# 7. Appendix

1) Please state the level of agreement with the following statements:

   (On the scale I strongly agree – I agree – I neither agree nor disagree – I disagree – I strongly disagree)

   - I prefer to work in a multicultural team rather than in a homogeneous team
   - Work in a multicultural team is more stressful than work in a homogeneous team
   - Colleagues from homogeneous teams have better working relations than colleagues from multicultural teams
   - Team spirit is better in homogeneous teams than in multicultural teams
   - Communication in a multicultural team is less effective than in homogeneous team
   - Multicultural team is more creative than homogeneous team
   - Multicultural teams have broader perspective and hence can solve problems faster than homogeneous teams
   - Multicultural team provides better solutions to problems than a homogeneous team
   - Multicultural team is more effective than a homogeneous team

2) Which of the following problems is the most significant in the multicultural teams? (Choose only one option)
   - Different cultural background
   - Different working habits
   - Different leadership style
   - Language
   - Different communication style
   - Lack of trust

3) Please state the level of agreement with the following statements:

   (On the scale I strongly agree – I agree – I neither agree nor disagree – I disagree – I strongly disagree)

   - Team leader has a key role in a performance of a multicultural team

- Good team leader can mitigate the differences among the multicultural team members
- Good team leader can mitigate problems and conflicts caused by cultural diversity in multicultural team

4) Please state the level of agreement with the following statements:

(On the scale I strongly agree – I agree – I neither agree nor disagree – I disagree – I strongly disagree)

- I am satisfied with the leadership style of my manager
- My manager works well with cultural differences among team members
- My manager inspires me by going beyond his own interest and focusing on the interests of the whole team
- My manager manifests consciousness, self-control, high moral judgment and optimism
- My manager provides vision, shares goals and clarify our directions
- My manager encourages me to think about old problems in a new way and encourage creativity and innovation
- My manager treats team members individually
- My manager helps me to maximize and develop my full potential
- I am recognized by my manager when doing a good job
- My manager imposes sanction on me when I perform under standards or work inefficiently
- My manager waits until the problem are serious to take corrective actions
- My manager avoids approaching important problems
- My manager inspires me to make extra effort when working
- My manager represents our team and our team's objectives well in front of higher authority
- My manager improves my satisfaction in the work
- My manager improves our team cohesion

5) What do you think influences the most how people behave in the work place? (Open-end question)

6) Please state the level of agreement with the following statements:

(On the scale I strongly agree – I agree – I neither agree nor disagree – I disagree – I strongly disagree)

- Cultural background plays a key role in a people behavior
- Personality plays a key role in a people behavior
- Cultural background of team members influences the team performance

- Personality of team members influences the team performance

7) Please state the level of agreement with the following statements:

(On the scale I strongly agree – I agree – I neither agree nor disagree – I disagree – I strongly disagree)
- Difference among national cultures are becoming smaller and smaller
- National cultures are changing thanks to the globalization
- Globalization has positive effect on national cultures
- Traditional aspects of my national culture are adapting to changing environment

8) What is your age?

## Appendix II: Analysis of cultural dimensions: Interviews findings vs. Hofstede's research

1) Russia

The findings from the interviews are more or less comparable with the Hofstede's conclusions. The interviewee stressed out the importance of individual preferences, however described the Russian society high scoring in uncertainty avoidance and power distance. When family and friends are very important in Russia, the society is still quite individualistic as people depend mainly on their own resources. According to the interviewee, the society is very masculine, with men having great influence. Thinking about the future is very important, but not everyone has the possibility to build for future as the resources are very limited.

Hofstede is mainly in accordance with the interviewee, confirming all dimension but Masculinity, which may seem quite surprising given the high power distance and uncertainty avoidance, describing them as very modest with dominant behavior very uncommon. Moreover, the research stresses out the more collectivistic approach, where friends, family and especially contacts play a key role.
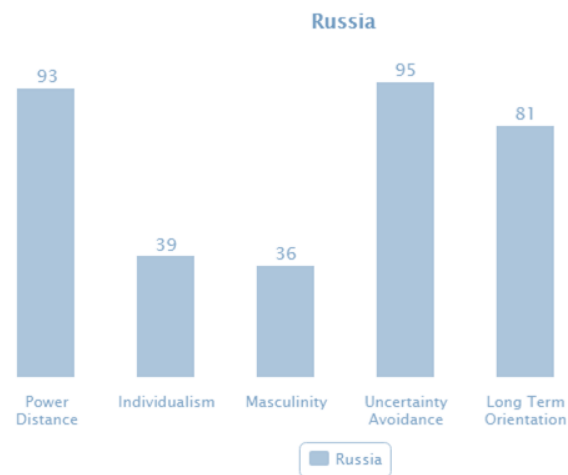
**Russia**

2) Turkey

The interviewee highlighted the importance of the regions in Turkey, which in great influences the cultural characteristics, and the need to adapt to the local specifics. Nevertheless, the interviewee identifies high uncertainty avoidance and power distance, where respect is important, with strong collectivistic culture and family life-style. Turkey was described as rather masculine country, however the respect for women was stressed out.

Geert Hosftede confirms the high uncertainty avoidance, stressing the need for rules and laws, as well as the high power distance, affirming the strong hierarchy, control and indirect communication. Turkey seems to score high in collectivism, appreciating groups and family, where people look after each other. The masculinity is also confirmed, indicating that competition and achievement are the key values.
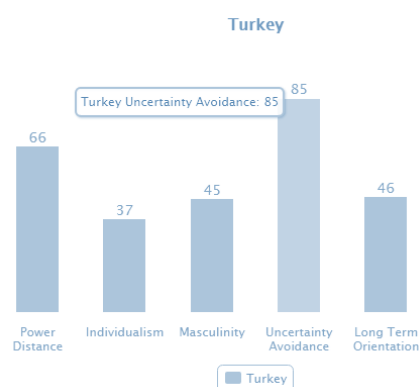
**Turkey**

3) United Kingdom

The interviewee also emphasizes the difference among regions, especially between the north and south of the country, where people are more warm, open and friendly. According to the interviewee, the country scores high in uncertainty avoidance as the stability is extremely important and rooted from the historical development. Power distance is quite low, status is not very important and society is quite flexible. The society is rather collectivistic, where family is on the top of everything, although it was mentioned that personality may play a key role here. The masculinity prevails, but not in the very strong sense.

The research agrees with the low power distance and slightly dominating masculinity, oriented more on the success and people there live mainly to work. Nonetheless, the research is in contrast with other dimensions, stating the high level of individualism, where people are taught to be private and take care of themselves. Also, UK scored very low in uncertainty avoidance, demonstrating that British are not threatened by ambiguous and new situation, meaning that not many rules and laws are applied in the society.
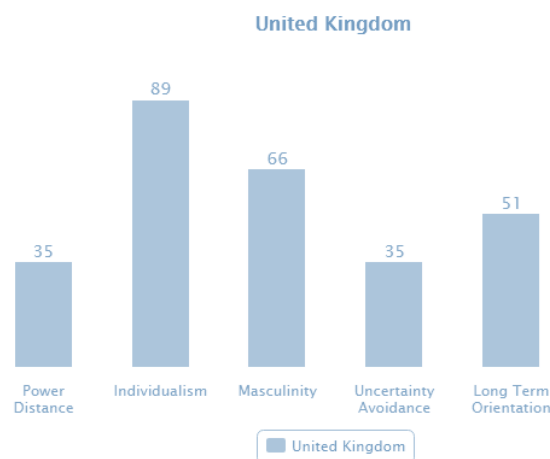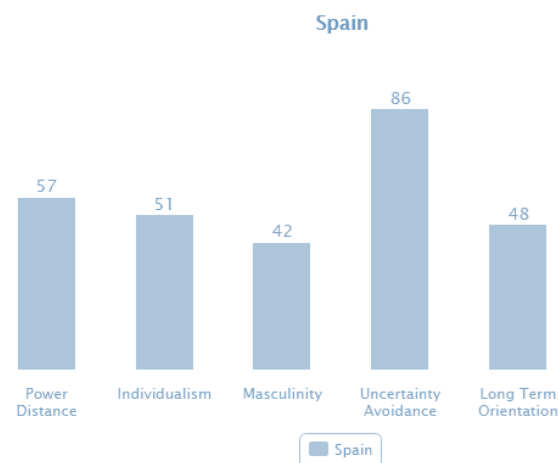


