

**THE IMPACT OF AGE AND CULTURAL DIVERSITY ON  
WORKING TEAMS IN VISEGRAD GROUP COUNTRIES:  
A HOFSTEDE'S DIMENSIONS PERSPECTIVE**

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**Abstract:** In an era marked by heightened multiculturalism, the global movement of people, goods, and capital has facilitated not only the exchange but also the integration of diverse cultural practices, significantly aided by advancements in modern technology. Within this context, culture, a pervasive force, exhibits variability across different communities, notably within working teams. Utilizing the theoretical framework of cultural dimensions developed by Geert Hofstede, this study investigates the application of these dimensions within working teams, focusing on cultural and social interactions. Through a comprehensive literature review, this research delves into the complexities of working teams in relation to Hofstede's cultural dimensions, highlighting the impact of these dimensions on individuals both as independent entities and as team members. The primary aim of this study is to explore the relevance and application of Hofstede's cultural dimensions within working teams in the Visegrad Group Countries, particularly focusing on how cultural and social affiliations of team members are influenced during interactions with individuals from diverse backgrounds in corporate settings. The research uncovers that interactions within working teams are pivotal in shaping experiences with varying cultural and social groups by employing in-depth interviews conducted with employees in Poland, the Czech Republic, Slovakia, and Hungary. Notably, two-thirds of experts reported that exposure to foreign cultures within their teams enriched their professional experiences and significantly influenced their personal lives. A unique element of this study is the application of subjective coding to the interview data, utilizing Hofstede's cultural dimensions as a lens for analysis.

**Key words:** Cultural dimensions, Hofstede's model, multicultural work teams, Visegrad group countries, workplace diversity

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### **Introduction**

In recent years, numerous research studies have been published reflecting on the interrelationship between culture and various aspects of organisational work life, including management, organisational structure, marketing, education level of employees and human resource management (Noorbehbahani and Salehi, 2020; Blazevic Devic et al., 2024). However, there is a paucity of studies that focus both on specific demographic groups and the environment of Central Europe, represented

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by the Visegrad Group countries. Türker and Karadağ (2020) consider the examination of cultural dimensions within the workplace as one of the most significant factors influencing both work life and the broader organizational or corporate environment and community development in general. However, this area has been explored for over a century. Kaasa (2021) suggests that, given current trends, it remains critical to continually investigate this domain in detail. This is especially true in the context of a competitive market landscape, which is being transformed by globalization (Aliyv, 2023; Straková et al., 2024) adds that this transformation compels companies to seek new ways of managing their organizations to protect against competition and enhance their efficiency and performance.

The work environment is constantly evolving due to societal development (Mishra and Rašticová, 2024). Barreto et al. (2021) emphasize the importance of studying the impacts of these changes on diverse groups – including ethnic, age, gender, cultural, and work-related demographics. According to Adeshola et al. (2022), employees can be considered one of the primary stakeholders within an organization, where their satisfaction and interpersonal relationships are crucial for achieving organisational goals. Therefore, human relationships are increasingly significant and relevant in research, as they influence worker performance, company profitability, and customer satisfaction (Yu et al., 2019).

These changing dynamics are driven by factors such as the Fourth Industrial Revolution and the adoption of new technologies within the workplace (Lorenz et al., 2020). However, the integration of new technologies can impact the physical and mental health of employees, a phenomenon referred to as 'technostress' (Leitner and Rašticová, 2023). Such transformations are often associated with digitalisation, which introduces new possibilities to the work environment and enhances the flexibility of employees and teams (Amankwah-Amoah et al., 2021; Chidozie et al., 2024). Observations also extend to the composition of teams, which are increasingly influenced by diversity in terms of age, gender, and culture (Merriman, 2008; Khairi, 2024). For these reasons, it is essential to explore Hofstede's Cultural Dimensions from various perspectives. This approach enables an objective understanding of cultural influences, interpreting their impact across different demographic groups characterized by age, gender, and cultural patterns (Bergiel et al. 2012).

