

**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ БІОРЕСУРСІВ  
І ПРИРОДОКОРИСТУВАННЯ УКРАЇНИ**

**Факультет аграрного менеджменту**

**ДОПУСКАЄТЬСЯ ДО ЗАХИСТУ  
Завідувач кафедри адміністративного  
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**БАКАЛАВРСЬКА КВАЛІФІКАЦІЙНА РОБОТА**

**на тему**

**«Вплив культурної різноманітності на управління людськими ресурсами»**

Спеціальність

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3. АНАЛІЗ МІЖКУЛЬТУРНОЇ ВЗАЄМОДІЇ У СФЕРІ УПРАВЛІННЯ  
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## INTRODUCTION

Modern world is a field of changes, and these create both new opportunities and challenges in Human Resources Management. One of the issues with coming globalization is facing difficulties in cross-cultural management. The bachelor thesis research topic is how cultural diversity impacts Human Resources Management.

In this paper, we consider the topic from theoretical and practical points. In the theoretical and practical of the thesis, we consider how scientists like Milkovich, Swanson describe the concept of Human Resources Management. We consider and describe the main functions of HRM and its impact on employees in the enterprise. In chapter Theories of cultural diversity at the workplace, we mention theories like Hofstede's Cultural Dimensions, Diversity Management theories and Trompenaars Theory and Cultural Intelligence Model. The theories illustrate the factors that influence how people from different cultures percept the workplace environment.

In practical part, we describe Anonymous Organization as an bright example. There were described the history of forming the organization, general information. We focused on Slovak National Office, so we drafted the organizational structure and the processes of HRM in the Anonymous Organization. Also, we involved the employees of Slovak Office to participate in the questionnaire to understand the impact of cross-cultural management and enhance innovative approach to reduce level of cultural challenges, which currently meet the employees.

The aim of bachelor thesis is to evaluate the approaches of Human Resources Management in multicultural environment, conduct a survey and make a program for the improvements of working processes in cross-cultural management. The assessment conducts in refugees humanitarian organization in office in Slovakia on the basis of the results of questionnaire.

The purpose of this bachelor work consists of a comprehensive research and analysis of the Human Resources Management system within humanitarian organization, with a deeper focus on the organization's activities in Slovakia. The work is aimed at identifying key Human Resources Management processes, such as recruitment, adaptation and development for personnel non-formal education

systems. The thesis is grounded on exploring approaches to management of employees in a multicultural environment and in conditions of stress, crisis and relocation.

For deeper understanding the work is oriented on the description of the main human resources functions at humanitarian, including recruitment methods, onboarding programs for new employees and professional development strategies. It analyzes approaches to employees management in a multicultural working environment, considering the policy of inclusion, intercultural communication and ensuring gender equality. This bachelor thesis is oriented to explore practices that help to support the mental health and well-being of employees, especially in the context of working in humanitarian crises. The paper assesses the effectiveness of flexible working conditions and the use of digital technologies in HR processes. During the research within certain Conduct a survey among staff of refugees humanitarian organization in Slovakian office in order to obtain empirical data grounded on their experience and evaluate the organization's HR practices.

The results of the survey help us to identify strengths and potential areas for improvement in the humanitarian organization its Human Resources Management system. In particular, we aimed to analyze the level of employees satisfaction with the processes of recruitment, adaptation, professional development, mental health support and flexibility of working conditions. The data obtained from the questionnaire is tend to be contributed to the formation of recommendations for improving HRM practices in the organization regarding the improvement of work conditions in multicultural environment. It is considered to be relevant in the context of constant humanitarian challenges and the need to ensure the effective work of multicultural teams.

The object of the research in this paper is a system of refugees humanitarian organization Human Resources Management Department.

The subject of study is the communication process, level of trust, and intercultural settings of Human Resources Management. We conduct research on how the employees percept the working process with colleagues from different cultures.

The task of this bachelor thesis is to conduct a research and detect the way of impact of cultural diversity on human resource management using the example of the humanitarian organization in Slovakia. The paper meets the task to describe available theoretical foundations of Human Resources Management in an international and intercultural context. The main point of consideration is focused on processes such as recruitment, onboarding of new employees, their training, development, and support in crisis conditions, which is particularly relevant for a humanitarian organization operating under stressful circumstances.

The methods of work include analysis of modern theories of cultural diversity, analysis of organization, quantitative survey of employees and shaping of recommendations.

The practical application of this paper is to develop a non-formal education program for improving intercultural communication and cultural sensitivity.