Source: Hofstede Centre. (2016). *What about United Kingdom?* Retrieved July 10, 2016, from Hofstede Centre: https://geert-hofstede.com/united-kingdom.html

4) Spain

The Spanish people were described by interviewees as very talkative, easy going, direct and expressive. It was mentioned, that the situation now is changing due to the crisis and new living conditions. Both interviewees agreed on high uncertainty avoidance and preference of stability and no risk-taking, but it was stressed out that situation forces people to adapt. Regarding the power distance, the opinions were different indicating both low and high power distance. Spanish people tend to be more collectivistic, according to their social nature, but still are used

to depend mainly on themselves. The society is rather masculine, where competition is preferred, but not over the dead bodies, and relations still play a key role as well. Moreover, both interviewees stated Spain as future oriented society.

The Hofstede's research confirms the very high level of uncertainty avoidance, as they avoid many rules and stressful situations, preferring long-term and stable jobs. The research also came to agreement with collectivistic nature and preference for team work, but also with clear signs of individualism. In contrast to interviews, research identifies Spain as feminine country with a sense for harmony, consensus and no excessive competition. Also, the contrast can be seen in the long-term orientation, as Spanish are known for living the moment, introducing the world the word "fiesta" and looking for quick results. Regarding the power distance, Spain tends to score rather high, accepting place in the hierarchical order with no further discussion.
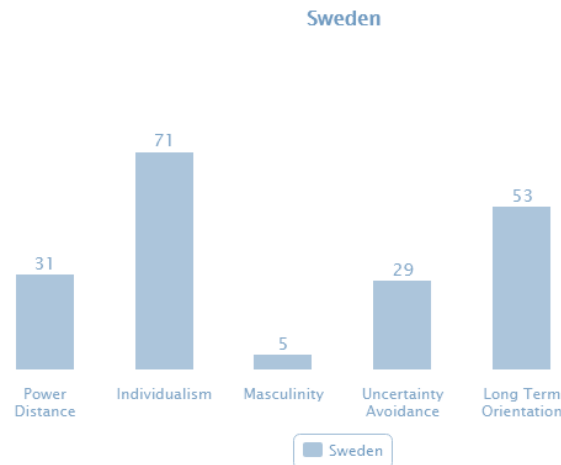


Source: Hofstede Centre. (2016). *What about Spain?* Retrieved July 10, 2016, from Hofstede Centre: https://geert-hofstede.com/spain.html

5) Sweden

The Swedish were described as rather naive and trusting, but very hardworking. The Swedish, according to interviewee, rather avoid uncertainty as the older generations tend to have the same job for many years, but it is shifting now with younger generations. The society is even too much hierarchical, meaning high in power distance, and a bit more masculine. The two other dimensions depend more on the personality, according to the interviewee.

However, the research has come to quite a different conclusion. Power distance is very low, representing equal rights, decentralized powers and almost no hierarchy. Sweden scores low on the uncertainty avoidance, causing less rules, more tolerance and flexibility. The society is

strongly individual and people are expected to look after themselves with not many social frameworks. Society is strongly feminine, it is essential to maintain work/life balance, support, solidarity and consensus.
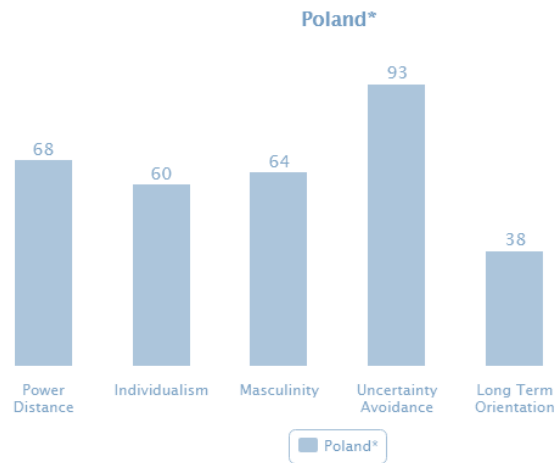
**Sweden**

| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |
|:---:|:---:|:---:|:---:|:---:|
| 31 | 71 | 5 | 29 | 53 |

☐ Sweden

Source: Hofstede Centre. (2016). *What about Sweden?* Retrieved July 10, 2016, from
　　　Hofstede Centre: https://geert-hofstede.com/sweden.html

6) Poland

The Polish people are open, friendly, living in groups, where they are close to each other. They are educated and constantly working on improvements. They avoid uncertainty as they don't like changes at all. Power distance is very high, especially in the organizations where employees are not treated equally and all must obey the bosses. It is conservative and traditional society, which is very collectivistic and not egocentric at all. They value rather femininity, concentrate on happiness and not only on a career. As they like stability, they are long-term oriented and focused on the future.

The scholars agree with the interviewee on the power distance and uncertainty avoidance. Nevertheless, the society is described as with rather masculine values, with a lot of assertiveness, competition and focus on a performance. Furthermore, they are not very pragmatic, manifest respect for tradition and do not tend much to focus on the future. Although scoring high in power distance, Polish are rather individualistic, which may sometimes cause tension.
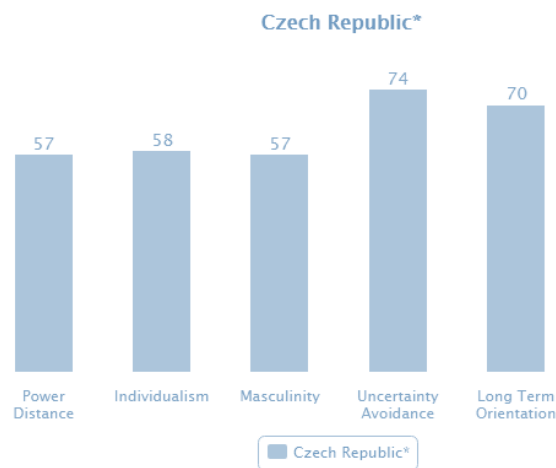
**Poland***

| | | | | |
|---|---|---|---|---|
| 68 | 60 | 64 | 93 | 38 |
| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |

Poland*

Source**:** Hofstede Centre. (2016). *What about Poland?* Retrieved July 10, 2016, from Hofstede Centre: https://geert-hofstede.com/poland.html

7) Czech Republic

According to two interviewees, Czechs are analytical, modest, reflective and hardworking. However, they tend to be fearful and do not like to stand out. Czech people were described as rather uncertainty avoidant, but it was highlighted that new generation may change such attitude. The society is rather hierarchical, where titles are important, but the relations are not too tense. People are still more collectivistic, probably due to the historical situation. The masculine values prevail and money and career are quite important. The long-term orientation seems to be very individual, but Czechs tend to be more focused on the present, wanting the assets now rather than in the future.

