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INCLUSIVE MANAGEMENT IN A DIVERSIFIED CULTURAL ENVIRONMENT

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ABSTRACT: The aim of this article is to diagnose the level of inclusion in the management of representatives of other cultures. This article introduces the idea of inclusive management, develops a model of inclusive management of an organisation in a cultural aspect, and applies the Inclusive Management Scale – an original research tool which can be used to diagnose the level of inclusion in management in the following dimensions: cognitive, affective and behavioural, and enables precise indication of strengths and weaknesses in a given area. The results of research conducted in 452 organisations based in Poland are presented. The research shows that Polish managers, with regard to the behavioural and affective dimensions, are at the first level of ethnorelativism. It should be noted that they tend to accept representatives of other cultures and undertake cooperation in spite of differences but do not have sufficient knowledge and determination on how to manage in a fully inclusive manner. Their knowledge of how to adapt and integrate foreigners should be improved. On a cognitive level, they are in a transitional phase between ethnocentric and ethnorelativist approaches to managing culturally different people. It has also been observed that managers of large organisations are more willing and better prepared to manage inclusively than managers of smaller entities.

KEYWORDS: inclusive management, model of culturally inclusive organisational management

Introduction

We are now witnessing a new wave of entrepreneurs who recognise the issues of diversity and inclusion. Inclusive management is an approach to organisations that aims to create a work environment in which employees, regardless of their identity, cultural or personal differences, have equal access to opportunities and resources and participate actively in decision-making processes (April, 2007; Vohra et al., 2015; Popper-Giveon & Keshet, 2021). Over the past few years, inclusive management has become an issue of increasing importance in science and business practice (Przytuła, 2020).

The intensification of international movements increased geographic and occupational mobility of employees, and demographic changes are resulting in an increasingly diversified work environment (Sułkowski & Chmielecki, 2017; Szydło, 2018; Cheng et al., 2020; Zhu et al., 2022). As a consequence, organisations are increasingly operating in a multicultural environment and benefiting from the work input of an increasingly culturally diversified workforce (Skapinker, 2001; Beugelsdijk et al., 2018; Szpilko et al., 2022). This is evidenced by the number of foreigners insured with the Polish Social Insurance Institution, which stood at 1.097 million at the end of July 2023 (Money.pl, 2023). The increasing cultural diversity of Polish society poses new challenges for those who include culturally different people in their occupational and professional activities.

This article aims to diagnose the level of inclusion in the management of representatives of other cultures. It introduces the idea of inclusive management, develops a model of culturally inclusive organisational management, and presents an author's research tool and the results of research conducted in 452 organisations based in Poland. The distinguishing feature of these entities is that they employ representatives of other cultures.

Literature review

The words 'diversity' and 'inclusion' are increasingly, and on a larger scale, permeating business rhetoric (April, 2007). Indeed, diversity and inclusion are sometimes seen as synonymous. However, the impact of each as a strategic imperative is significantly different. The fundamental divergence between diversity and inclusion is that diversity orientates its optics around 'who?' and 'what?': who is recruited and promoted? Etc. Diversity is often a 'percentage game', where organisations have to frantically recruit distinctly different people to meet targets or quotas. The business justification for hiring from other cultures is also linked to the way a company operates in the external environment and its ability to operate globally. Inclusion, on the other hand, refers to the 'how?'

It is behaviour that welcomes and embraces diversity. It is about empowering employees by respecting and valuing what makes them different in terms of age, gender, ethnicity, religion, disability, sexual orientation, education and national origin. The inclusion process involves each person and makes people feel valued and essential to the success of the organisation (Thomas & Ely, 1996; Dass & Parker, 1999; Davidson & Ferdman, 2001; Holvino et al., 2004; Shore et al., 2011; Yang & Konrad, 2011; Hays-Thomas et al., 2012; Hays-Thomas & Bendick, 2013; Nishi, 2013; Dahl, 2014; Derven, 2014; Daya, 2014; Levy et al., 2015; Przytuła, 2020).

Diversity is a multifaceted, contextual and multidimensional construct (Cooper, 2004; Zanoni & Janssens, 2004; De Anca & Vazquez, 2007; DiTomaso et al., 2007; Joshi & Roh, 2009; Gonzalez, 2010; Olsen & Martins, 2012; Gotsis & Kortezi, 2013). This phenomenon is associated with both harmful and beneficial outcomes. It can signify differences in social identity activated by various factors (van Knippenberg et al., 2011), which in turn foster stereotypes, lack of communication, irritation, frustration, decreased levels of cooperation and conflict (Pelled et al., 1999; van Knippenberg et al., 2004). In contrast to these relational aspects of diversity, which can potentially be dysfunctional, task-related diversity generates new perspectives and brings new insights to the group, thereby increasing creativity, innovative thinking, problem-solving ability and the quality of decision-making (Bell et al., 2011).

Achieving diversity in an organisation is a technical and complex problem, but experiencing inclusion is an adaptive and complex problem. Diversity is an outcome, and inclusion is a process. While diversity can be achieved by employing various people in an organisation, inclusion is a process involving a change of mindset in the organisation. Inclusion is a kind of organisational effort that involves accepting and treating people and groups from different backgrounds appropriately. These differences may be obvious, such as national origin, age, race and ethnicity, religion, beliefs, gender, marital status and socio-economic status, or they may be secondary and result from education, training, work experience, positions held, etc. (Nembhard & Edmondson, 2006; Mitchell et al., 2015; Randel et al., 2016; Jonasson et al., 2018). Diversity can be said to be a mixture of many loose, unrelated components, and inclusion makes the individual components of this mixture work well together and complement each other.

Several definitions of inclusion are given in the table 1.

Deloitte reports conclude that diversity alone without an inclusive organisational culture is ineffective (Deloitte, 2018, 2023). Inclusive cultures, therefore, create a work environment in which all opinions are valued and all personnel actions, e.g. hiring, motivating, developing and appraising employees, are carried out in a fair, equitable and impartial manner.