## **CHAPTER 1. THEORETICAL FOUNDATIONS OF HUMAN RESOURCES MANAGEMENT**

### **1.1. Definition of Human Resources Management**

People are a driving part of any type of organization. In accordance with studies employees constitute the main item of capital investment in terms of the costs of hiring and training them. Maintaining the activities of personnel also requires large expenses. [41]

Human resources are the set of workers, as well as any natural person who is within an organization, sector or economy. In addition, in business administration, this refers to the management of employees within a given organization. Modern studies of withing international enterprises highlight the focus on "increasing productivity through caring for people" as one of the key factors of competitiveness. One of the necessary conditions for maintaining such an attitude towards employees and ensuring that people are treated in accordance with the organization's declared values is a clear formulation of human resources management practice. [9]

Human resources management can be defined as a strategic and holistic activity, which is aimed at forming human resources, organizing and coordinating in the organization. Human resources management consists of a number of activities including monitoring situation on labor market, finding of personnel, hiring, planning of employees activities, creating of motivation system, corporate culture, and developing traying systems. [39]

Milkovich emphasis on that the human resources management is a function, which is targeted to use selected personnel as strategical asset of the certain firm, relying on development of integration policies for meeting organizational goals. The research declares that effective managing of human resources should cover all costs, which were used for employees through its activities. [25]

Management of employees plays a critical role in organization and maintains its functioning. It consists of activities, which are aimed at forming and coordinating the organization's human resources. The main of key managing aspects is environment, which fulfills goals including providing the organization with qualified

employees, optimizing personnel productivity and efficiency, maintaining employee satisfaction and motivation, and developing corporate culture. [12]

## 1.2. Functions of Human Resources Management

Human Resources Management contains a line of functions that are characterized by the main directions of this type of activity, with a focus on meeting the specific needs of the organization and its employees. Parul and Mazhar blazon the core functions like pay and benefit, relations between employer and employee, creating a safe environment, recruiting, development and training are the most important functions of HRM, which predetermine effective leading process of workforce within organization. The visualization of the main functions is represented in Figure 1.

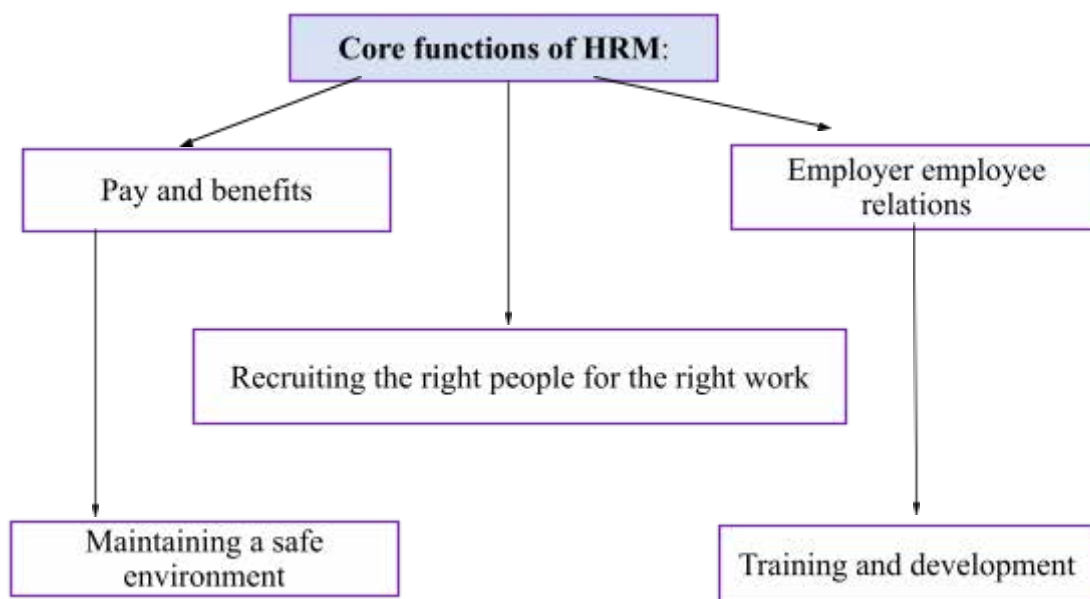


Fig. 1.1. Key functions of Human Resources Management

Source: created by author on the basis of [33]

*Pay and benefits function* is an aspect of HRM, which provides motivation, satisfaction and productivity of workers. The elements of payments shape image and corporate culture of an enterprise. The certain function of HRM consists of subfunctions such as:

- *Instrument of benefits*, which seduce and retain talented employees. The common benefits which could be provided are health insurance, flexible working hours, paid vacations, range of social guarantees. The benefits system within organization needs to be transparent and clear with aim to stimulate employees' productivity and desire to stay at the one certain organization.

- *The system of payment* interprets as an interrelation between indicators of norms and payment standards that give to workers guarantees the receiving of remuneration. The system of payment is usually shaped by grouped characteristics and assessment of work done.