The Hofstede's research indicates the high uncertainty avoidance, meaning rigid beliefs and behaviors with the lack of tolerance. It also confirms the high score in the power distance and high level of hierarchy. The society is individual and people take care after themselves and expect some benefits in exchange for their work. The masculinity slightly dominates, which implies values such as ambitions, success and assertiveness. High score in the long-term orientation shows Czechs as pragmatic people saving for their future.
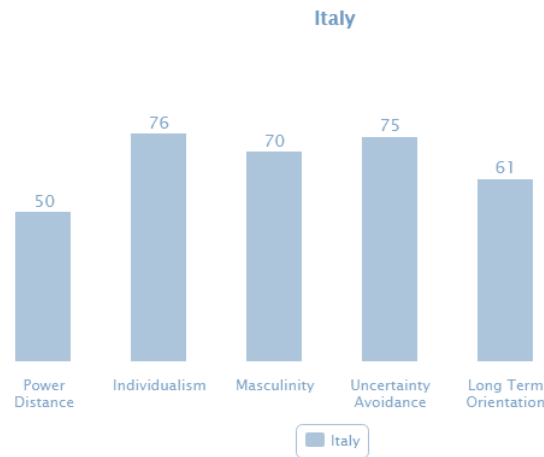
**Czech Republic***

| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |
|:---:|:---:|:---:|:---:|:---:|
| 57 | 58 | 57 | 74 | 70 |

Czech Republic*

**Source:** Hofstede Centre. (2016). *What about Czech Republic?* Retrieved July 10, 2016, from Hofstede Centre: https://geert-hofstede.com/czech-republic.html

8)  Italy

According to the Italian team member, Italians are very creative, spontaneous, direct, open and not very organized. However, stability goes first, with many ties and connections, indicating high uncertainty avoidance. From traditional point of view, the society values age and experience, but the relations are quite flexible implying lower power distance. For Italians is typical to stick to their gang and be part of a big family, pointing to the collectivistic values. Even though success is important, the feminine values prevail as the relations go first. The culture tends to be based on the moment and work only to live, which indicates the low score of long-term orientation. However, saving is very common in Italy.

As the research suggests, Italy is really quite uncertainty avoidant. In business life, formality seems quite important, which may be surprising for foreign businessmen. Italians are very emotional, but stick to the facts and rules. In contrast to interviewee opinion, Italians tend to be rather individualistic, even though they are often gathered in groups. The personal opinions and objectives means a motivation as well as personal happiness. Also in contrary to the above written, the research identifies Italy as very masculine culture, where the success is the core and victory is the main objective, which creates a strong competition in the workplace. Long-term orientation is also more relevant for Italians, as they are very pragmatic, ready to invest in future.
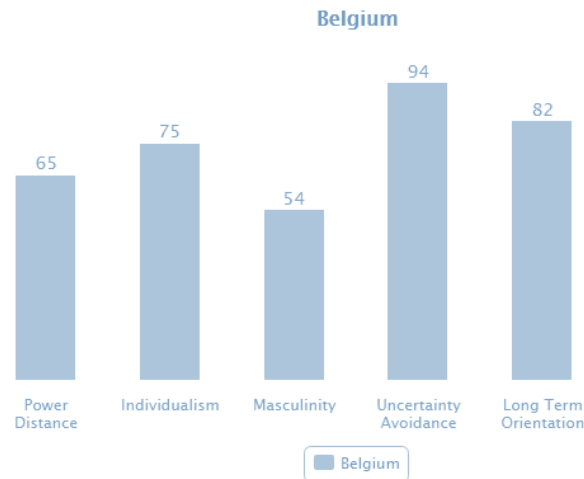
Italy

| | | | | |
|---|---|---|---|---|
| 50 | 76 | 70 | 75 | 61 |
| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |

Italy

Source: Hofstede Centre. (2016). *What about Italy?* Retrieved July 10, 2016, from Hofstede
    Centre: https://geert-hofstede.com/italy.html

9) Belgium

Belgium was described as a diverse country in terms of cultural backgrounds leading to the huge differences among the population. However, given a hints about Hofstedes's cultural framework, Belgium was characterized as rather uncertainty avoidant, but very flexible society, where the status is not important, indicating low power distance. Belgium inhabitants are more individualistic, where the masculine values prevail, and the career is the most important and perceived as the biggest achievement. People seem to be very long term oriented, they look forward, do not live bohemian life and take care about building the future.

The research agrees with the interviewee in most of the dimensions, except of the power distance, indicating more formal relations in the workplace, centralized power and unequal distribution of control. Very high score in the uncertainty avoidance, caused probably by frequently being ruled, creates a lot of rules, policies and planning, and is closely related to the high score in the long-term orientation. The masculine values prevail mainly due to the French part, whereas Flemish part prefers feminine values, such as consensus and being close to the friends.

**Belgium**

| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |
|---|---|---|---|---|
| 65 | 75 | 54 | 94 | 82 |

Belgium

Source: Hofstede Centre. (2016). *What about Italy?* Retrieved July 10, 2016, from Hofstede Centre: https://geert-hofstede.com/italy.html

10) France

The first description of the French society was as always complaining. Moreover, it was mentioned that even though French people value stability, now they are more adventurous and want to try more things, meaning they are less avoidant to uncertainty than before. Also, they are in the respondent's opinion collectivistic, preferring being part of the group with family on the first place and feminine values on the top. They prefer more equal society, with low power distance, which can be felt also in the organizations where the structure is very flexible and the approach is very friendly, even as in the family.

However, the research of Hofstede came to a little bit different conclusions. The French culture is assessed as feminine with the long term orientation as it was mentioned during the interview, which is mirrored in their welfare system, focus on the work/life balance and other aspect of work life increasing the life quality as whole. Nevertheless, the other dimensions were described differently, with high power distance leading to quite high level of dependence on supervisors and more hierarchical levels in the organizations. Moreover, the country scores quite high in individualism and uncertainty avoidance.
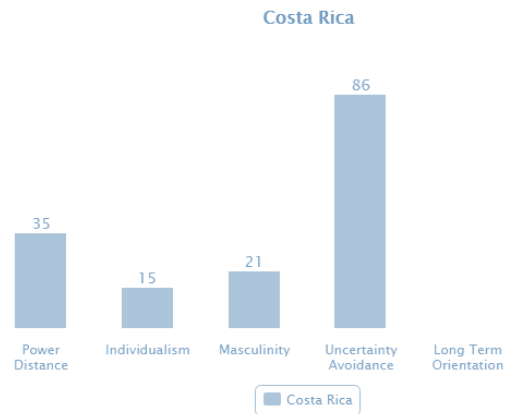
**France**

| | | | | |
|---|---|---|---|---|
| 68 | 71 | 43 | 86 | 63 |
| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |
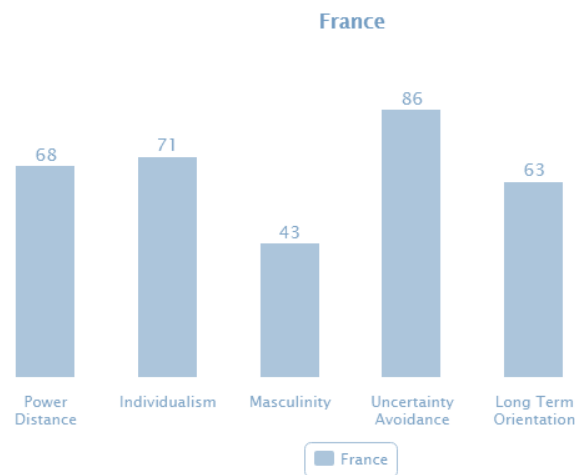
■ France

Source: Hofstede Centre. (2016). *What about France?* Retrieved August 2, 2016, from
Hofstede Centre: https://geert-hofstede.com/france.html


11) Costa Rica


Costa Rica was primarily described with the self-explanatory word "Maňana", which is a mentality attribute influenced mainly by the constantly hot weather. However, since the main source of livelihood switched from the agriculture to the tourism, the mentality had to adapt as well. The society prefers certainty, which is reflected in a close family life and very rare moving. The middle class is formed by the majority of the population, resulting in equality and low power distance. Due to the strong religion and the core position of family values, the society is collectivistic, with strong femininity dominance. The very typical sign of the Costa Rican culture is the short-term orientation, living the moment with typical motto: "Pure Life".