Table 1. Definitions of inclusion in the literature

Author	Definition
Flyvberg (1998)	is not an end state, but a continuous process, like the continuous process of building a democratic community
Miller (1998)	an organisational approach that allows employees to participate in and fully contribute to its various areas of activity
Pelled et al. (1999)	is the extent to which an employee is accepted and treated as 'their own' by other participants in the organisation. Inclusive action is also about removing obstacles and barriers that prevent the employee from fully participating and engaging in the workplace
Mor Barak (2000)	employee perception of inclusion–exclusion is conceptualized as a continuum of the degree to which individuals feel a part of critical organizational processes
Burnett (2003)	a practice that recognises the diversity, and the new meaning that participants bring to the company in creating a working environment that encourages the effective use of different potentials and skills
Holvino et al. (2004)	equality, justice, and full participation at both the group and individual levels, so that members of different groups not only have equal access to opportunities, decision-making, and positions of power, but they are actively sought out because of their differences
Roberson (2006)	the removal of obstacles to the full participation and contribution of employees in organizations
April (2007)	the process of enhancing and enabling the development of employees' natural and individual needs, taking care of their personal goals, which can be achieved without detriment to others and the organisation
Avery et al. (2008)	involving all employees in the mission and functioning of the organisation according to their individual talents and potentials
Quick and Feldman (2011)	is oriented to making connections among people, across issues, and over time. It is an expansive and ongoing framework for interaction that uses the opportunities to take action on specific items as a means of intentionally creating a community engaged
ENEI (2017)	inclusion takes place where difference is seen as a potential to benefit and where there is a belief that different perspectives and experiences should be exchanged, exposed, because they contribute to better decision-making
Przytuła (2020)	behaviour that welcomes and embraces diversity. It is about empowering employees by respecting and valuing what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education and national origin. The inclusion process involves each person and makes people feel valued and essential to the success of the organisation

Source: authors' work based on Przytuła (2020).

Organisations that are really serious about inclusion take a systemic approach. Inclusion is not just awareness training; it has to cover all areas and address the internal (employee) as well as the external (customer/supplier) interface. April (2007) identifies the factors that need to be in place for an organisation to accept inclusion:

- leadership (the belief that inclusion is a key business imperative),
- organisational culture (creating an environment of inclusive development),
- inclusive values (respect, empathy, knowledge, development),
- communication (clear, inclusive messages).

The ability to recognise and promote the uniqueness of different groups of diversified staff is not only considered crucial in improving performance but also an imperative that organisations can no longer ignore (Vohra et al., 2015). In inclusive organisations, non-traditional employees are not expected to simply assimilate to the dominant norms (Davidson & Ferdman, 2001). Attempts to create inclusive workplaces must take into account individual differences, needs and perceptions and focus on creating structures, systems and processes that make people feel valued and treated equally (Ferdman & Davidson, 2002).

This article considers only one aspect of diversity, focusing on cultural differences.

A bibliometric analysis was carried out to explore the issue better. Publications available in the Scopus and Web of Science databases were used. Publications containing the phrases 'inclusive management' and 'cultural diversity' in the title were included. This limitation was made after the analysis of the initial search results, which included publications containing the indicated phrases in the title, abstract or keywords. The selected inclusion criteria were then applied. Materials published in English between 1990 and 2023 were searched. Articles, conference proceedings, books, book chapters, reviews and early access were included. Other publication types (editorials, retracted publications, data documents, conference reviews, notes, letters, undefined) were discarded. A search for terms in titles, abstracts and keywords yielded 265 records in Scopus and 254 in Web of Science. Consequently, the focus was on 225 publications.

An increase in interest in the topic has been observed since 2015. Those interested in this topic come mainly from the USA, Australia, the UK and Canada. However, it should be emphasised that the topic of inclusive management in relation to cultural aspects is not strongly explored by researchers. In this aspect, it would make sense to fill the research gap.

The next step was to present a graphical representation of the most frequent keywords and a map reflecting the co-occurrence of keywords in the analysed set of publications. VOSviewer software was used to build the map (Figure 1).

The map shows six clusters indicated by individual colours. The clusters cover such issues as:

- red cluster: contains 18 keywords, i.e. sustainable management, decision-making, participatory approach, knowledge or social inclusion (Feldman et al., 2009; Ainscow & Sandill, 2010; Schneid et al., 2015; Mor Barak, 2016; Shore et al., 2018; Ainscow, 2020),
- green cluster: includes 18 keywords, i.e. cultural diversity, cultural competence, organisational culture, responsibility, prejudice (Groff, 2002; King & Howard-Hamilton, 2003; Adair, 2013; Chen, 2014; Deardorff, 2015; Solhaug

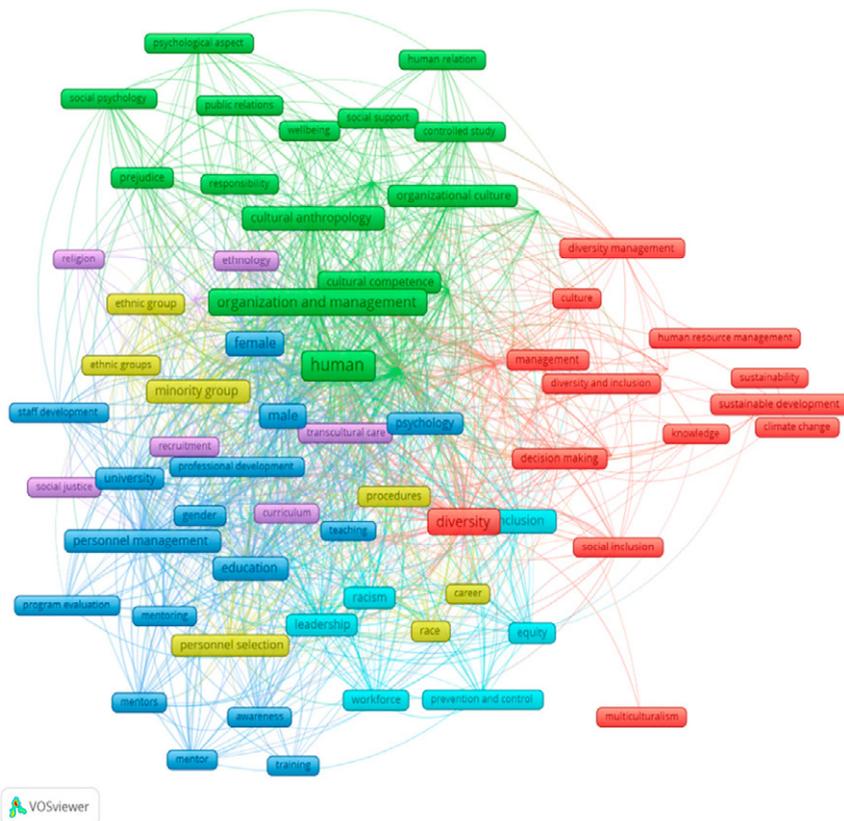


Figure 1. Map of co-occurrence of keywords on inclusive management and cultural diversity
Source: authors' work using VOSviewer software (version 1.6.19).