Organisational culture, according to Adeshola et al. (2022) and Genkova et al. (2022), is pivotal in the investigation of multicultural work environments. While organisational culture has been examined by various researchers, the application of Hofstede's model of cultural dimensions is considered particularly apt. The influence of Hofstede's cultural dimensions has been frequently studied in the context of project management performance but not extensively in the context of work teams and the Visegrad Group countries (Battistella et al., 2023). Current literature does not adequately address the impact of cultural dimensions within work teams, where conceptualization of this issue could positively contribute to enhancing the effectiveness of individuals within their respective work environments.

This study aims to understand the application of Hofstede's cultural dimensions to selected work teams (experts), particularly in terms of the influence of power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation, through the conduct of semi-structured in-depth interviews.

### Literature Review

In the modern workplace, individualism is often highlighted as a pivotal influence on organizational culture. Dionne (2012) underscores the growing importance of workplace culture, a viewpoint supported by Zeqiri and Alija (2016), who, citing Beytekin et al. (2010), argue that the behaviours of organizational members are significantly shaped by their personal values. This alignment of individual values with organizational objectives is crucial, as it plays a fundamental role in steering the success and operational performance of companies (McSweeney, 2002). Hofstede (2001) expands on this by identifying individualism as a defining characteristic prevalent not only in American cultures but also across European societies, suggesting its broad impact on organizational practices. As Gravili (2018) confirms, this observation aligns with the evolving labour market trends, such as digitalization, which highlight an increasing dependency on teamwork, contrasting sharply with previously dominant individualistic tendencies.

The cultural transitions within the Visegrad Group countries offer a pertinent example of the broader implications of these changes. Theodoulides and Kormancová (2013) note that while significant attention has been paid to the economic and political transitions of these nations, the cultural shifts—particularly those affecting workplace habits characterized by low flexibility and pronounced individualism—remain underexplored. This gap in research signifies the need for a deeper investigation into how these cultural dimensions affect organizational dynamics and workplace culture, especially regarding the integration and satisfaction of older employees within these changing environments.

Technological advancements further complicate the cultural landscape of modern organizations. Jan et al. (2022) emphasize the necessity of evaluating readiness for technology implementation and its broader implications for managing cultural diversity in the workplace. Supporting this, Durán-Brizuela et al. (2016) note the increasing reliance on diverse workgroups, which enhance organizational effectiveness through their varied cultural backgrounds and demographic characteristics. This diversity is vital as it enriches the workplace environment and contributes to organizational success, as outlined by Carron and Brawley (2000).

In the exploration of employee behaviour within organizational frameworks, Jan et al. (2022) emphasize the utility of various theoretical models to comprehend the multifaceted nature of employee actions and decisions. Notably, the Theory of Reasoned Action (TRA), conceptualized by Fishbein and Ajzen in 1975, serves as a foundational model that investigates the underlying determinants shaping individuals' behaviours and actions. This theory posits that behavioural intentions stem from personal attitudes toward the behaviour and subjective norms, offering

a structured approach to predict and understand behavioural outcomes. Building on the TRA, the Theory of Planned Behaviour (TPB) extends the analytical scope by incorporating the concept of perceived behavioural control, thereby offering a more comprehensive examination of human behaviour. This addition enriches the predictive capability of the TRA by acknowledging the role of control beliefs in facilitating or hindering the execution of behaviours, underscoring the importance of both internal and external constraints in the decision-making process.

These models collectively contribute to a deeper understanding of the dynamics at play within organizational settings, highlighting the complex interplay between individual beliefs, social influences, and perceived control over behaviours. The last model is the TAM model, which focuses on the willingness of employees or workers to accept new technologies. However, for research purposes, it is crucial to explore the impact of cultural dimensions across workgroups as articulated by Hofstede's model, which is deemed essential for examining cultural diversity in the workplace (Jan et al., 2022; Sun et al., 2019; Taras et al., 2011).