Geert Hofstede supports the claim of the interviewee in all dimensions, stressing out the importance of the family, relations and trust, making it one of the most feminine countries in the world.
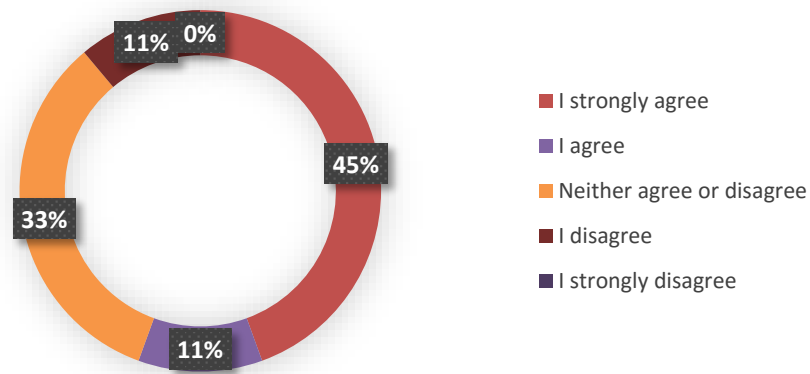
Costa Rica

| Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation |
|---|---|---|---|---|
| 35 | 15 | 21 | 86 | |

Source: Hofstede Center. (2016). *What about Costa Rica?* Retrieved August 2, 2016, from
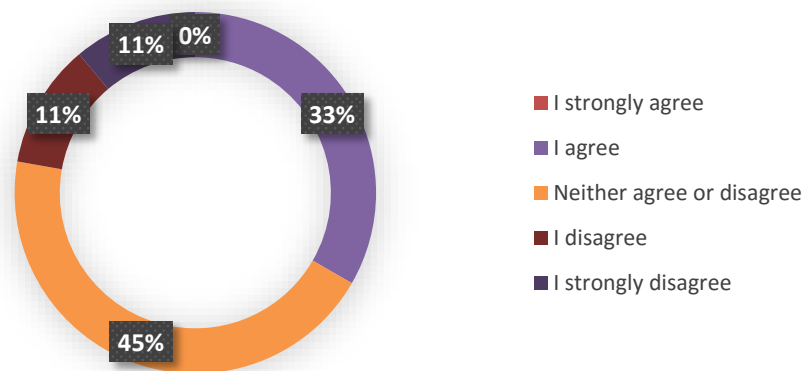Hofstede Center: https://geert-hofstede.com/costa-rica.html

## Appendix III: Analysis of the online survey

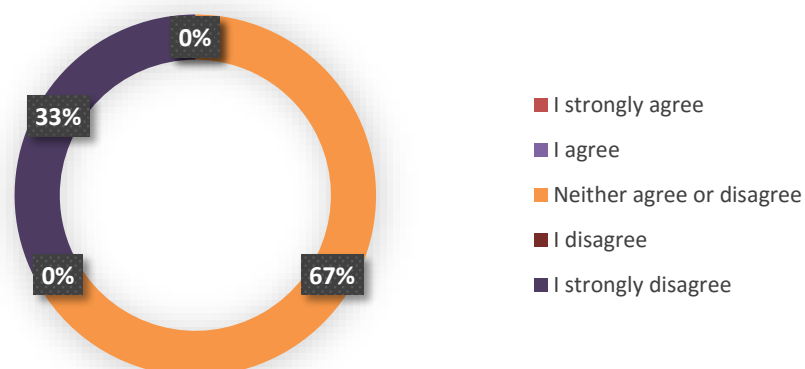1) Please state the level of agreement with the following statements:
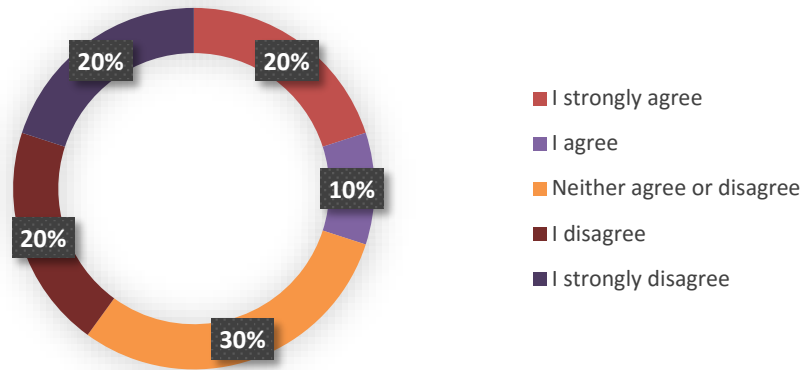
   a. I prefer to work in a multicultural team rather than in a homogenous team.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

b. Work in a multicultural team is more stressful than work in a homogeneous team.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

0%, 11%, 11%, 33%, 45%

c. Colleagues from homogeneous teams have better working relations than colleagues from multicultural teams.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

0%, 0%, 33%, 67%

d. Team spirit is better in homogeneous teams than in multicultural teams.

Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 20%, 20%, 10%, 30%, 20%, 20%

e. Communication in a multicultural team is less effective than in a homogeneous team.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 0%, 11%, 34%, 33%, 22%

f. Multicultural team is more creative than homogeneous team.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 11%, 0%, 22%, 45%, 22%
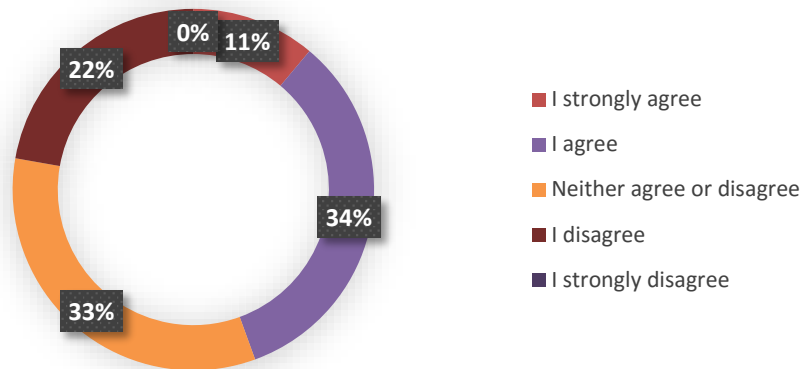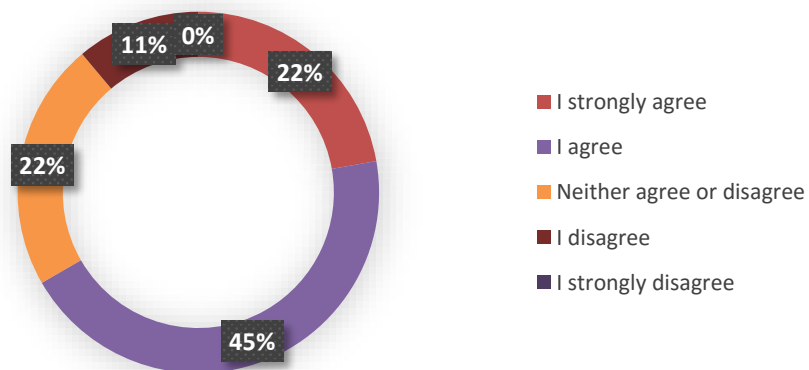
g. Multicultural team has broader perspective and hence can solve problems faster than a homogeneous team.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

h. Multicultural team provides better solutions to problems than a homogeneous team.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

i. Multicultural team is more effective than a homogeneous team.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

2) Which of the following problems is the most significant in the multicultural teams?