& Osler, 2017; Metters, 2017; Szydło & Grześ-Bukłaho, 2020; Bhawuk, 2021; Arnett, 2023; Johannessen et al., 2023),

- blue cluster: clusters 16 keywords, i.e. mentoring, training, evaluation programmes, and education (Blackmore, 2006; Chavez & Weisinger, 2008; DeMatthews et al., 2020; Britton, 2020; Gómez-Hurtado et al., 2021; Yildirim, 2021),
- yellow cluster: contains 7 keywords, i.e. ethical issues, minority groups, procedures (Sims & Brinkman, 2002; van Dijk et al., 2012; Popper-Giveon et al., 2014; Decker & van Quaquebeke, 2015; Mor Barak, 2015; Kelemen et al., 2020),
- purple cluster: includes 6 keywords, i.e. CV, recruitment, justice (Czerniawska & Szydło, 2020; Wilkinson et al., 2023),
- light blue cluster: focuses on 6 keywords, i.e. workforce, racism, and leadership (Leithwood, 2005; Nishii & Mayer, 2009; Carmeli et al., 2010; Cottrill et al., 2014; Boekhorst, 2015; Cooke et al., 2019; Adams et al., 2020).

It can be seen that the issues of inclusive management in a culturally diversified environment relate to competence, knowledge, education, responsible decision-making and ethical management.

Based on the literature analysis, inclusive management was considered to be the conscious inclusion of representatives of other cultures in initiatives and bottom-up activities that create the culture of the organisation. This concept can be linked to issues, i.e. intercultural competence (Matsumoto & Hwang, 2013), intercultural communication (Chen, 2014), cultural intelligence (Earley & Ang, 2003), intercultural sensitivity (Chen & Starosta, 1997), intercultural effectiveness (Chen, 2009) or intercultural maturity (Perez et al., 2015). The key to achieving cultural inclusion in an organisation is:

- 1) in the cognitive dimension: knowing how to integrate representatives of other cultures into the rest of the organisation, having a strategy for managing cultural diversity, spreading knowledge of cultural differences, access to knowledge for all employees, and having adaptation programmes (Dai & Chen, 2022),
- 2) in the affective dimension: willingness to integrate representatives of other cultures into the rest of the organisation, positive attitude towards representatives of other cultures based on respect, empathy, and fairness in organisational processes (Chen & Starosta, 1997; Fritz et al., 2005; Korczyński & Świdzińska, 2017),
- 3) in the behavioural dimension: the ability to integrate representatives of other cultures into the rest of the organisation and to benefit from their potential; having an anti-discrimination procedure, tools for internal communication and dialogue with representatives of other cultures (Adair et al., 2013; Chen, 2014; Przytuła, 2020).

Inclusive management is a comprehensive process that requires the involvement of the entire organisation. It is crucial to embrace diversity, promote openness and a culture that respects differences, and work to ensure equality of opportunity and capability in all aspects of working life in the organisation (Moczyłowska et al., 2017; Mączyński et al., 2019; Przytuła & Sułkowski, 2021).

Methodology: The Inclusive Management Model and Scale in relation to the cultural aspect

Inclusive management provides a response to global challenges. Therefore, an author's model of inclusive management has been developed in relation to cultural aspects (Figure 2).

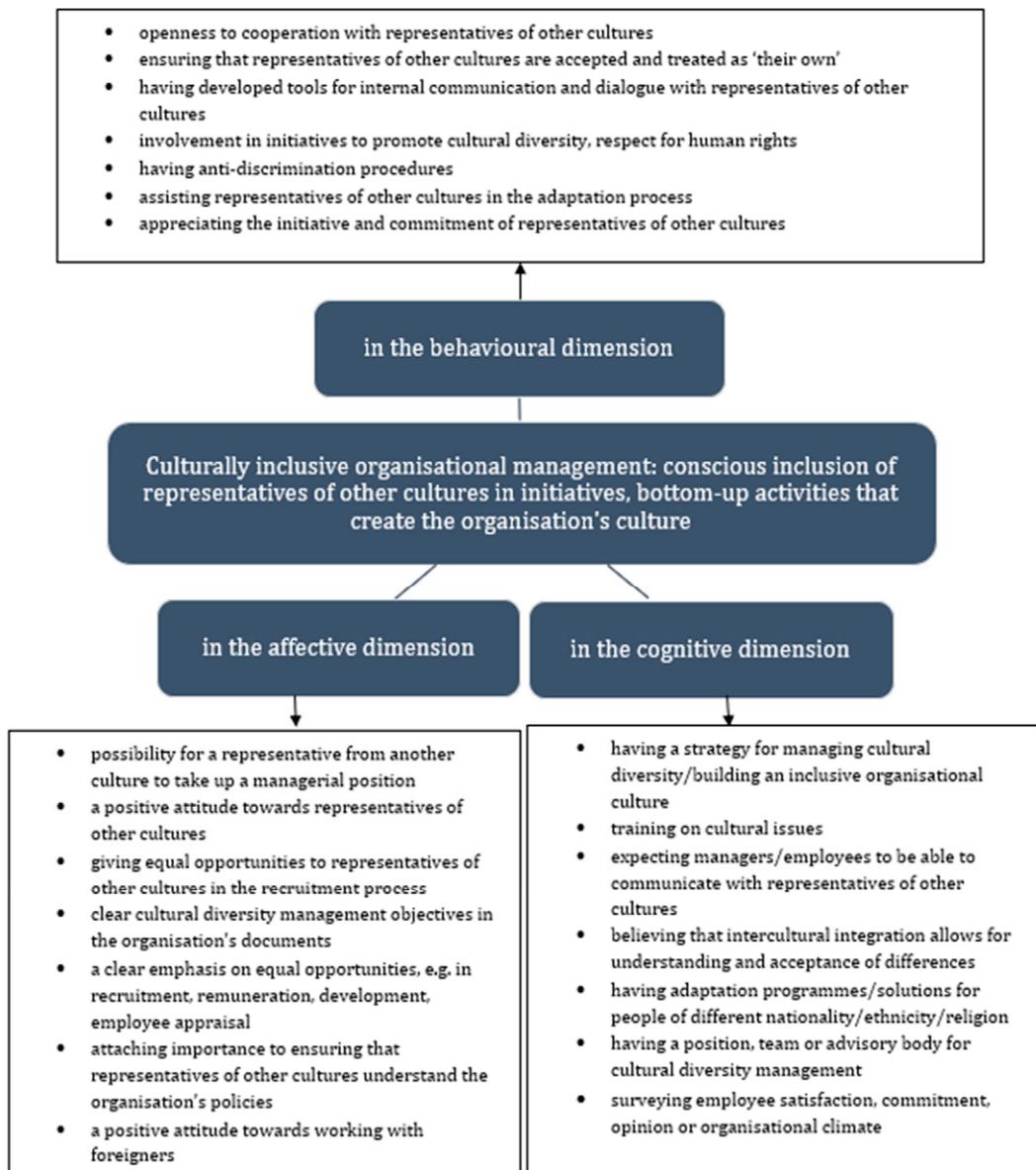


Figure 2. A model of culturally inclusive organisational management

Based on Chen and Starosta's (1996) model of intercultural communication, a culturally inclusive management model was constructed. The focus was on three dimensions, as creating an inclusive climate in an organisation relates to willingness, knowledge and skills. Inclusive management entails recognising differences at different levels while finding ways to work together.

