

## Examining diversity management at the organizational level

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### Abstract

The aim of the research is to study the cultural diversity of the actively present workforce in organizational life and to explore its advantages and disadvantages. The thesis examines the extent to which the performance and efficiency of individuals and organizational groups are influenced by the impact of different cultural identities resulting from cultural diversity in the labor market. To conduct our research, we chose the questionnaire procedure, which is a type of quantitative research method. The questionnaire method proved to be a sensible choice for us as it results in smooth data collection, especially in the current epidemic situation caused by COVID-19. The results of the study describe the attitudes, impressions and positive and negative experiences of employees who may work in other intercultural spaces and acquire routines, as well as employees' attitudes to work, what influences their performance and what they influence to build their careers. By summarizing the data collected in connection with the questionnaire survey, we come to the conclusion that the positive benefits of diversity management triumph over the inherent disadvantages. In addition, diversity management has a significant impact on organizational creativity while not influencing an individual's professional career.

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### 1. Introduction

The term "culture" used in everyday life has many meanings and is used to justify different definitions. Its wide-ranging message suggests a task that one learns from birth. In other words, culture can be interpreted as the amalgamation of the arts and the manifestation of the spiritual values of individuals (Chanan, 2017). It embodies exceptional and unparalleled spiritual energy, manifested in unique characteristics as: the material creations of humanity, the socio-cultural coordination of individual behavior, the ideas, communication, actions that govern personal behavior and the nation (Šenšelová, 2014). Culture is a social motive that manifests itself in the form of heritage in society (Eriksson & Hägg, 2016). It is one of the most fundamental parts of the puritan world, outlining the learning process for humanity to recognize how to become an exemplary person (Edewor & Aluko, 2007). Its studies go back to infinity, it is the theoretical core of the humanities, theology and the social sciences. From ancient times, it has been a cumbersome definition, with a number of choices and approaches to what it really means and how to describe it (Gallagher, 2016). It awakens people's awareness of who they are and what they represent, shows them what behaviors they need to learn and how to act. It is generally seen worldwide as a driving force for individual attitude (Moran et al., 2007). Hofstede sees the scheduling of the mind as a cognate expression of culture that actually highlights the impact of a lengthy knowledge acquisition process on an individual's behavior, keeping in mind the situations that arise (Nogueira & Henriques, 2012). According to Hofstede, cultural differences are significant not only for leadership but for any type of social and organizational opportunity in a given country (Chanlat et al., 2013). Hofstede's work spectacularly details that not only are cultural values influenced by people's minds, behaviors, and performance, but also by the behaviors they exhibit in the world of work (Török, 2012). About value system theory initially a four-dimensional model was known that included power distance, masculinity and femininity, avoidance of uncertainty, individualism, and

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collectivism. His model was then supplemented with the following two dimensions, namely long-term and short-term with future orientation and indulgence (Nowrin, 2018). Culture is a complex event that can be analyzed in many cases: international, national, regional, business. Commonly used interpretations of cultural diversity include racial, sexual, corporate, professional and national diversity (Schahaf, 2008). Culture is one of the most important elements in classifying the successes and failures of organizations. It plays an important role in the transfer of experience and expertise as well as in the formation of social relationships (Allali, 2016). Culture can influence sales in a myriad of ways (De Vito, 2014). Companies and subordinates do not operate in a vacuum that is isolated from the outside world, but in an existing cultural and social environment. In order for a company to do an efficient job and maintain its stability against competition, it must pay due attention to the proper application of diversity in the workplace (Mecheo, 2016).

Through complex and in many cases changing social and economic processes, it is almost inevitable to build a relationship based on human interaction in everyday and business life. It is therefore important to analyze and learn about the cooperation between representatives of different cultural communities. The cornerstone of the study is the presentation of the organizational elements of culture. In relation to the topic to be examined, we wanted to learn about the attitudes and impressions of employees, and thus the positive and negative experiences of those who may be working in other intercultural spaces, how they relate to work, what influences their performance. In our primary research, we chose the questionnaire method, which is a kind of quantitative research method. Our goal is to summarize knowledge and review the labor market impacts of diversity management, as well as the impact of culture on the organization and employees. The aim of our study was to achieve a striking and generally interpretable result that concisely depicts the subject of the research. We set up the hypotheses listed below, which in the empirical phase of the study we wanted to prove or disprove:

H0: A multicultural professional career has no effect on organizational creativity.

H1: A multicultural professional career has an impact on organizational creativity.