In this context, Hofstede's seminal work at IBM led to the conceptualization of culture as the 'software of the mind,' categorizing it into six dimensions: Power Distance Index (PDI), Individualism versus Collectivism, Uncertainty Avoidance Index (UAI), Masculinity versus Femininity, Short-Term versus Long-Term Orientation, and Indulgence versus Restraint. This framework offers a way to understand how these cultural differences shape organizational behaviours and employee interactions (see Figure 1). Hofstede's further research highlighted a link between individualism, state characteristics, and economic variables such as national income (Hofstede G. and Hofstede G. J., 2007; Hofstede et al., 2010). While Hofstede's cultural dimensions theory offers valuable insights into organizational behaviour and teamwork dynamics, it is crucial to recognize the criticisms it faces. One of the primary critiques centres on the theory's reliance on a limited set of cultural dimensions, thereby neglecting other significant factors such as historical contexts, political and economic environments, social stratification, and personal experiences and values.



**Figure 1: Graphical representation of Hofstede's cultural dimensions**  
Source: Brychtová, 2021

Cultures with high power distance, for example, are characterized by a greater acceptance of inequality and hierarchy, which may influence the dynamics within multicultural teams, particularly affecting older employees who may or may not align with such structures. Recent studies by Žemojtel-Piotrowska and Piotrowski (2023), Minkov and Kaasa (2022), Sun et al. (2019), and Taras et al. (2011) further explore these dimensions, offering updated insights into how cultural differences are navigated within modern corporate environments. These studies underscore the relevance of Hofstede's dimensions in analysing cultural diversity's impact on workplace dynamics, particularly among older employees. Furthermore, Black (1999) highlights the inverse correlation between cultural dimensions such as Hofstede's and labour market flexibility, asserting the significant impact of cultural traits on work values and attitudes. This relationship is crucial for organizations as they navigate the complexities of global labour markets and seek to enhance organizational behaviour through a deeper understanding of cultural dynamics (Rašticová et al., 2022).

These cultural insights are instrumental in exploring whether female workers over 50 are more aligned with cultural differences within their teams and whether these differences impact their private lives more significantly than their male counterparts. They also shed light on whether older male employees experience dissatisfaction in multicultural teams and how all employees in manufacturing perceive and manage cultural differences at work and in their personal lives. Overall, the integration of these theoretical models and empirical studies provides a comprehensive view of the complex interplay between individual beliefs, social influences, and perceived control over behaviours, illustrating the nuanced ways in which cultural dimensions influence organizational settings and employee interactions, especially among older employees in diverse work environments.

### Research Methodology

The study aims to answer three research questions regarding the application of Hofstede's model of cultural dimensions to diverse work teams in V4 countries. The wording of the questions is as follows:

*RQ1: How do cultural dimensions influence the work experiences and personal lives of female employees over 50 in multicultural teams within the Visegrad Group countries?*

*RQ2: What are the perceptions and reactions of male employees over 50 towards cultural diversity within their work teams, and how do these perceptions affect their professional interactions and sense of team identity?*

*RQ3: How do cultural differences impact job satisfaction and team connectivity among employees in manufacturing sectors in the Visegrad Group countries?*

The primary objective of this research is to determine the relevance and applicability of Hofstede's cultural dimensions within the context of working teams. To achieve this, the study conducted a thorough examination based on Hofstede's four cultural dimensions, utilizing a survey methodology incorporating semi-structured interviews. These interviews were carried out with 12 experts representing the V4 countries. The selected experts within the given job positions were chosen to cover from an age perspective the composition of the labour market (in relation to defining the economically active population), characterized by ages 18-64 years. Experts within the sectors under study were divided into individuals younger than 50 years and those older than 50 years. The reason for this division is that theories and studies show significant differences in workers older than 50 in terms of their ability to adapt to selected job positions, impact on work performance, and ability to adjust to a new work environment and team, which may be multicultural, for example.