An author’s tool, the Inclusive Management Scale, was also used to diagnose the level of inclusivity in the management of an organisation in the cultural area.

The survey questionnaire contains 21 statements that define 3 dimensions (7 statements for each dimension):

- cognitive (statements: 3, 5, 7, 10, 13, 16, 20),
- affective (statements: 2, 6, 8, 11, 14, 17, 21),
- behavioural (statements: 1, 4, 9, 12, 15, 18, 19).

Respondents’ task was to mark – next to each statement – one of the seven responses, listed on the Likert scale from ‘strongly disagree’ to ‘strongly agree’. The indicators ranged from 21 to 147. The higher the indicator, the more effective the inclusion of culturally different people in the organisational culture.

The Cronbach’s alpha index was used to calculate the reliability of the sub-scales. It turned out that for the cognitive dimension, Cronbach’s alpha was 0.87, for the affective dimension 0.85 and for the behavioural dimension 0.86.

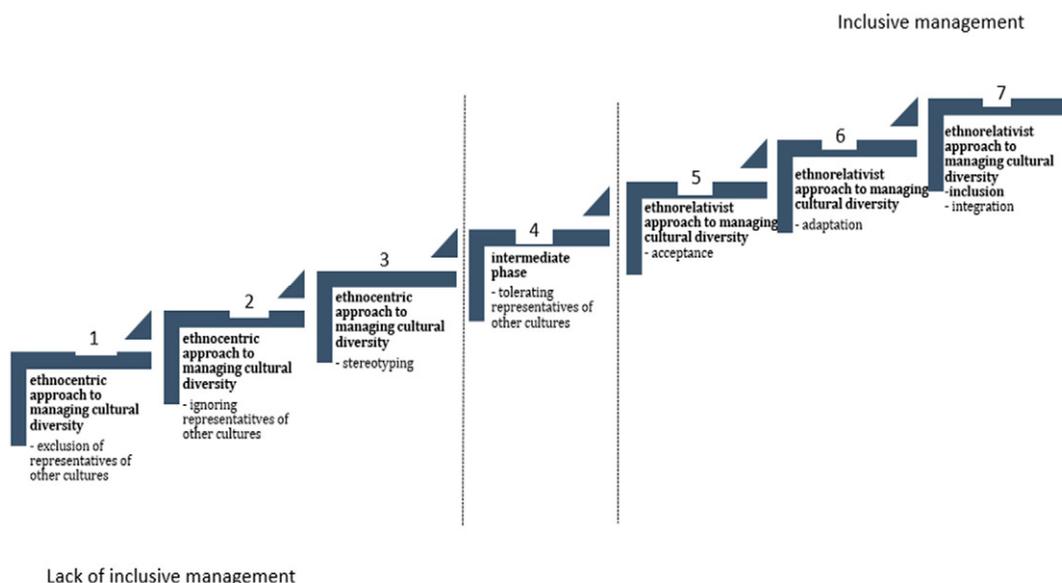


Figure 3. Levels of inclusive management

It was recognised that a lack of inclusion in management is expressed in the exclusion of representatives of other cultures or in the mistreatment of culturally different people. The reason for this may be ethnocentric thinking based on stereotypes. Often, in the case of cultural minorities (i.e. racial, ethnic and national minorities), whose identity is not only different but often associated with a lower status, the dilemma is whether their difference should be emphasised (Phillips et al., 2009). On the other hand, the expression of cultural identity may increase inclusive behaviour compared to the alternative starting point of downplaying

cultural identity (Arnett, 2023). Inclusive management aims to integrate representatives of other cultures, taking into account observed differences. Figure 3 illustrates the levels of inclusion in culturally inclusive management.

The results of the research can be interpreted by moving the Likert scale to seven levels of inclusion in management. Culturally inclusive management starts with the fourth level. The first three exclude representatives of other cultures from the organisational environment, or if they even find themselves in it, they are doomed to receive unfriendly treatment from other organisational representatives. An atmosphere of fear of the 'outsider' can be observed in the company. The last level of ethnocentrism is based on stereotypical thinking. Managers have laconic knowledge of culturally different people and use simplistic thought patterns. The intermediate stage concerns tolerating foreigners and rationalising to oneself their legitimacy to function in the company. In the next stage, during cognition, there is a process of becoming accustomed to diversity, acquiring experience resulting from frequent interactions with representatives of other cultures, knowledge of cultural contexts, or intercultural competence. The next levels are acceptance of culturally different people, assistance in adaptation to the new environment and finally, integration. Inclusion is the highest level of diversity management. Pless and Maak (2004) emphasise that when we talk about a culture of inclusion, we think of an organisational environment where diversified voices are respected and heard, different viewpoints, perspectives and approaches are valued, and everyone is encouraged to make a unique and meaningful contribution.

Research on diversity in work groups supports the prediction that responses to diversity are effectively based on diversity beliefs, i.e. the extent to which individuals believe in the intrinsic value of diversity (van Knippenberg et al., 2007). Consequently, diversity strategies should aim to promote an ideal inclusive workplace (Mor Barak, 2011), in which members of minority groups would have the opportunity to realise their full potential in relation to shared organisational goals.

Managers are those who primarily create the conditions for cooperation with representatives of other cultures. Thus, the following research question was posed:

- What is the level of inclusion in the management of representatives of other cultures in organisations based in Poland in the following dimensions: cognitive, affective and behavioural?

The research hypothesis is as follows:

- H1: Polish-based organisations are characterised by moderate levels of inclusion in the management of representatives of other cultures in cognitive, affective and behavioural dimensions.

This study also looks for the relationship between organisational size and inclusive management. The following research question is formulated:

- To what extent is the size of the organisation a differentiating factor at the level of inclusion in the management of representatives of other cultures?

Large organisations usually have an extensive training system that responds to market needs and formalised guidelines for dealing with different situations. It can be assumed that issues relating to cultural aspects are increasingly being explored in this type of organisation. This line of thinking was a contribution to the construction of another hypothesis:

- H2: The larger the organisation, the higher the level of inclusion in the management of representatives of other cultures.