H0: Knowledge of a foreign language does not affect an individual's professional career in a culturally diverse medium.

H2: Knowledge of a foreign language influences an individual's professional career in a culturally diverse medium.

H0: Corporate success is not equally important for women and men.

H3: Corporate success is important for both women and men.

## 2. Literature review

Over the centuries, the universe has never been as open-minded as it is today. Increasing migration and mobility have an impact on the development of technical science, knowledge sharing, and at the same time the chances of exchanging intellectual and cultural abundance (Kriglerová et al, 2009). Cultural diversity has debuted as a prominent commercial issue in business in recent decades, as the combination of expanded international sales and large-scale monetary regionalization also governs individual nations and organizations (Chanlat et al., 2013). There has been a huge increase in the number of companies operating across borders in several countries (Yao Ma & Xi Ran, 2011). In fact, diversity is a phenomenon that can have many positive and negative effects on both employment and education (Chanan, 2017). The universal economy international companies are gaining an increasingly diverse workforce. In the process of universalization, organizations need to be open and adapt to a different kind of business environment, so they need to regularly update their strategies to meet changing demands. When developing a universal perspective, it is important to understand the relationships between people and the milieu around them, so culture is an elementary factor to focus on (Eriksson & Hägg, 2016). Today, the interaction of individuals from different cultures and other traditions is becoming increasingly important. In recent times, diversity has played a key role in management and is becoming increasingly important in view of the times to come (Anjorin & Janzari, 2018). The principle of variability lies in creating an open work environment in which all employees make the most of their opportunities and increase their efficiency, regardless of which other groups they represent individually (Merx, 2007). It is a recurring phenomenon that institutions employ employees of different nationalities to represent the diversity of the population and to meet the needs of a diverse clientele, which is more likely to increase sales. Companies generally require employees in a culturally diverse community to adhere to the policies of the majority present in the workplace environment (Chidiac, 2015). The diversity perceived in the structure of companies will have an impact on creativity and productivity, communication, and underpin individual's relationships with others (Mecheo, 2016). The diversity of a company, along with its positives and negatives, can also cause difficulties and positive outcomes. It is risky and raises many obstacles in front of the facility. Most companies employ a

diverse workforce according to individual ideas with the goal of becoming an idea-rich and open-minded company (Dike, 2013; Guzman, 2014). The mission of leadership is to achieve an organizational state of mind based on understanding (Polat et al., 2017). The leader needs to be aware of how he or she will train himself or herself and his or her staff to deal with differences arising from diversity. Great attention should be paid to mixed groups in the workplace, as cultural shock can occur as an unexpected phenomenon. The term cultural shock is the result of the tension that results from abandoning traditional social norms when we encounter a foreign culture (Baier, 2005); (Osland & Turner, 2011). In the complex process of integration, the individuals involved are placed in a foreign environment where they were not raised in the past and are still completely inexperienced (Moore, 2011). It is important that workers from cultural minorities do not feel disadvantaged and have a supportive vision (Leyerzapf, 2019). Although cultural training and education is supported by many institutions, in most cases the course is implemented in the short term and only once (Al Mahrouqi, 2018).

There is no generically accepted definition of organizational culture, although there are many similarities between the many interpretations. There is a strong meaning behind the culture, as it is a phenomenon based on independent thinking that explains the corporate compatibility of the actors (Ludányi & Pacsuta, 2013). In a solid and resilient corporate culture, the same approach prevails among subordinates and they act in sync with the corporate value system. In a mild and weak institutional culture, it is difficult for employees to identify corporate merits and tasks (Tedla, 2016). Organizational culture excellently regulates the behavior of individuals throughout their careers, and in connection with this approach, researchers and managers are also informed about the development, management, and maintenance of effective and strong organizational cultures. Edgar Schein, a university professor of leadership, is the father of a grandiose share of expertise in contemporary organizational culture (Osland & Turner, 2011). Organizational culture includes virtues, delusions, patterns of behavior, and the company's vision and human capabilities, illustrating a holistic culture. It can be said that culture can be described as a characteristic of an organization and also promotes the way in which a company manages its subordinates, customer base and its own sales campaign (Chidiac, 2015) (Eriksson & Hägg, 2016). In common parlance, it can be interpreted as a kind of adhesive that unites the whole company (Pirger, 2015). Its task is to achieve a healthy balance between ambivalent value systems and to achieve harmony and good teamwork (Matkó, 2013).