- different communication style
- lack of trust
- language
- different cultural background

22%  56%  11%  11%
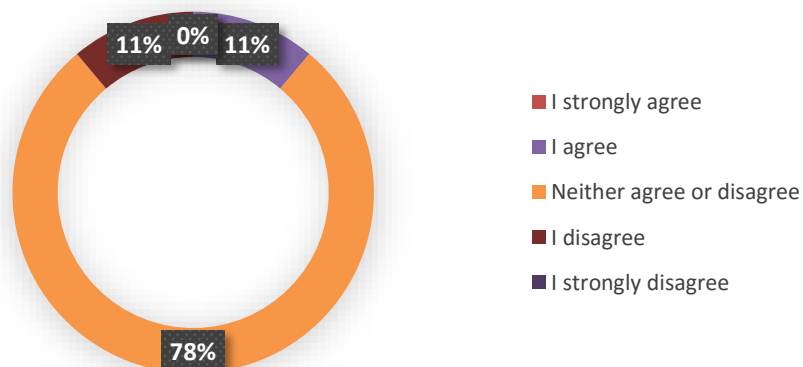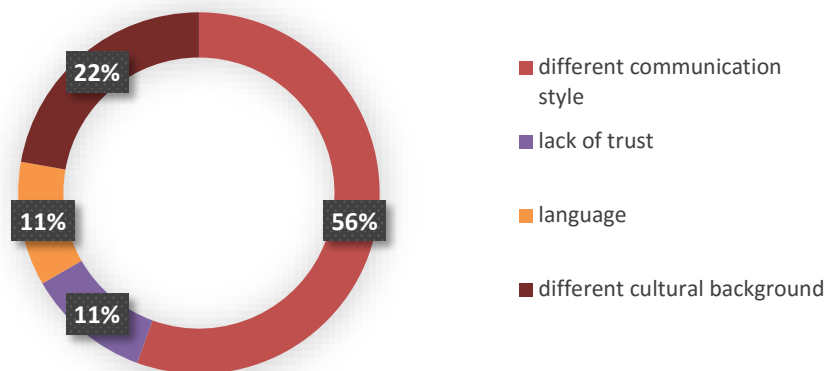
3) Please state the level of agreement with the following statements:
   a. Team leader has a key role in a performance of a multicultural team.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

11%  0%  45%  44%
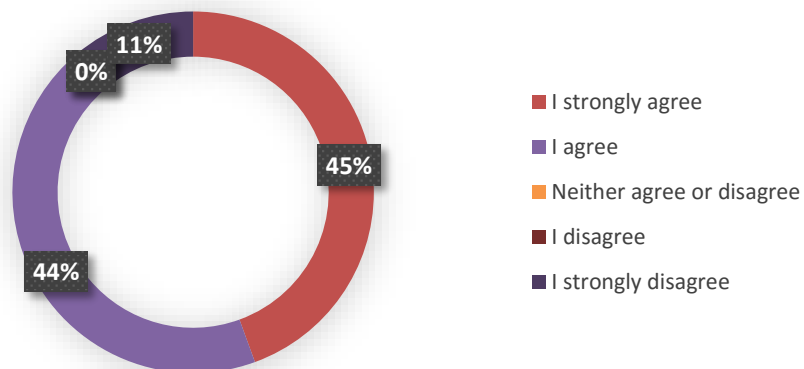
   b. Good team leader can mitigate the differences among multicultural team members.

Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 45%, 44%, 0%, 11%, 0%
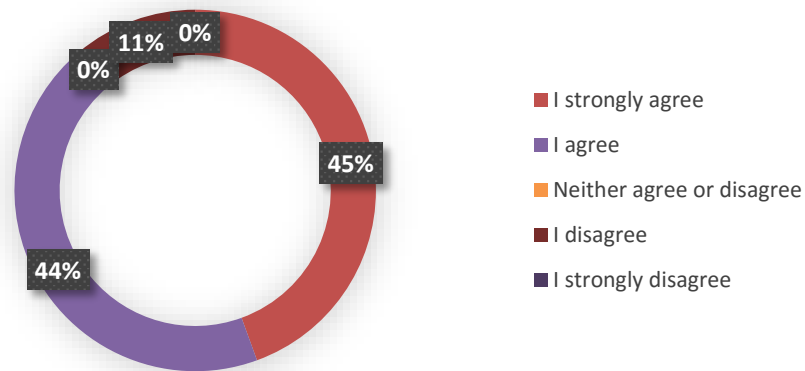
c. Good team leader can mitigate problems and conflicts caused by cultural diversity in a multicultural team.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 45%, 44%, 0%, 11%, 0%
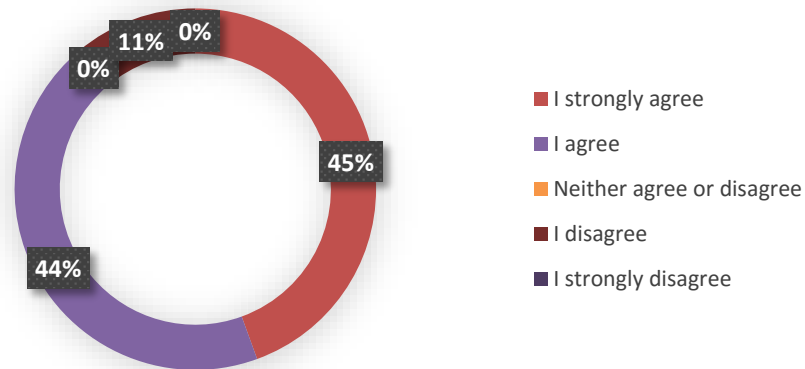
4) Please state the level of agreement with the following statements:

a. I am satisfied with the leadership style of my manager.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Chart values: 11%, 67%, 11%, 11%, 0%

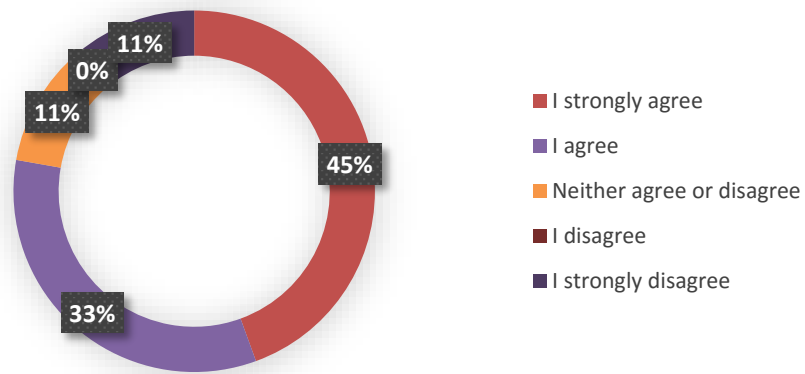b. My manager works well with cultural differences among team members.