Characteristics of the research sample

The survey was conducted in 2023 using the CAWI technique. The study comprised 3 stages.

- Stage 1 – distributing inquiries regarding the interest and ability to participate in the study to 1684 companies (940 small, 552 medium, and 192 large).

It should be emphasised that small enterprises constitute a significant majority of organisations operating in Poland; therefore, efforts were made to replicate the appropriate proportions (GUS, 2023; Skowrońska, 2023). The filtering question concerned the employment of representatives from other cultures in the organisation.

- Stage 2 – getting a positive response from 452 companies (189 large, 159 medium and 104 small).

It is important to emphasise that at the time of sending inquiries about the possibility of participating in the study, the structural proportion was maintained. However, significantly fewer responses were obtained from medium and small companies. A large number of representatives from small and medium-sized companies reported that they lacked experience in intercultural interactions.

- Stage 3 – conduct of research.

It was attended by 452 managers working in companies employing representatives of other cultures, of which 53% were women, 46% were men, and 1% pointed to another gender or did not want to answer. In terms of seniority in managerial positions, 37% were those with between one and five years of seniority, and 37% were those with between six and ten years of seniority. More experienced managers accounted for 21%, while the least experienced accounted for only 5%. It should be noted that the entire area of Poland (all voivodeships) and various industries were taken into account. A significant variable in the study was the size of the organisation. The largest percentage was represented by large organisations – 42% (with more than 250 employees), followed by medium-sized organisations – 35% (with 50 to 249 employees) and small organisations – 23% (with 10 to 50 employees).

Research results

The management staff were asked to tick one of seven responses next to each statement, which are listed on the Likert scale from 'strongly disagree' to 'strongly agree'. The indicators range from 21 to 147. The higher the indicator, the greater the acceptance of inclusion in management. Moderate acceptance can be said to exist when scores are between 4 and 5, below 4 – low, above 5 – relatively high, and 7 – high.

In light of the results obtained in the research, it should be concluded that Polish managers, with regard to the cognitive dimension, showed a moderate acceptance of inclusion in management (mean: 4.65). A relatively large number of organisations have strategies for managing cultural diversity/building an inclusive organisational culture (mean: 4.85). Respondents felt that their organisations were more likely to have an understanding and acceptance of intercultural inclusion (mean: 5.11). However, regarding training on cultural issues, management representatives were more critical (mean: 4.18). Expectations in relation to the ability to communicate with representatives of other cultures (mean: 5.0) do not match the possibility of obtaining sufficient knowledge in this area. Slightly more than half of the organisations have adaptation programmes/solutions for people of different nationality/ethnicities/religions (mean: 4.62), and a spokesperson, a team or an advisory body for cultural diversity management (mean: 4.20). Also moderately frequent are surveys of satisfaction, commitment, employee and employee opinions or organisational climate (mean: 4.60).

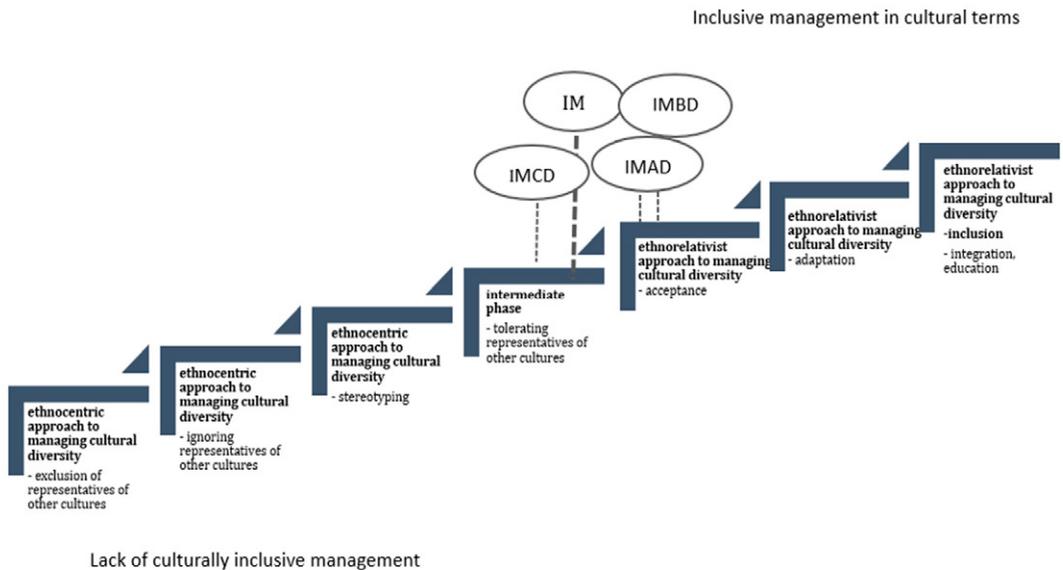
For the affective dimension, the mean was slightly higher than for the cognitive dimension (5.07). Respondents felt that in their organisations, it was more likely that a representative from another culture could take up a managerial position (mean: 5.20), that employees had a positive attitude towards foreigners (mean: 5.15), that equal opportunities were emphasised, e.g. in recruitment, remuneration, development, employee appraisal (mean: 5.02) and that there was a belief that working with culturally different people brought more benefit than harm (mean: 5.05). To a moderate extent, they considered that organisations, by recruiting representatives from other cultures, increase the chance of attracting competent people (mean: 5.05). It should be noted that in about half of the surveyed entities, clearly defined objectives related to cultural diversity management can be found (mean: 4.58). Respondents gave a similar response regarding the importance of the need for representatives of other cultures to understand the rules in organisations (mean: 4.54).

With regard to the behavioural dimension, respondents showed a slightly higher level of acceptance of inclusion in management than for the previous two dimensions (mean: 5.14). They considered their organisations to be rather open to cooperation with foreigners (mean: 5.58), to ensure that representatives of other cultures are accepted and treated as 'their own' (mean: 5.45), to assist them in the adaptation process (mean: 5.20), to have anti-discrimination proce-

dures in place (mean: 5.0) and to value the initiative and commitment of culturally different people (mean: 5.17). On the other hand, the commitment to cultural diversity initiatives and respect for human rights are rated slightly lower (mean: 4.88). Also, not all entities have developed tools for internal communication and dialogue with representatives of other cultures (mean: 4.73).

Detailed results are presented in Table 2.

Slight differences can be observed with regard to the cultural terms. Respondents perform best in the behavioural dimension (mean: 5.14), slightly worse in the affective dimension (mean: 5.07) and worst in the cognitive dimension (mean: 4.65), as illustrated in Figure 4.