### **3. Research methodology**

The starting point of the research is the collection and interpretation of secondary and primary information. First, we searched for a bibliography closely related to the topic. Secondary information comes from various international literature. In connection with our surveys, in addition to the secondary information, we also took care of obtaining the data that could be obtained during the primary research. For our primary research, we chose the questionnaire procedure, which is a kind of quantitative research. A standard data collection technique that has the capabilities explains the purpose of the survey to the respondent and collects the respondent's responses with a formal questionnaire. The questionnaire method proved to be a reasonable choice for us as it results in a smooth data collection, especially due to the current COVID-19 epidemic situation. The anonymity of all respondents was ensured in connection with the survey, we only learned a few demographic information about them. The multitude of respondents showed a relatively varied pattern. To obtain a usable sample, we used a Likert scale from 1 to 10 for several questions, which is suitable for measuring attitude while ranking and evaluating by the respondent. The collected data were systematized and entered into a database, and then the SPSS statistical analysis program was used for evaluation. Using graphs and tables, we presented the data obtained during the survey using Microsoft Excel.

### **4. Results of research**

Through the answered data sheets, we were able to gain insight into the world of employees currently active in the labor market, as well as to learn about the phenomena and suggestions experienced in their workplace. They shared their comments on diversity as well as their positive and negative experiences. In the first section of the data sheet, we recorded the demographics of the respondents. The following questions were related to employee behavior, private careers, and work habits, and then our questions were related to the central theme of our study, that is cultural variability. We wanted to know why work together can benefit people from different cultures. A total of six positive statements were made, of which a maximum of 2 could be nominated by respondents. The result is shown in Table 1. In particular, 60.4% voted in favor of learning about other cultures and visions, 54.7%, and then in favor of sharing knowledge, experience and expertise. It was also considered important to emphasize the development of international relations. Complementing each other in the workplace was only 10.4%, with the fewest percent turning to solve the problem.

**Table 1.** Benefits of cultural cooperation

Practicing a foreign language	Complementing each other in the workplace	Getting to know a different vision and culture	Problem management	Building international relations	Sharing knowledge, experience, expertise
39.6%	10.4%	60.4%	6.6%	52.8%	54.7%

**Source:** Questionnaire research based on own editing

In addition to the advantages presented, we also wanted to find the disadvantages of working with individuals from different cultures. As we did with the positives, we also left several alternatives for the negatives for the respondents, of which no more than two types could be indicated. A total of six passive statements were formulated, which are presented in Table 2. The majority of respondents 57.5% feel that the first source of problems is none other than the conflicting values, followed by communication problems, 50.9%. There is no high percentage increase in terms of assimilation difficulties, religious differences, and intolerant behavior. Discrimination is relatively low at 15.1%.

**Table 2.** Disadvantages of cultural cooperation

Communications problems	Intolerant behavior	Assimilation difficulties	Conflicting value system	Religious differences	Discrimination
50.9%	23.6%	25.5%	57.5%	22.6%	15.1%

**Source:** Questionnaire research based on own editing

In connection with the questions explaining the advantages and disadvantages of cooperation between different cultures, we had the opportunity to perform a correlation analysis that explores the relationship and proximity of two or more variables. The correlation coefficient can be between -1 and 1. Based on our calculations, the correlation coefficient is significant as its value is -0.544. The relationship between the advantages and disadvantages of international cooperation indicated a stronger-than-average, negative inverse relationship.

The following result was also obtained from the evaluation on the Likert scale, which is illustrated in Table 3. For those working in a multicultural work environment, communication, organizational values, attitude to work, and teamwork were the most influential factors, receiving an average rating of 8. The number 6 was then assigned to stereotypes, i.e., negative discrimination, which has a more than average effect on subordinates in an eclectic work environment. All other aspects received a consistent 5 rating, which means they have a moderate manipulative role. However, in the case of racism as a factor influencing workers, similar criticism was expressed in two cases with a distribution of 14.2 %, it follows that 3-no effect and 5 moderately effective options appeared in equal amounts. We couldn't show this further on the graph, so it got 0 ratings.

**Table 3.** Factors affecting those working in a multicultural environment

Religion	5
Communication	8
Habits and traditions	5
The value system of the organization	8
Stereotypes (negative discrimination)	6
Attitude to work	8
Dressing	3
Teamwork	8
Racism	0
Ethnocentrism (favoring their own ethnic group)	5
Managing change within the organization	5
Emotional manifestation	5
Management decision making	5

**Source:** Questionnaire research based on own editing

The results show also that, 47.2% of respondents speak a foreign language perfectly, 44.3% understand themselves on some level, and 8.5% do not speak a foreign language, which is shown in Table 4.