c. My manager inspires me by going beyond his own interest and focusing on the interests of the whole team.
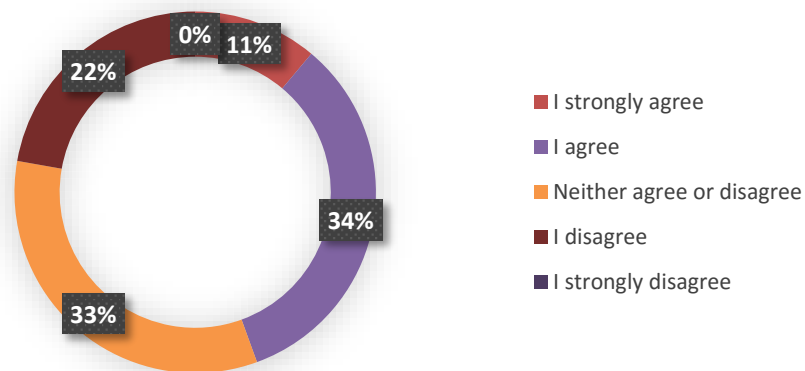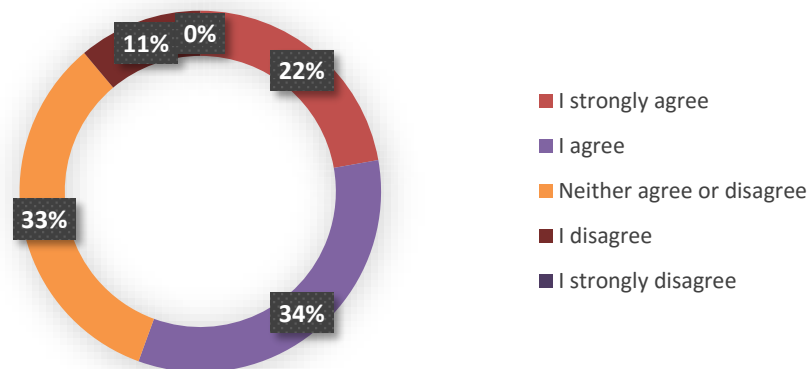


d. My manager manifests consciousness, self-control, high moral judgment and optimism.
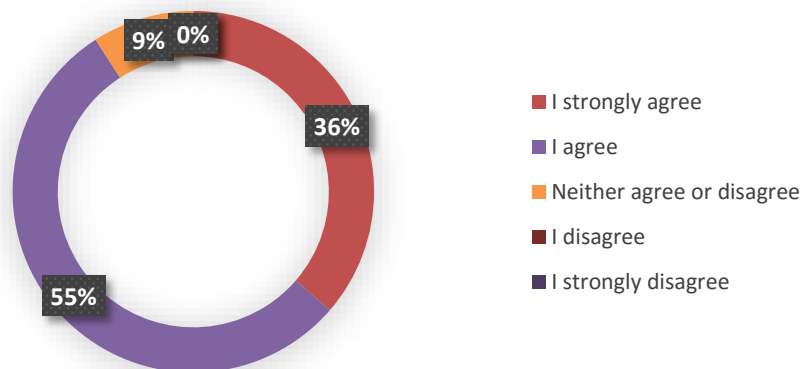


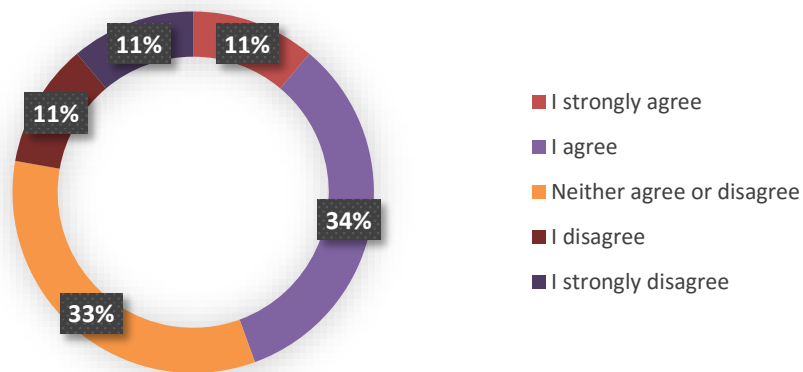e. My manager provides vision, shares goals and clarify our directions.

Chart showing responses:
- I strongly agree: 45%
- I agree: 33%
- Neither agree or disagree: 11%
- I disagree: 0%
- I strongly disagree: 11%
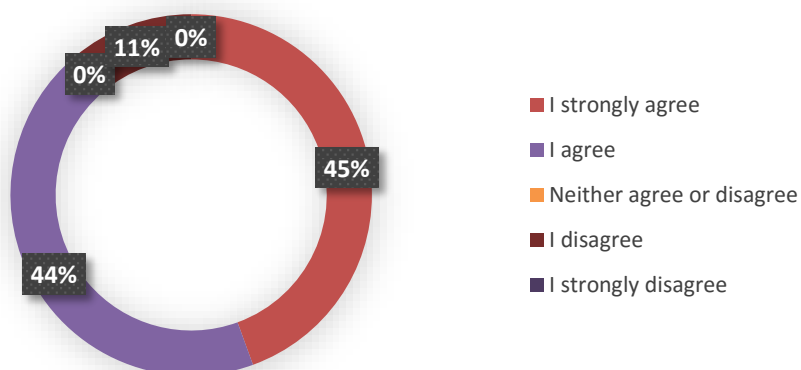
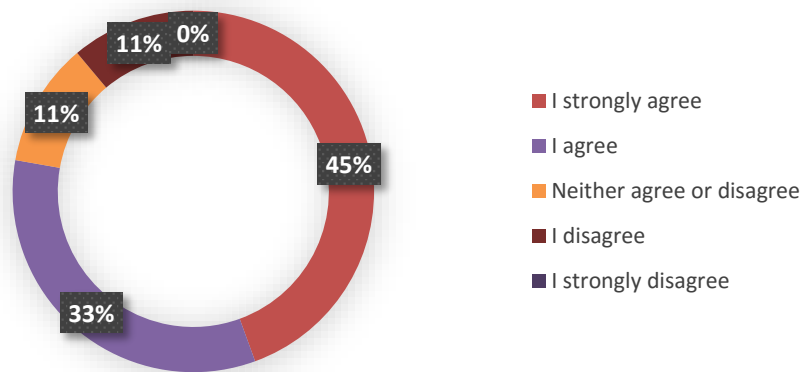f. My manager encourages me to think about old problems in a new way and encourages creativity and innovation.



Chart showing responses:
- I strongly agree: 22%
- I agree: 34%
- Neither agree or disagree: 33%
- I disagree: 11%
- I strongly disagree: 0%

g. My manager treats team members individually.



Chart showing responses:
- I strongly agree: 36%
- I agree: 55%
- Neither agree or disagree: 9%
- I disagree: 0%
- I strongly disagree: 0%

h. My manager helps me to maximize and develop my full potential.

| | |
|---|---|
| ■ I strongly agree | |
| ■ I agree | |
| ■ Neither agree or disagree | |
| ■ I disagree | |
| ■ I strongly disagree | |

i.    I am recognized by my manager when doing a good job.



| | |
|---|---|
| ■ I strongly agree | |
| ■ I agree | |
| ■ Neither agree or disagree | |
| ■ I disagree | |
| ■ I strongly disagree | |

j.    My manager imposes sanctions on me when I perform under standards or work inefficiently.



| | |
|---|---|
| ■ I strongly agree | |
| ■ I agree | |
| ■ Neither agree or disagree | |
| ■ I disagree | |
| ■ I strongly disagree | |
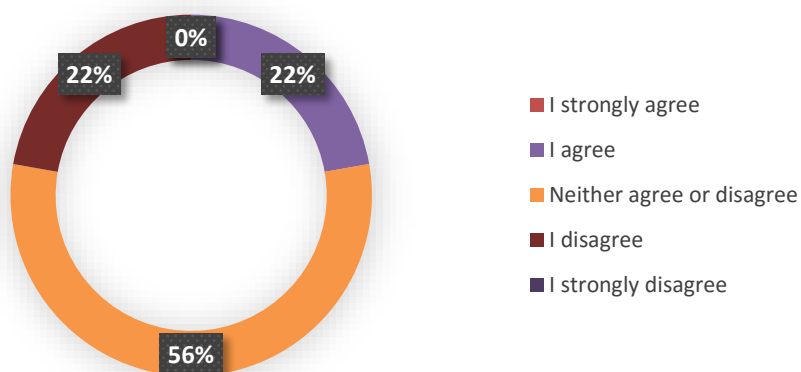
k.  My manager waits until the problems are serious to take corrective actions.
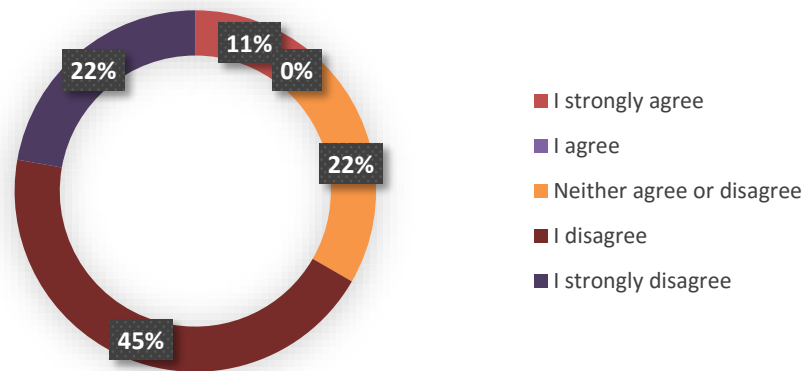


- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

11%  0%  22%  45%  22%

l.  My manager avoids approaching important problems.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

0%  22%  45%  33%

m.  My manager inspires me to make extra effort when working.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

11%  11%  0%  45%  33%

n.  My manager represents our team and our team's objectives well in front of higher authority.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

o.  My manager improves my satisfaction in the work.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

p.  My manager improves our team cohesion.



- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree
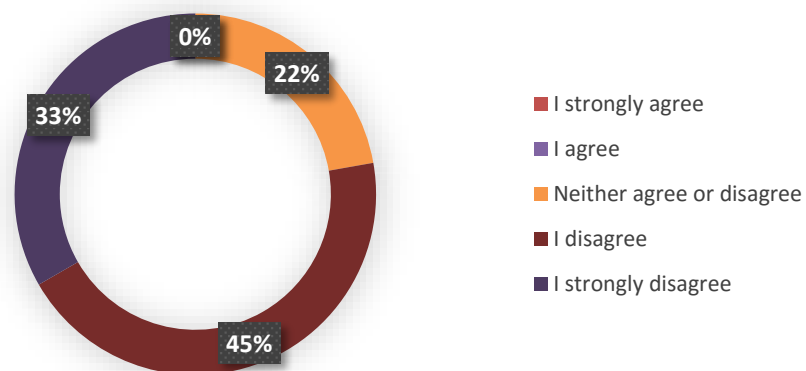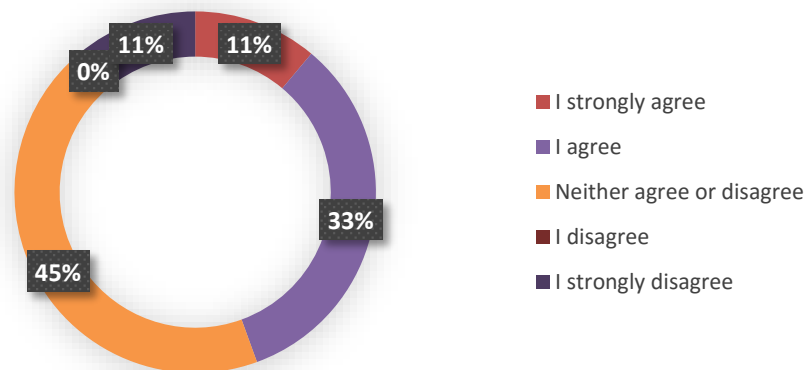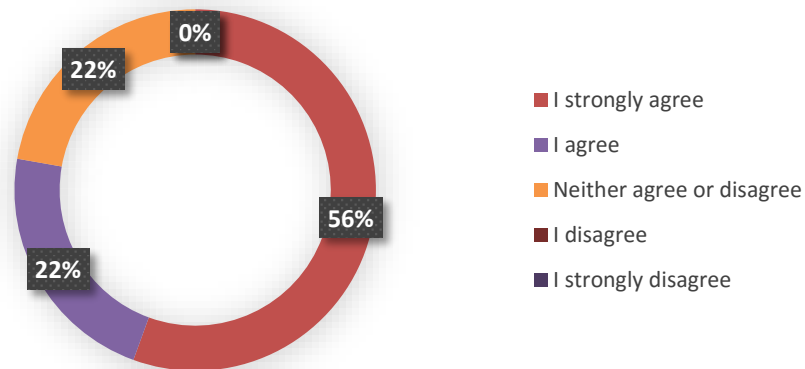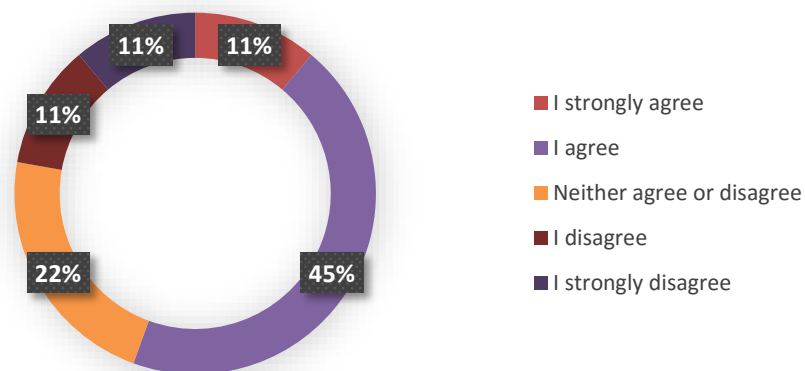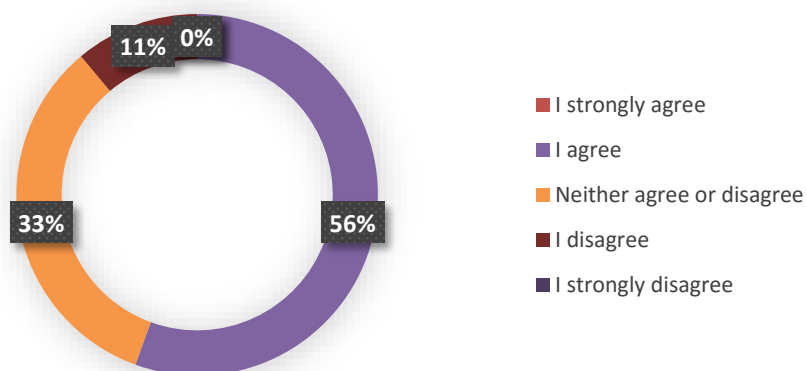
5) What do you think influences the most how people behave in the work place?

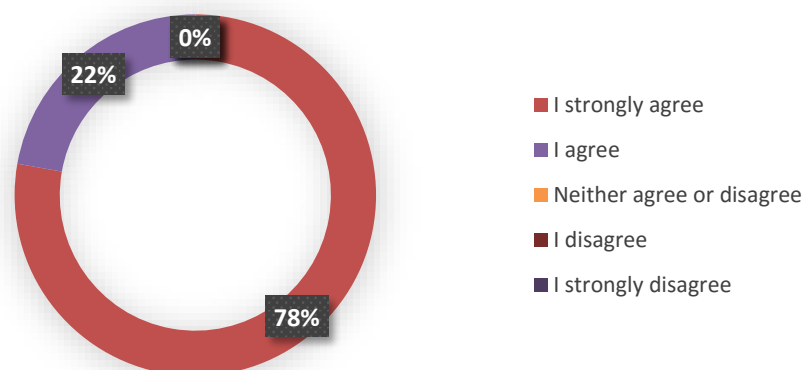The summary of some responses is provided:
- Corporate culture
- Company guidelines and policies
- Education
- Culture
- Individual moral principles
- Job satisfaction
- Money
- Team culture
- Family