- IM – Level of inclusion in the management of representatives of other cultures
- IM CD – Level of inclusion in the management of representatives of other cultures in the cognitive dimension
- IM AD – Level of inclusion in the management of representatives of other cultures in the affective dimension
- IM BD – Level of inclusion in the management of representatives of other cultures in the behavioural dimension

Figure 4. Levels of inclusion in the management of representatives of other cultures

The results were interpreted by transferring the Likert scale to seven levels of managing inclusion. Polish managers, with regard to the behavioural and affective dimensions, are at the first level of ethnorelativism. It should be noted that they tend to accept representatives of other cultures; they try to cooperate despite the differences, but they do not have sufficient knowledge and determination on how to manage fully inclusively. Their knowledge of how to adapt and integrate foreigners should be improved. On a cognitive level, they are in a transitional phase, between ethnocentric and ethnorelativist approaches to managing culturally different people. Thus, it can be concluded that the results of the study confirmed hypothesis 1.

Table 2. Measures of descriptive statistics (mean, median and standard deviation) for the overall sample of respondents and with a breakdown including cognitive, affective, and behavioural dimensions, and by organisation size

No.	Statement	Results for the entire survey sample, without breakdown by group (N=452)			Results for large organisations with >250 employees (N=189)			Results for large organisations with 50 to 250 employees (N=159)			Results for large organisations with 10 to 49 employees (N=104)		
		Mean	Median	Stand. dev.	Mean	Median	Stand. dev.	Mean	Median	Stand. dev.	Mean	Median	Stand. dev.
1	My organisation is open to cooperation with representatives of other cultures	5.58	6.0	1.31	5.90	6.0	1.15	5.30	6.0	1.41	5.44	6.0	1.31
2	In my organisation, it is possible for a representative from another culture to take up a managerial position	5.20	5.0	1.32	5.54	6.0	1.22	4.92	5.0	1.36	5.02	5.0	1.30
3	My organisation has a strategy for managing cultural diversity/building an inclusive organisational culture	4.85	5.0	1.33	5.12	5.0	1.25	4.81	5.0	1.31	4.43	5.0	1.39
4	My organisation makes sure that representatives of other cultures are accepted and treated as 'their own'	5.45	6.0	1.14	5.67	6.0	0.98	5.25	5.0	1.23	5.35	5.0	1.19
5	My organisation provides training on cultural issues	4.18	4.0	1.74	4.22	4.0	1.81	4.26	4.0	1.68	3.97	4.0	1.71
6	Employees of my organisation have a positive attitude towards representatives of other cultures	5.15	5.0	1.22	5.37	5.0	1.16	4.97	5.0	1.21	5.03	5.0	1.31
7	My organisation expects us to be able to communicate with representatives of other cultures	5.00	5.0	1.32	5.15	5.0	1.35	4.84	5.0	1.29	4.95	5.0	1.31
8	My organisation, by recruiting representatives from other cultures, increases the chance of attracting competent people	5.05	5.0	1.29	5.24	5.0	1.26	4.87	5.0	1.39	4.97	5.0	1.13
9	In my organisation we have developed tools for internal communication and dialogue with representatives of other cultures	4.73	5.0	1.35	4.81	5.0	1.37	4.67	5.0	1.33	4.68	5.0	1.33
10	In my organisation, there is a belief that intercultural integration allows for the understanding and acceptance of differences	5.11	5.0	1.25	5.26	5.0	1.18	5.01	5.0	1.28	5.00	5.0	1.31

11	In my organisation's documents, we have clear objectives related to cultural diversity management	4.58	5.0	1.52	4.82	5.0	1.48	4.51	5.0	1.54	4.25	4.0	1.47
12	My organisation is committed to cultural diversity initiatives, respect for human rights	4.88	5.0	1.44	5.19	5.0	1.25	4.70	5.0	1.47	4.57	5.0	1.61
13	In my organisation, we have adaptation programmes/solutions aimed at people of different nationality/ethnicity/religion	4.62	5.0	1.48	4.75	5.0	1.37	4.65	5.0	1.51	4.34	4.0	1.62
14	There is a clear emphasis on equal opportunities in my organisation, e.g. in terms of recruitment, remuneration, development, staff appraisal	5.02	5.0	1.43	5.10	5.0	1.48	5.03	5.0	1.33	4.87	5.0	1.49
15	My organisation has anti-discrimination procedures in place	5.00	5.0	1.47	5.25	5.0	1.41	4.97	5.0	1.37	4.60	5.0	1.65
16	My organisation has a spokesperson, a team or an advisory body for cultural diversity management	4.20	4.0	1.70	4.34	4.0	1.65	4.22	4.0	1.72	3.90	4.0	1.74
17	It is important that representatives of other cultures understand the rules in my organisation	5.41	6.0	1.16	5.62	6.0	1.07	5.13	5.0	1.25	5.46	6.0	1.12
18	Employees of my organisation assist representatives of other cultures in the adaptation process	5.20	5.0	1.17	5.32	5.0	1.10	5.12	5.0	1.25	5.09	5.0	1.17
19	In my organisation, the initiative and involvement of representatives of other cultures is appreciated	5.17	5.0	1.15	5.30	5.0	1.02	5.03	5.0	1.33	5.15	5.0	1.07
20	My organisation conducts surveys on satisfaction, engagement, employee opinion or organisational climate	4.60	5.0	1.59	4.81	5.0	1.50	4.59	5.0	1.54	4.20	4.0	1.74
21	In my organisation, the belief is that working with foreigners does more good than harm	5.05	5.0	1.33	5.22	5.0	1.36	4.96	5.0	1.28	4.87	5.0	1.32

Cognitive dimension (statements: 3, 5, 7, 10, 13, 16, 20); mean: 4.65.
 Affective dimension (statements: 2, 6, 8, 11, 14, 17, 21); mean: 5.07.
 Behavioural dimension (statements: 1, 4, 9, 12, 15, 18, 19); mean: 5.14.
 Overall mean: 4.95.

The real challenge seems to be the creation of conditions for the integration of foreigners with other employees in the organisation so that they feel an important part of the organisational culture. It may seem that large organisations are much more prepared to do this than smaller entities. The Kruskal-Wallis test was used to analyse the relationship between the size of the organisation and the level of inclusion in the management of representatives of other cultures. The results are presented in Table 3.