**Table 4.** Assessment of foreign language skills

I speak a foreign language perfectly	47.2%
I understand myself on some level	44.3%
I don't speak a foreign language	8.5%

**Source:** Questionnaire research based on own editing

In connection with knowledge of foreign languages, we performed a K-mean cluster analysis in relation to age. Cluster analysis is a method in which we can take data arrays into homogeneous groups, that is classify them. The data within each group are extremely similar, but those outside the group are significantly different. In the present case, we formed five clusters in terms of foreign language skills and age. In terms of age, the mean value can be observed within each cluster, and within foreign language skills, the number of statements we code can be observed, so in this case 1 is the excellent speaking option, while 2 is the I understand myself at some level option. Roughly the 20 to 35 age group speaks an excellent foreign language, while the older ones understand themselves on some level.

**Table 5.** K-means cluster analysis as a function of foreign language skills and age

Cluster					
Age	26	32	41	52	60
Foreign language skills	1	1	2	2	2

**Source:** PSPP database, own editing

We examined the factors of G. Hofstede's remarkable national cultural model, more precisely, in the case of the two-member factors, each member was listed separately, so instead of the six factors that make up the scheme, we listed nine. Using the model, we wanted to map people's attitudes to work by classifying them according to factors on a given scale of 1 to 10. The factors of individualism and collectivism have the greatest impact on the work culture of individuals, so the two factors are in most cases it received 8 ratings. The characteristic of

individualism is that individual interests dominate, while the peculiarity of collectivism is that it attributes to the group the greater loyalty. All others received a 5 rating in terms of frequency, so it is considered to have only a moderate impact on individual's work culture.

**Table 6.** The impact of the Hofstede's cultural dimensions to the work culture of the individual

Power Distance	5
Uncertainty avoidance	5
Individualism	8
Collectivism	8
Masculinity	5
Feminity	5
Long-term orientation	5
Short-term orientation	5
Indulgence	5

**Source:** Questionnaire research based on own editing

Table 7. illustrates that the majority of employers allow employees to attend corporate professional events, with 48.1 % of the feedback showing this. Courses and various personality development programs are also very popular among individual companies, which means that their incidence rate is at 44.3%, while not far behind by 40.6%, employee trips are also sponsored by many employers. Several stated that they also have the opportunity to participate in various leisure events in their workplace, as well as the opportunity to play outdoor and indoor sports. Relatively few, in the form of 10.4%, noted that there is no guaranteed team-building opportunity in their workplace.

**Table 7.** Team building opportunities in the workplace

Outdoor and indoor sport opportunities	30.2%
Corporate professional events	48.1%
Leisure events	39.6%
Courses and personality development programs	44.3%
Team building games for adults	24.5%
Common charity	26.4%
Trips organized for employees	40.6%
Other	10.4%

**Source:** Questionnaire research based on own editing

Furthermore, we learned that in the majority of cases, 45.3%, the success of a company is important to the workforce, however, their specific successes are the most important. In an insignificant 5.7% distribution, they said corporate success was not important to them. Less often, it has been voiced that it is not important to them at all and they work exclusively for pay. On a Likert scale of 1 to 10, we have shown that the multicultural background does not affect an individual's professional career. With respect to the median function, the value 5 can be detected, which is the average value of the set of numbers arranged in a row. In this case, we were able to perform an analysis of variance. For example, we found a correlation between educational attainment and professional career. Value obtained by one-way Anova analysis by significance level 0.331. The two variables are significantly they are similar to each other, i.e., educational attainment has an impact on an individual's professional career. Furthermore, on the Likert scale, we also showed that cultural diversity has a fairly impact on organizational creativity. This time, the median value is the number 7.