Although the motivation of individuals over 50 remains high, their abilities to work in a diverse environment may decrease depending on the specific position. In the context of applying Hofstede's cultural dimensions, for the purpose of increasing the validity of the research outputs, it was important that the selected job positions included both collective and individual types. This allows the research to demonstrate differences between various occupations. The selection of specific sectors within the labour market for this study was informed by their pronounced susceptibility to the ongoing structural transformations impacting the labour market globally. The composition of the study's experts is categorized as follows:

**Table 1. Composition of experts according to the following characteristics**

Gender	6x men (m)	6x women (w)
Age of experts Category: 8x to 50 y. o. esp.	1x 19 y. o. / w 2x 21 y. o./m 1x 26 y. o./w 1x 31 y. o./w 1x 45 y. o./m 1x 47 y. o./w 1x 48 y. o./m	
Age of experts 4x above 50 y. o. esp.	1x 52 y. o./w 1x 56 y. o./w 1x 61 y. o./m 1x 63 y. o./m	
Country of residence	<b>Slovakia, Czechia, Poland, Hungary</b>	
Type of job	10x <b>collective</b>	2x <b>Individual</b>
The size of the employing company	1x <b>Small employer</b> (up to 15 employees)	4x <b>Big employer</b> (above 16 employees)
Origin of experts (nationality)	<b>Slovak, Czech, Hungarian, Polish, Ukrainian, Russian, German</b>	
Work position of experts	<ul style="list-style-type: none"> <li>• Worker in a food processing plant</li> <li>• Administrative staff in the automotive industry</li> <li>• Expedition worker in the automotive industry</li> <li>• Accountant in a food company</li> <li>• Massage therapist in a health and meditation centre</li> <li>• Self-awareness coach in a health and meditation centre</li> <li>• Dentist in a private healthcare facility</li> <li>• Quality manager in a food processing plant</li> </ul>	
Number of examined businesses	4	
Types of businesses by industry and their locations:	<b>Manufacturing industry:</b> Food industry (Slovakia) Automotive industry (Czechia) <b>Services:</b> Healthcare (Hungary) Meditation and mental health (Poland)	

The survey was conducted among a carefully selected cohort of experts from the manufacturing and service sectors. This selection aimed to maintain a gender-

balanced sample to uphold representational equity and enhance the survey's informativeness. The findings of this survey are illustrated in a map within the Results section. The study encompassed 12 individuals working within teams drawn from four distinct corporations and representing six nationalities. Semi-structured interviews were conducted between August and October 2022, with experts from Poland and Hungary engaged from February to March 2024. The development of questions for these semi-structured interviews drew upon Hofstede's cultural dimensions and individual preferences, facilitating a comprehensive exploration of the research topic.

In the context of the literature review, this study engaged with extant research on Hofstede's cultural dimensions, offering insights into the posed research problem. The primary research, executed through semi-structured interviews, entailed the verbatim transcription of these interviews. Subsequently, responses were analysed by coding specific attributes and themes, categorized according to pre-established thematic categories. The synthesis of interview outcomes was visually depicted using logical mind-mapping techniques.

Additionally, the research found that employees participated in leisure activities offered by their companies, extending beyond their professional roles. This establishes a solid theoretical foundation for the study's practical aspects, setting the stage for further detailed investigation and analysis. The semi-structured interviews were designed to achieve depth and flexibility, allowing for exploring cultural dimensions within work environments. The interview questions were crafted and phrased to gather comprehensive qualitative data, shedding light on perceptions of cultural diversity in work teams. These questions were devised in alignment with the research objectives. The development of the interview guide was based on an extensive review of literature concerning cultural dimensions and diversity in the workplace, along with established qualitative research methodologies. The selection of questions aims to strike a balance between the theoretical insights from Hofstede's cultural dimensions and the practical realities of working in diverse teams to obtain deep, nuanced insights that enhance our understanding of the topic.

Structure of semi-structured interviews:

- In our current era, marked by a rich multicultural landscape, opportunities abound for travel, work, and forging relationships across diverse cultural and social communities. Are you part of an environment where multiple cultures converge?
- What are your views on the benefits and drawbacks of cultural intermingling? Could you discuss potential risks associated with cultural conflicts?
- Can you describe the diversity within your work team or teams? Does anyone in your team come from a cultural or social background different from yours?
- How do you view your role and integration within your team(s)? Are you satisfied with your current position? Would you describe yourself as more sociable or independent? Do you feel that your team's dynamics and your role align with your personal orientation?