The research shows that the size of the organisation significantly differentiates managers' attitudes towards the inclusive management of representatives of other cultures on the affective and behavioural dimensions and moderately in the cognitive dimension. Ten statistically significant differences can be observed between large and medium-sized organisations. Four of these relate to the affective dimension, related to the willingness to integrate representatives of other cultures into the rest of the organisation. It should be noted that there are seven factors in each dimension, so in this case, the differences are significant. In larger organisations, it is more likely to be possible for a person from another culture to take up a managerial position. Managers of large entities are more favourable towards foreigners, to a greater extent than representatives of medium-sized companies, and they also pay attention to ensuring that culturally different people understand the rules of the organisation. In addition, they are more likely to consider that recruiting representatives from other cultures increases the chance of attracting competent people (cf. Table 3).

Further, four differences were related to the behavioural dimension, i.e. the ability to integrate representatives of other cultures into the rest of the organisation and to benefit from their potential. Again, all the factors in this dimension were of great importance. Large organisations are more open to working with representatives of other cultures and are more concerned about ensuring that representatives of other cultures are accepted and treated as 'their own' than medium-sized entities. Larger companies are more likely to have anti-discrimination procedures in place, and their employees are more likely to be involved in initiatives for cultural diversity and respect for human rights (cf. Table 3).

The other two discrepancies between large and medium-sized companies concerned the cognitive dimension, i.e. knowing how to integrate representatives of other cultures into the rest of the organisation. Large entities are more likely to have a strategy for managing cultural diversity/building an inclusive organisational culture and to expect managers to be able to communicate with representatives of other cultures than is the case in medium-sized entities (cf. Table 3).

Large organisations also performed better in terms of inclusive management than small companies. Ten statistically significant differences were observed: four related to the affective dimension, four to the behavioural dimension and two to the cognitive dimension. Most of these were analogous to the differences found between large and medium-sized entities. In addition, it should be noted

that larger organisations are more likely to conduct surveys of employee satisfaction, commitment, employee opinion or organisational climate and have clearly defined goals related to cultural diversity management than small entities (cf. Table 3).

Table 3. Results of Kruskal-Wallis test (ANOVA) – differences in indicators relating to inclusive management by size of organisation

No.	L – (N=189) M – (N=159) S – (N=104)			ANOVA Kruskal-Wallis test; p < 0.05		Groups where differences exist			Dimension
	L-Mean	M-Mean	S-Mean	H	p				
1	5.90	5.30	5.44	20.50	0.00	L-M	L-S	M-S	b
2	5.54	4.92	5.02	22.38	0.00	L-M	L-S	-	a
3	5.12	4.81	4.43	15.39	0.00	L-M	L-S	M-S	c
4	5.67	5.25	5.35	10.76	0.00	L-M	L-S	-	b
5	4.22	4.26	3.97	2.16	0.34	-	-	-	c
6	5.37	4.97	5.03	9.59	0.01	L-M	-	-	a
7	5.15	4.84	4.95	6.74	0.03	L-M	-	-	c
8	5.24	4.87	4.97	8.27	0.02	L-M	L-S	-	a
9	4.81	4.67	4.68	1.25	0.53	-	-	-	b
10	5.26	5.01	5.00	3.80	0.15	-	-	-	c
11	4.82	4.51	4.25	10.42	0.00	-	L-S	-	a
12	5.19	4.70	4.57	12.84	0.00	L-M	L-S	M-S	b
13	4.75	4.65	4.34	4.69	0.10	-	-	-	c
14	5.10	5.03	4.87	2.50	0.29	-	-	-	a
15	5.25	4.97	4.60	12.06	0.00	L-M	L-S	-	b
16	4.34	4.22	3.90	3.92	0.14	-	-	-	c
17	5.62	5.13	5.46	13.71	0.00	L-M	-	M-S	a
18	5.32	5.12	5.09	3.80	0.15	-	-	-	b
19	5.30	5.03	5.15	2.67	0.26	-	-	-	b
20	4.81	4.59	4.20	8.36	0.01	-	L-S	-	c
21	5.22	4.96	4.87	6.19	0.04	-	L-S	-	a

L – large organisations; M – medium-sized organisations; S – small organisations; c – cognitive dimension; a – effective dimension; b – behavioural dimension; H – ANOVA Kruskal-Wallis test; p – level of statistical significance

Four statistically significant differences were observed between medium-sized and small organisations. Two of these are related to the behavioural dimension. Small organisations are more open to cooperation with representatives of other cultures than medium-sized entities. Conversely, the opposite is true with regard to engaging in initiatives for cultural diversity and respect for human rights. In the affective dimension, one statistically significant difference was observed. In small entities, more importance is attached to ensuring that representatives of other cultures understand the rules of the organisation. Most likely, in small organisations, bonds are formed, and there is an opportunity to get to know the other person in-depth, so employees care more about forming relationships. One difference is also related to the cognitive dimension. Medium-sized companies, compared to small ones, are more likely to have a strategy for managing cultural diversity/building an inclusive organisational culture (cf. Table 3).

In summary, managers of large organisations are more inclined and better prepared for inclusive management. This does not hold true for medium-sized and small entities, as there are not enough statistically significant differences between them. Additionally, areas were observed where small companies perform better than slightly larger organisations. This mainly concerns the relational aspect. Thus, hypothesis 2 was partially confirmed.

It should be noted that companies tend to have larger budgets and resources to invest in diversity management. They can afford to hire migration and overseas HR specialists and set up dedicated HR departments to deal with employees from outside the country. Additionally, they often have branches or partners in different countries, which means they have experience in managing multicultural teams and understand the issues surrounding cultural differences. They may offer extensive support programmes for foreign workers, such as language courses, integration services and assistance with migration processes. Medium-sized companies, on the other hand, may have limited resources to invest in support programmes for foreign workers and lack sufficient experience in managing culturally different people, which can lead to errors in recruitment and integration processes. Small organisations, on the other hand, may offer a highly customised approach to managing foreign nationals and be more flexible in adapting to their needs. In smaller companies, foreign workers may feel a greater commitment from owners and managers, which may affect their motivation. Conversely, mistakes in managing foreign workers can have greater financial and operational consequences.

The key to success is to tailor management strategies to the specific needs of the organisation and foreign workers.

Discussion and future research

The globalisation of business, demographic and technological changes and the increasing international mobility of employees are key contributors to the inclusion activities that should take place in organisations. The number of foreigners arriving in Poland has increased significantly; hence, integrating them with other employees in the organisation is extremely important. On the one hand, we can talk about the opportunities of this type of phenomenon, i.e. (Szydło et al., 2020):

- increasing competitiveness: inclusive management can help companies to better adapt to changing market conditions,
- increasing diversity: inclusive management can help to increase diversity within a team. Cross-cultural teams are often more creative and effective in solving problems,
- increasing the potential number of talents: with an inclusive approach, organisations have the opportunity to attract and retain talent from diversified groups, which can translate into better performance and innovation,
- better customer representation: if an organisation is inclusive, it can more easily tailor its products and services to different customer groups, which can result in greater success in the marketplace,
- creation of a corporate image: companies that actively promote inclusive management often build a positive image as companies that care about their employees and are socially responsible,
- increased employee motivation: employees who see that they are valued and have equal opportunities within the organisation are more motivated to succeed,
- reduced legal and financial risks: promoting equality in the workplace can help avoid litigation and negative financial consequences associated with discrimination.