#### 4.1 Hypothesis testing

Examining the hypotheses, we wanted to know what is the relationship between a multicultural professional career and organizational creativity. To test the first hypothesis, we used regression analysis, during which we have found out how strongly each variable affects the other variable. In our case, we gave organizational creativity as the dependent variable, while professional career was given as independent. The measurement scales for both variables were feasible on the ratio scale.  $R = 0.27$ , which indicates a weak relationship. Thus, a professional career with a multicultural background has no explicit effect on organizational creativity, so we rejected Hypothesis H1 and accepted H0. In our next hypothesis, we wanted to get an answer to what kind of connection can be discovered between the knowledge of a foreign language and a professional career achieved in a multicultural environment. To test Hypothesis H2, we used Pearson's correlation, which type of analysis provides an answer to whether there is a relationship between two variables, if so, at what intensity. In this case, foreign language skills were identified as dependent variables and professional careers as independent variables. The value of the correlation coefficient is  $-0.075$ , so there is a loose and inverse relationship between the two variables, as the value took on a negative sign. It follows that hypothesis H0 was confirmed and hypothesis H2 was rejected. To test Hypothesis H0, we used the statistically common Pearson's Chi-square test, which can be used to verify that the variables are independent of each other. According to Pearson's Chi-square test, the two variables are significant, since the value of Chi-square is 21.13 and the degree of freedom (df) is 18. The strength of the relationship is 0.45 based on Phi and 0.32 according to Cramer's V, while the Contingency Coefficient is 0.41, so the symmetric indicators are all significant because the significance condition holds ( $<0.05$ ). The significance level of Lambda is 0.016, so it is less than 0.05. The values of the variables are not the same, so the two variable does not affect each other to the same extent. In our last hypothesis, we wanted to decipher what relationship can be perceived to corporate success in terms of gender. To examine the third hypothesis, we used analysis of variance, as gender was measured on a nominal scale, while corporate success was measured on a ratio scale. One-way Anova analysis used in PSPP was used for analysis of variance. The significance level is almost 1, more precisely 0.935, which implies that corporate success is almost equally important for women and men. In this regard, hypothesis H0 was rejected and H3 was accepted based on the result obtained.

#### 5. Conclusions

The starting point of the conclusions associated with the researched topic can be traced back to the questionnaire survey, as they were formulated as a result of the statistical evaluation of the results obtained in this way. Almost three-quarters of the respondents have a university degree and many have a college degree, so participants in higher education contributed the most to expanding the research database. In connection with the recording of demographic data, we also learned that only individuals of Hungarian nationality responded. Three-quarters of respondents hold an employee position and, in most cases, work in service delivery, suggesting that they are likely to be able to interact with others often in their work. The sector and position within the work do not influence each other, which was also supported by the result obtained in Pearson's correlation analysis. Respondents rely as much as possible on themselves to shape their professional careers, and are therefore characterized by extreme self-confidence and determined behavior. They accept advice from their families to an almost similar extent for their personal success, hence we assume that they may have received family-centered upbringing. Employee performance is crucially influenced by opportunities for personal development and flexible scheduling, and to the same extent, stressful working conditions and overload affect an individual's performance. As for the attitude to work, the majority of our respondents you definitely know what you want to achieve as well as performance-oriented. Our respondents usually adapt easily in their workplace and always arrive sooner. We believe that the relaxed acclimatization practices of individuals are essential to the conditions for trouble-free work, which is why it is important to take strength and break down barriers to integration. The survey of the respondents also revealed what qualities are endowed with the ideal leader for them. According to them, the most essential merit is consistency and constant purposeful action, as well as conscientious work and long-term thinking. Almost half of the participants in the questionnaire speak a foreign language perfectly, suggesting that they can prevail not only at home but also in a cross-border environment. We would recommend expanding your language skills as this trains memory, is essential for further learning and career building, while at the same time making travel more enjoyable and allowing unhindered communication between the parties. We have also been able to reveal that people are now largely inclusive within a multicultural environment, but in some cases their behavior is still questionable and raises more doubts. Openness to others is primarily related to individual personality traits, the issue of upbringing, and the depth of lack of trust. Our comment on this cannot be stressed enough that the triad of empathy, tolerance, and willingness to compromise is the basis of working with others that must be put in everyone's minds. It also revealed how much attention is paid to addressing cultural differences in respondents' workplaces. Anyone with experience believes that their employer is acting consistently in this matter, but there have also been several who work in a culturally homogeneous workplace.

Finally, we learned about the submissions of the respondents regarding how to correct the association between individuals from different cultures. Most of the respondents would guide people towards understanding, humane behavior and eliminate communication difficulties, as well as creative team building. We recommend taking various language courses to break down communication barriers, as good language skills lead to a much more relaxed relationship. It may be relevant to avoid discrimination and stereotypical patterns of behavior getting to know, understanding and accepting each other's cultures. In our opinion, team coaching, i.e. the method of developing small groups, can also offer optimal solutions and ensure more effective cooperation between the parties involved. This intervention, by taking advantage of the dynamism of the collective, gives impetus to the remedying of problems in the organization with a concerted effort.

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