- Could you detail the demographic composition of your work team, focusing on gender and age distribution? What roles do women play within your team? Have you observed any gender-based disparities in positions of authority?
- Within your team, is there a sense of uncertainty or anxiety? Are there individuals you particularly trust or rely on? How would you describe the overall sense of security within your team, and what aspects contribute to making it feel special to you?
- How do you interpret the concept of cultural and social dimensions in a team or community context? Do you believe the development of your team's cultural and social dynamics can be strategically planned? Are there any short-term or long-term objectives (extending beyond three years) your team is working towards? If so, what are they focused on?
- How have other cultures impacted your personal life? In what ways have they become interwoven with your day-to-day experiences?

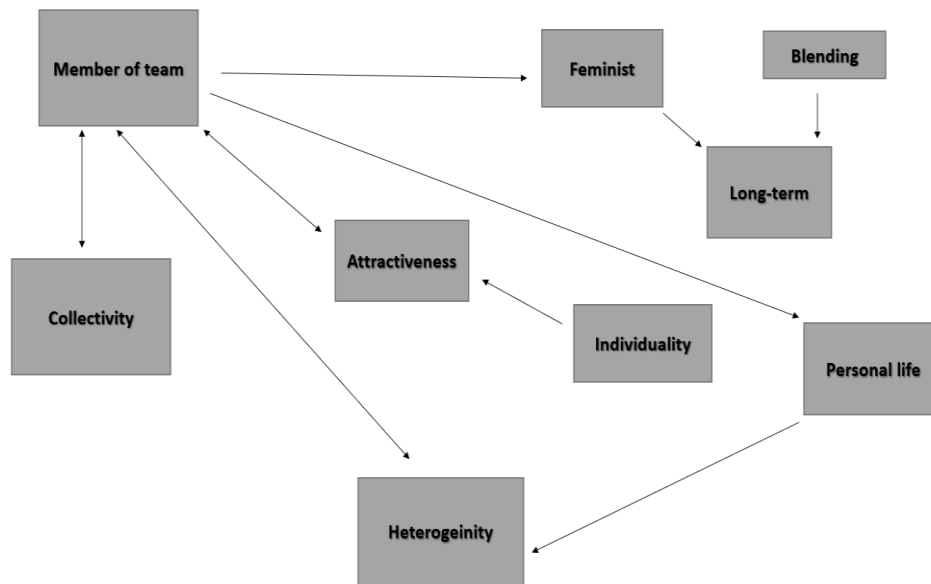
**Table 2. Code list**

Blending
Collectivity
Individuality
Feminist
Attractiveness
Heterogeneity
Long-term
Personal life

Table 2. above represents eight codes to help identify key linkages-themes recurring in interviews with team workers per the needs of Hofstede's cultural dimensions.

### **Research Results**

The findings of this investigation unequivocally confirm the profound impact that foreign cultures exert on individuals within working teams, an influence that notably extends into their personal lives. This assertion is substantiated by codes that delineate connections to individuals' private spheres. For a comprehensive visual representation of these findings, refer to the linked map in Figure 2 below.



**Figure 2: Map of links coding interviews**

The study identified a significant association between the experts' identification as "Members of the Team" and their perspectives on diversity within the workplace. This association was observed in two-thirds of the participants (8 out of 12), with a notable distinction between responses from female and male members. Specifically, the majority of women experts (5 out of 6) highlighted the positive impacts of diversity - encompassing gender, age, and cultural differences - on enhancing problem-solving capabilities within the team. In stark contrast, a preference for homogeneity and individuality was more prevalent among male experts. Negative perceptions towards team diversity were recorded in 50% of the male participants (3 out of 6), accompanied by a tendency towards seeking independence and minimizing interaction with the team. This inclination towards individuality was interpreted as a form of detachment from the team, paradoxically increasing the perceived value of their work, self-image, and the attractiveness of the employing corporation.

A particularly intriguing discovery was the unanimous association among female experts between femininity and long-term planning. This association extended beyond immediate work tasks to encompass job security, as well as social and cultural bonds within the corporation. In contrast, the male segment, particularly those aged 61 and 63, exhibited a strong inclination towards individualism, outright rejecting the notion of diversity within the team.