On the other hand, not all organisations are convinced by this type of approach due to the hypothetical risks i.e. (Szpilko et al., 2022):

- resistance and reluctance of employees: some employees may be opposed to changes related to inclusive management, which may make it difficult to implement these practices,
- difficulty in monitoring progress: measuring and monitoring progress on inclusive management can be difficult, making it challenging to maintain appropriate standards,
- implementation costs: implementing inclusive management strategies may require investment in training, provision of additional services and adaptation of infrastructure, which may incur costs,
- the risk of 'decreeing' inclusivity: it is likely that organisations may only implement inclusive practices due to social pressure or regulation rather than out of genuine conviction, which can lead to ineffective action,

- conflicts and misunderstandings: culturally diversified teams may sometimes experience conflicts and communication difficulties.

In summary, inclusive management has many potential benefits for organisations, but it also comes with challenges and risks. The key is to approach the process with commitment and a genuine desire to create a working environment that is open and accessible to all employees, regardless of their differences. Thus, the cyclically posed questions are: How ready are organisations for this, and what resources do they have in order to put inclusion into practice?

Research shows that most companies struggle with how to measure a culturally inclusive culture. The lack of tools to measure the benefits of cultural diversity in an organisation causes companies to move intuitively in this area (Przytuła, 2020). Measuring an inclusive culture, the effects of cultural diversity management or anti-discrimination actions is often either inaccurate or arbitrary and does not allow to track the direction of the processes taking place, or – simply – does not exist (Faracik, 2019).

Research results on the state of diversity management in Polish companies conducted in 2019 by the Responsible Business Forum in cooperation with its partner, the Institute for Organisation and Management in Industry 'ORGMAZ' and the PBS company on a nationwide sample, involving Signatories of the Diversity Charter (n = 50) and other Polish business entities (n = 200) show that companies declaring to carry out diversity-related activities focus, similarly to the Signatories of the Charter, on the issues of gender equality (62%), disability (52%) and the age of employees (55% – older people; 53% young people). Among the companies as a whole, these actions are taken by far fewer companies: 32% of all entities are taking action on gender equality, 27% on disability, 27% and 28% on age – young and older people. Other issues – i.e. gender identity, sexual orientation, and cultural or religious considerations are treated almost marginally – such activities are undertaken by only a dozen or so per cent of Polish enterprises (mostly large ones) (Faracik, 2019).

There are many reasons for this: managers lacking the knowledge and belief that cultural diversity and inclusion translate into organisational performance, imprecise definitions of terms, and the use of ambiguous indicators. Therefore, there is space to conceptualise and operationalise the present issues. The proposed model and the Inclusive Management Scale can be used to diagnose the level of inclusion in management in the following dimensions: cognitive, affective, and behavioural, and they allow for precise identification of strengths and weaknesses in a given area. Future research may cover a wider range of actors and may also address differences due to the sector of the organisation and the gender of managers. The direction of exploration of the issue may also extend beyond Poland.

Conclusions

Including people from different cultures in an organisation presents unique challenges that can be analysed from different perspectives. Cultural pluralism points to the existence of different value systems and cultural beliefs in the world. This leads to the question of whether absolute standards of management exist or whether all standards and management practices are relative and dependent on culture. The ethnorelativist approach suggests that there are no universal principles of management and that approaches to managing people should be tailored to a particular culture, while the ethnocentric approach considers it legitimate to graduate cultures and view reality through the prism of beliefs commonly accepted in the dominant culture. Another important aspect concerns values. In some cultures, work may be seen as a means to achieve life goals, while in others, it may be treated more instrumentally. This raises the question of what values and goals are prioritised in managing people. It is also important to emphasise the importance of the concept of cultural dialectics, which suggests that interactions between different cultures can lead to new forms of management and cultural development. This type of approach emphasises the importance of dialogue and mutual understanding between cultures. This may contribute to the next question: Which management practices promote the dignity of people from different cultures, and which may violate it? This perspective emphasises the search for practices that take into account the integrity of individuals.

Managing people from different cultures is a complex issue that can be studied and analysed from different perspectives. Ultimately, inclusion can help to develop more informed, sustainable and ethical practices relating to the management of diversified teams.

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The contribution of the authors

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INKLUZYWNE ZARZĄDZANIE W ZRÓŻNICOWANYM KULTUROWO OTOCZENIU

STRESZCZENIE: Celem artykułu jest diagnoza poziomu inkluzji w zarządzaniu przedstawicielami innych kultur. W niniejszym artykule przybliżono ideę inkluzywnego zarządzania, opracowano model inkluzywnego zarządzania organizacją w aspekcie kulturowym, wykorzystano Skalę Inkluzywnego Zarządzania – autorskie narzędzie badawcze, które może służyć do diagnozy poziomu inkluzji w zarządzaniu w wymiarach: kognitywnym, afektywnym i behawioralnym oraz umożliwić precyzyjnie wskazanie mocnych i słabych stron w danym obszarze. Przedstawiono wyniki badań przeprowadzonych w 452 organizacjach mających siedziby na terenie Polski. Z badań wynika, że polscy menedżerowie w odniesieniu do wymiaru behawioralnego i afektywnego znajdują się na pierwszym poziomie etnorelatywizmu. Należy zaznaczyć, iż raczej akceptują przedstawicieli innych kultur oraz podejmują współpracę pomimo występujących różnic, jednak nie posiadają dostatecznej wiedzy i determinacji, jak zarządzać w pełni inkluzywnie. Ich wiedza z zakresu sposobów adaptowania i integrowania obcokrajowców powinna być pogłębiona. W wymiarze kognitywnym znajdują się w fazie przejściowej, pomiędzy etnocentrycznym a etnorelatywistycznym podejściem do zarządzania osobami odmiennymi kulturowo. Zaobserwowano również, że menedżerowie dużych organizacji są bardziej skłonni i lepiej przygotowani do zarządzania inkluzywnego niż menedżerowie mniejszych podmiotów.

SŁOWA KLUCZOWE: inkluzywne zarządzanie, model inkluzywnego zarządzania organizacją w aspekcie kulturowym