6) Please state the level of agreement with the following statements:
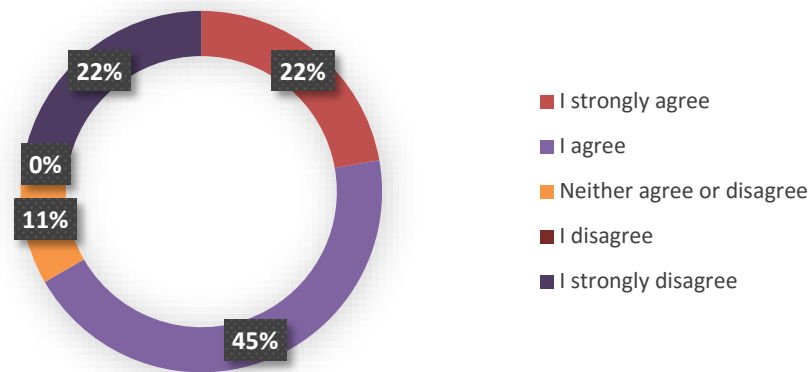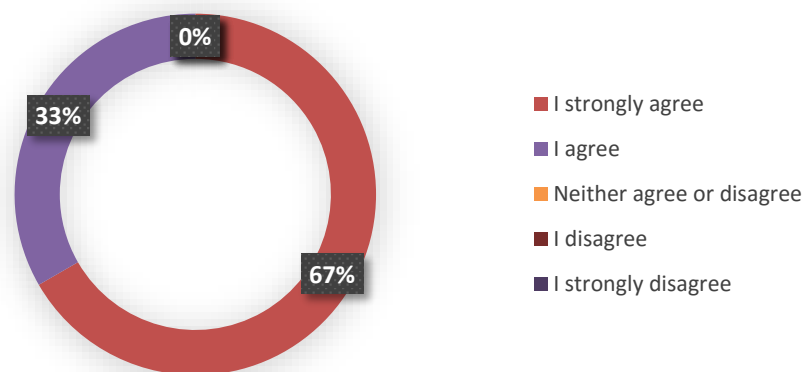    a. Cultural background plays a key role in a people behavior.
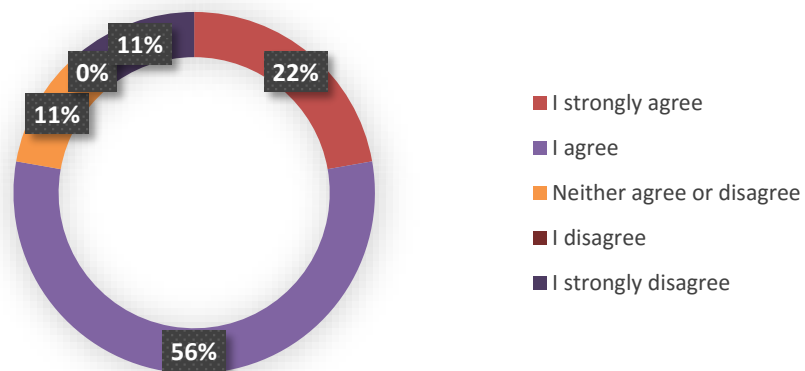


    b. Personality plays a key role in a people behavior.

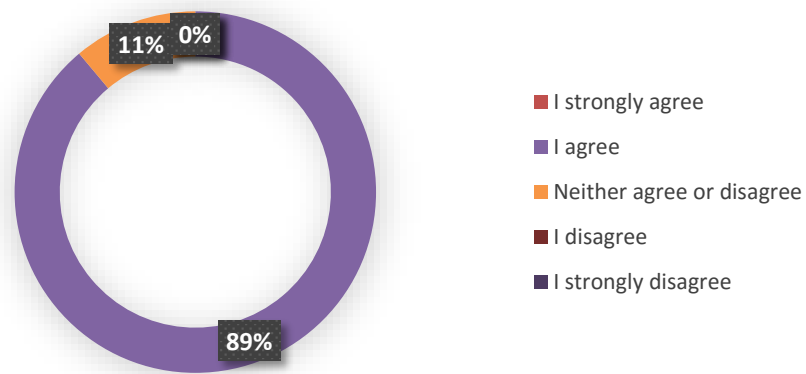c. Cultural background of the team members influences the team performance.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

(22%, 22%, 0%, 11%, 45%)

d. Personality of the team members influences the team performance.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
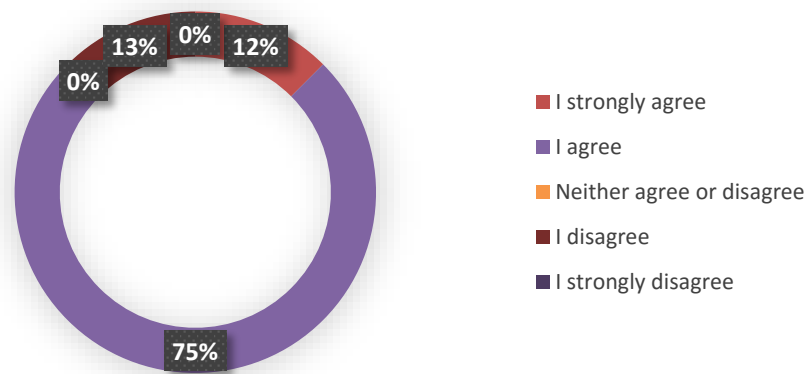- I disagree
- I strongly disagree

(0%, 33%, 67%)

7) Please state the level of agreement with the following statements:

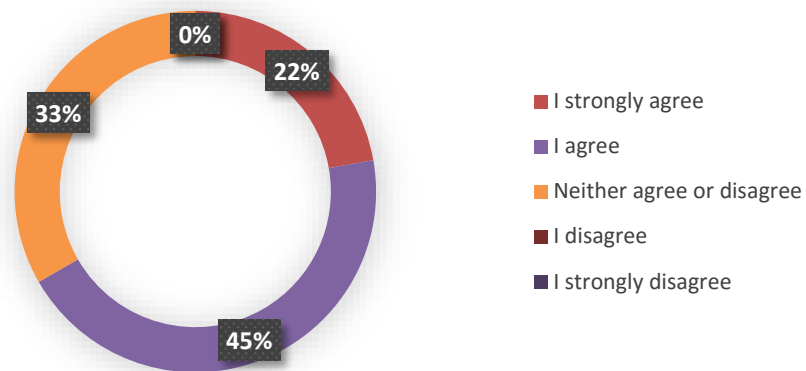a. Differences among national cultures are becoming smaller and smaller.

Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Values: 0%, 11%, 89%

b.  National cultures are changing thanks to the globalization.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Values: 12%, 0%, 13%, 0%, 75%

c.  Globalization has positive effect on national cultures.



Legend:
- I strongly agree
- I agree
- Neither agree or disagree
- I disagree
- I strongly disagree

Values: 11%, 11%, 11%, 34%, 33%, 11%
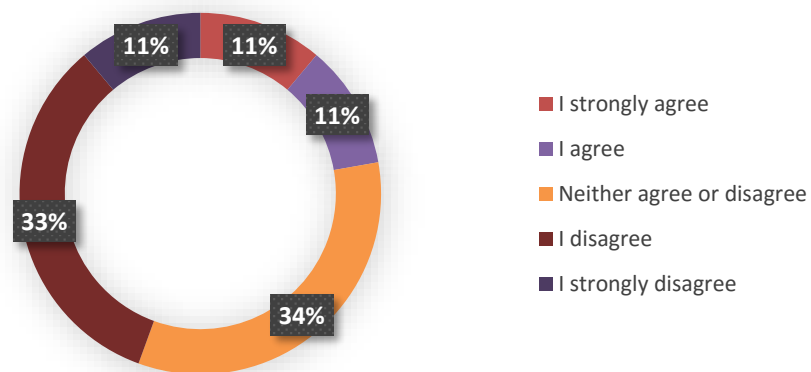
d.  Traditional aspects of my national culture are adapting to the changing environment.



8)  What is your age?