Addressing the research questions, the findings reveal:

- Women over 50 demonstrated a higher alignment with and acceptance of cultural differences within the team, integrating these differences into their personal lives.
- The preference for individuality and disassociation from team diversity was not limited to men over 50 but was also prevalent among younger males within the study sample.
- Male experts, irrespective of their sector within the company, showed a tendency to suppress the influence of multicultural environments, actively minimizing its impact on their personal and professional lives.

These insights contribute to a deeper understanding of how gender and age influence perceptions of diversity and individuality within work teams, highlighting significant differences in how these factors are integrated into personal and professional identities.

**Table 3. Frequency of codes**

Code	Blending	Collectivity	Individuality	Feminist	Attractiveness	Heterogeneity	Personal life	Member of team	Long term
Blending	7	0	1	0	0	2	0	3	1
Collectivity	0	18	1	3	3	1	2	6	2
Individuality	1	1	15	2	3	1	2	5	0
Femininity	0	3	2	23	3	2	1	6	6
Attractiveness	0	3	3	3	17	1	2	4	1
Heterogeneity	2	1	1	2	1	25	9	7	2
Personal life	0	2	2	1	2	9	25	8	1
Member of team	3	6	5	6	4	7	8	47	7
Long term	1	2	0	6	1	2	1	7	20

Table 3. above demonstrates the frequency of connections between codes within the processing of in-depth interviews with team workers. The most significant frequencies are highlighted in blue in Table 3, representing the associations of the given codes. Typically, significant frequencies are for values higher than 3. The sum of the frequencies for a given code is marked by grey. The map above Table 3. depicts connections with a frequency above 3. For lower frequencies, the connection is not indicated. The highest frequency is observed between Collectivity and Individuality and Member of team, with a frequency of 5 and 6, respectively. The strongest connection is between Personal life and Heterogeneity, which is due to the

influence of the intertwining of social and cultural dimensions of the respondent into their private life and identification with the work collective. Also noteworthy is the influence of femininity in collective and long-term planning. Membership in the team with a frequency of long-term planning again points to the female collective, which is strongly associated with it.

Eight out of twelve experts exhibited a connection between their private lives and the cultural and social dimensions. This correlation is evident from the code-based map above, illustrating the results of semi-structured interviews. It becomes apparent that team members are significantly influenced by factors wherein femininity within working teams is strongly associated with the team's long-term prospects, a sense of security, and planning beyond a three-year horizon. The amalgamation of cultures has a positive long-term effect, and the appeal of team membership is influenced by the degree of individuality. Diversity is intertwined with team membership and personal life, which is profoundly impacted by involvement in teamwork.

A clear nexus emerges between Hofstede's cultural dimension and working teams. Femininity emerges as the central aspect within this dimension, linking experts to extensive team leadership longevity, a sense of belonging through membership, cultural blending, and the overall appeal of the community. The cohesion and femininity of the team serve as a common thread in most teams. Notably, women are more influenced by the fusion of cultural and social dimensions than men, with over 30% more experts than men exhibiting a more pronounced response to this phenomenon in their private lives. As highlighted in the literature review, all four fundamental dimensions of Hofstede's cultural framework also apply to working teams. Based on the results, what working teams share in common is their composition of individuals from diverse cultures and nationalities who come together to pursue a shared objective. This diversity can introduce cultural disparities that may challenge team dynamics. Nevertheless, working teams also share common goals, which can help transcend these cultural differences, fostering collaboration and mutual understanding. The results also confirmed that working teams can serve as a means to promote cultural understanding and respect among individuals from different backgrounds, facilitating the breakdown of barriers between people of various nationalities. This can lead to the development of a more cohesive and unified team, benefiting both teams' strengthening, organisational growth, and personal development of individuals.

Hofstede's cultural dimensions resonate in several aspects within working teams in research:

#### ***Individualism versus collectivism***

Hofstede's cultural dimension examines how societies perceive the balance between collectivism and individualism. In the case of the research involving a sample of 10 people in collective work and two in individual work, the emphasis in working teams is placed on collaboration to achieve common goals, promoting the values of collectivism. Partial activities within manufacturing corporations were also included and divided into shared production of a specific product. Three workers were in

strongly individualistic teams, with two solely in individual positions, such as an administrative worker in a company and a physician in a private facility.

