.059	6.344	.000
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 4. Relationship between the type of business activity and further training in intercultural management in the workplace. Source: Own study based on own research.

The analysis of the collected data indicates that the majority of the surveyed companies verify employee training in terms of cultural tolerance very often (43.5%) and quite often (54.8%). In the first group, manufacturing companies (approx. 46.2%) and trading ones (about 38%) predominate. In the second group, manufacturing and trading companies (41.6%) and trading companies (22.5%) prevail. Only approx. 6% of enterprises do not use the review and verification of training in terms of cultural tolerance at all. Research into selected variables indicated their strong correlations (Tab. 5). Therefore, the type of business activity is important for the conscious review and selection of training that develops the cultural tolerance of employees.

Gaining knowledge and experience related to multiculturalism is an important or very important aspect of work for the majority of the respondents (88%). Trading companies found this aspect very important (53%). Over 45% of manufacturing companies also pointed out to the significance of this aspect. Only 7% of respondents consider this factor moderately significant and 5% as having little significance. Table 6 indicates a rather strong correlation between these variables, which is confirmed by Phi and contingency coefficients.

Type of the conducted activity and the review and verification of employee training in terms of cultural tolerance		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	1.004			.000
	Cramer's V	.502			.000
	Contingency coefficient	.709			.000
Ordinal by ordinal	Kendall's tau-b	.168	.034	4.838	.000
	Kendall's tau-c	.157	.032	4.838	.000
	Gamma	.217	.044	4.838	.000
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 5. Relationship between the type of the conducted activity and the review and verification of employee training in terms of cultural tolerance. Source: Own study based on own research.

Type of activity and the perception of gaining knowledge and experience in the field of multiculturalism		Value	Asymptotic standard error (a)	Approx. T(b)	Approx. significance
Nominal by nominal	Phi	.732			.000
	Cramer's V	.366			.000
	Contingency coefficient	.591			.000
Ordinal by ordinal	Kendall's tau-b	-.051	.038	-1.332	.183
	Kendall's tau-c	-.047	.035	-1.332	.183
	Gamma	-.066	.050	-1.332	.183
N of valid cases		406			

a not assuming a null hypothesis

b asymptotic standard error was used assuming a null hypothesis

Tab. 6. Relationship between the type of activity and the perception of gaining knowledge and experience in the field of multiculturalism. Source: Own study based on own research.

6. Conclusions

The paper is an attempt at analysing the perception, acquaintance with and application of training in intercultural management and cultural tolerance. It was hypothesised that the size of the organization and the type of business activity affect the organization's capacity to operate efficiently in a multicultural environment. The hypothesis was confirmed in the research and correlations between several aspects of the organization and initiatives it undertakes towards becoming more multicultural have found. The most important of these initiatives is training for management staff aimed at developing their ability to efficiently manage staff in a multicultural environment. It is expected to positively affect the performance of employees, while reducing the negative effects of cultural dissonance. Consequently, it leads to development and to deriving maximum benefits from the creativity of a multicultural team of employees.

In the era of modern technology and in the age of Industry 4.0., efficient communication and exchange of intercultural knowledge in multinational corporations is and will be important for both scholars investigating management and organization issues, and managers of international companies interested in sharing knowledge, as it provides an invaluable model that may reconcile diversity and integration, global and local knowledge, as well as technological innovation.

The paper is an introduction to further research into other opportunities and threats related to multicultural management in enterprises in operating in Poland.

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