***Power distance***

Power distance relates to how individuals perceive power and hierarchy within a society. In working teams, the appointment of a team leader directly managing the team reflects a form of high-power distance. Here, only two experts were from the ranks of supervisory staff in the team. Other team members do not mention a connection to power.

***Uncertainty avoidance***

Uncertainty avoidance pertains to how individuals perceive uncertainty and risk in life. Working teams and collaborators often face uncertainties such as unexpected illnesses, injuries, unforeseen private family events of collaborators, changes in the work environment, changes in business strategy, supplier-customer relationships, and the private sphere responses of key customers. Therefore, companies emphasize creating plans, visions, and business goals and developing applicable strategies according to different levels of operation.

***Achievement-oriented culture***

Work teams are typically driven by team leaders to maximize work outcomes, prioritizing performance over fostering organisational and team culture values.

***Masculinity***

The influence of the male element in working teams is strongly suppressed. Emphasis on the masculinity of the working team was not confirmed in any case. The composition of experts was gender-balanced, with femininity emerging as a strong element indicating strong belongingness to the working team.

***Indulgence versus Restraint***

There are elements associated with typical for the female gender and a friendly workplace. Relaxation was exhibited by 6 out of 12 experts in relation to the work team. Restraint, as such, was mentioned only by the team leader in relation to behaviour towards the work collective.

All these factors contribute to shaping the culture in working teams and influence the behaviour and communication of team collaborators, as well as the leadership of the company.

**Discussion**

This study's scrutiny of the impact of cultural dimensions within the dynamic labour market landscape is highly warranted. Our research, focusing on a diverse sample of experts from work teams in Slovakia, Czechia, Poland, and Hungary, underscores the critical nature of examining Hofstede's cultural dimensions' influence across various sectors. The sample comprised 12 experts, evenly split between genders, with a broad age range from 19 to 63 years old, representing a mix of nationalities (Slovak, Czech, Hungarian, Polish, Ukrainian, Russian, German) and job roles (from food processing workers and administrative staff in the automotive industry to healthcare professionals and self-awareness coaches). This diversity allows for a rich

comparative analysis, highlighting the distinct perceptions and impacts of cultural dimensions across individual nations and sectors. The analysis, supported by Figure 2 and Table 3, reveals a nuanced interaction between cultural dimensions and work team dynamics, notably influenced by the experts' diverse backgrounds. The research illustrates the importance of heterogeneity, signalling diversity within work teams, which significantly affects team dynamics. This heterogeneity is not only tied to the professional realm but extends into personal life aspects, underscoring the profound interconnectedness of work and personal life within multicultural environments.

Our findings particularly emphasize the role of gender balance within strategic planning and its impact on long-term development within multicultural work settings. This emphasis is corroborated by the literature, indicating a significant alignment between our observations and previous research (Taras et al., 2023; Gallego-Álvarez and Pucheta-Martínez, 2021). It is evident that gender balance, alongside other individual and collective characteristics, plays a crucial role in achieving long-term objectives and fostering a thriving multicultural environment in the sectors examined. The meticulous composition of our sample also brought to light intriguing aspects regarding the openness towards diversity among different age groups. Contrary to theoretical expectations, our analysis revealed an increased openness to embracing diversity within a multicultural context among female workers over 50, whereas male employees tended to shy away from multicultural environments. This suggests the presence of a complex array of factors influencing the acceptance of multicultural paradigms, pointing towards the necessity for further exploration in future studies with a broader and more diverse sample of workers.

The complete integration of individuals into teams, considering the sample's diversity in age, gender, nationality, and job roles, emerges as a foundational element for the future success of organisations. By examining four distinct businesses across the manufacturing and services industries in the Visegrad countries, this study reaffirms the significant impact of cultural diversity not only on professional settings but also on the personal lives of individuals involved.

## **Conclusion**

The purpose of this paper was to apply the Hofstede cultural dimensions on multicultural working teams among the V4 countries. The qualitative research was conducted through twelve in-depth interviews with selected industry and service sector employees. However, the limited sample size of experts is a constraint of the study. The findings underscore the significance of analysing culture at the organisational level as opposed to solely focusing on individual attributes. The interplay bet. The interplay between Hofstede's cultural dimensions and working teams presents a novel and insightful lens, facilitating the application of Hofstede's theory to any collective wherein diverse cultures merge, impacting not only social interactions but also personal lives. The research demonstrates that with innovative methodologies, it is feasible to reinterpret these nearly three-decade-old cultural

dimensions for a wider array of diverse groups and to examine them from multiple angles.

As highlighted in the literature, an inverse relationship exists between Hofstede's cultural dimensions and the flexibility of employees in labour market. The study also affirms the critical role of cultural traits. He suggests that individual cultural characteristics are significant determinants of occupational behaviour, particularly in the context of values and attitudes. This study further emphasizes the importance of the femininity dimension in collective work. Hofstede's model does not currently incorporate femininity among its cultural dimensions; however, in light of contemporary trends towards equal pay and work conditions for women and men, including within the V4 countries, it would be prudent to reassess this trend and contemplate its inclusion as an additional dimension in Hofstede's framework.

Hofstede's model, among other variables, affects both the functioning of teams and the roles of individual members, offering a unique and progressive approach. His theoretical framework can be utilized to understand aspects of the labour market, including the rigidity (or lack thereof) related to employment, salary negotiations, and the treatment of the unemployed, as confirmed by three of the twelve interviewees, one of whom holds a collective job position.

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## WPLYW WIEKU I RÓŻNORODNOŚCI KULTUROWEJ NA ZESPOŁY PRACY W KRAJACH GRUPY WYSZEHRADZKIEJ: PERSPEKTYWA WYMIARÓW HOFSTEDE'A

**Streszczenie:** W erze oznaczonej wzmożonym multikulturalizmem, globalny ruch ludzi, towarów i kapitału ułatwił nie tylko wymianę, ale także integrację różnorodnych praktyk kulturowych, znacząco wspieranych przez postępy w dziedzinie nowoczesnych technologii. W tym kontekście kultura, wszechobecna siła, wykazuje zróżnicowanie w różnych społecznościach, szczególnie w zespołach pracy. Wykorzystując teoretyczny framework wymiarów kulturowych opracowany przez Geerta Hofstede'a, niniejsze badanie bada zastosowanie tych wymiarów w zespołach pracy, skupiając się na kulturowych i społecznych interakcjach. Poprzez kompleksowy przegląd literatury, niniejsza praca badawcza zagłębia się w złożoność zespołów pracy w kontekście wymiarów kulturowych Hofstede'a, podkreślając wpływ tych wymiarów na jednostki zarówno jako niezależne podmioty, jak i członków zespołu. Głównym celem tego badania jest zbadanie znaczenia i zastosowania wymiarów kulturowych Hofstede'a w zespołach pracy w krajach Grupy Wyszehradzkiej, ze szczególnym uwzględnieniem wpływu kulturowych i społecznych przynależności członków zespołu podczas interakcji z osobami z różnych środowisk w ustawieniach korporacyjnych. Badanie ujawnia, że interakcje w zespołach pracy odgrywają kluczową rolę w kształtowaniu doświadczeń z różnymi grupami kulturowymi i społecznymi, wykorzystując w tym celu pogłębione wywiady przeprowadzone z pracownikami w Polsce, Czechach, Słowacji i na Węgrzech. Warto zauważyć, że dwie trzecie ekspertów zgłosiło, że ekspozycja na obce kultury w ich zespołach wzbogaciła ich doświadczenia zawodowe i znacząco wpłynęła na ich życie osobiste. Unikalnym elementem tego badania jest zastosowanie subiektywnego kodowania danych z wywiadów, wykorzystując wymiary kulturowe Hofstede'a jako narzędzie analizy.

**Słowa kluczowe:** Wymiary kulturowe, model Hofstede'a, zespoły pracy wielokulturowe, kraje Grupy Wyszehradzkiej, różnorodność w miejscu pracy