- *The regular monitoring* of payroll and employee satisfaction monitoring. The use of analytical reports allows human resources managers to identify trends in salary payments, as well as assess the effectiveness of existing motivation schemes. It adjusts the remuneration policy in time according to changes in the labor market and the prickles of employees. [6]

*Employer employee relations* is a function which covers complex areas of interaction. In order to shape a positive relationships environment, there are usually implemented managing practices. The elements of employer employee relations are atmosphere of support and trust, open panel for discussion issues on a workplace, implementing protection of labor working conditions and conflict resolutions. The management in terms of work relationships, also, includes tasks such as:

- Development of working politics and rules;
- Integrating clear programs for new employees adaptation;
- Effective management of conflict on workplace.

The relationship between employer and employee is nitpicking for the flourishing functioning of the organization. Managing these relationships through effective HR practices contributes to creating a healthy work environment, increasing productivity, and reducing employee turnover. [10]

*Managing a safe environment* in the workplace as a concern of HRM ensures the physical safety of workers, but additionally contributes to their mental well-being, which in turn enhances productivity and job satisfaction. Management of employees

from a safety point of view has a range of points like conducting education in terms of safety, regular monitoring and evaluation of danger, and developed plans for different scenarios of incidences. Armstrong highlighted that the safe working environment plays a critical role in reducing stress and create trust between employer and employee. Armstrong, also, emphasis on the essentialness of adding a safe environment to corporate culture. This approach to HRM functions involves workers to actively detecting potential risks, improving intercommunication links and implementing motivational programs. [5]

*Recruiting the right people for the right work* function identifies the needs level of clarifying an organization's needs within Human Resources department. The selection of suitable workers provides resolving working tasks, increase stability of enterprise and promote innovations. On the clarifying needs phase, the HR manager sums up the competences, knowledge, qualities and experience urgences of potential employee. Secondly, management describes position, functional responsibilities, requirements and work conditions. Third course of action, HR specialists make a search and selection of appropriate candidate through monitoring CVs, making interviews, evaluation, analysis. The final step of the functional process is, a period when the HR department selects a worker and provides an adaptation springboard to certain enterprise. The recruiting function described by Forbes Expert Panel rephrases on successful operation of organization. The aim of HRM is to select the right people from a long-term perspective. [13]

*Training and development* function of HRM is targeted to provide the constant professional and personal growth of employees to achieve the goals of the organization. Effective staff training is the basis for improving the productivity and competitiveness of the organization. For identifying skills and knowledge gaps, HR managers analyze organizational directions, assess current workers competencies. Then the manager identifies appropriate studying programs like technical, soft skills or leadership courses. Also, HR specialist adjust the form of additional education and track the progress. The role of training function contribute to keeping talent through providing opportunities for growth, providing new career possibilities, adaptation to

changes. The current function enhances competitive advantage and long-term perspective. [2]

Dessler considers the functions of Human Resources Management as a strategic importance. They shape the basis for achieving strategic aspirations through the fruitful attraction, development and retention of human capital, which is the main source of competitive advantage. Strategic human resource management allows us to create sustainable competitive advantages through the development of unique skills and knowledge of employees. The effective implementation of HR functions helps to optimize the costs of searching, training and retaining employees, as well as reducing staff turnover. HRM functions belong to the strategic importance, since it is the way to contribute to the achievement of the long-term goals of the organization through effective human capital management. [29]

### **1.3. Theories of cultural diversity at the workplace**

Cultural diversity in the working environment is one of the key topics in the modern management of enterprises, as globalization, migration processes and the development of international business have significantly strengthened the interaction of people with different cultural values, traditions and worldviews. This phenomenon not just opens up wide opportunities for organizations but also poses new difficulties for them.

Scientists are increasingly announcing the importance of taking cultural diversity into account to ensure effective teams and achieve strategic goals. There are range of theories of cultural diversity support the understanding of how these features make an effect on work processes and create conditions for their effective management.

This part of the paper is contributed to theories of cultural diversity at the workplace. There will be covered Hofstede's Cultural Dimensions, Diversity Management theories and Trompenaars Theory and Cultural Intelligence Model. Theories approach the issue of cultural diversity from different angles but emphasize the importance of understanding the different and common features of representatives of different cultures.

Impact of cultural diversity research is considered as modern businesses increasingly rely on global teams that have a need to adapt to different cultural features. By integrating theories of cultural diversity into management practices, businesses can improve their competitiveness, enhance innovation, and create favourable conditions for from diverse backgrounds.

#### **Hofstede's Cultural Dimensions**

The cultural differences greatly affect the way employees' behavior, style of managing, and interaction with others in organizations. To one of well-known theories exploring these aspects is Geert Hofstede's model of cultural dimensions. The theory of cultural dimensions is grounded in the idea that cultures differ in certain key aspects that made an influence how workers perceive and organize social and work processes. Hofstede's research was started in the 1970s based on a survey of

IBM employees in sum 76 countries around the world. In accordance with the results of the questionnaire, which Hofstede spread within organizations, there were defined six criterias like power distance, individualism or collectivism, masculinity or femininity, uncertainty avoidance index, long term orientation, indulgence or restraint. [3]

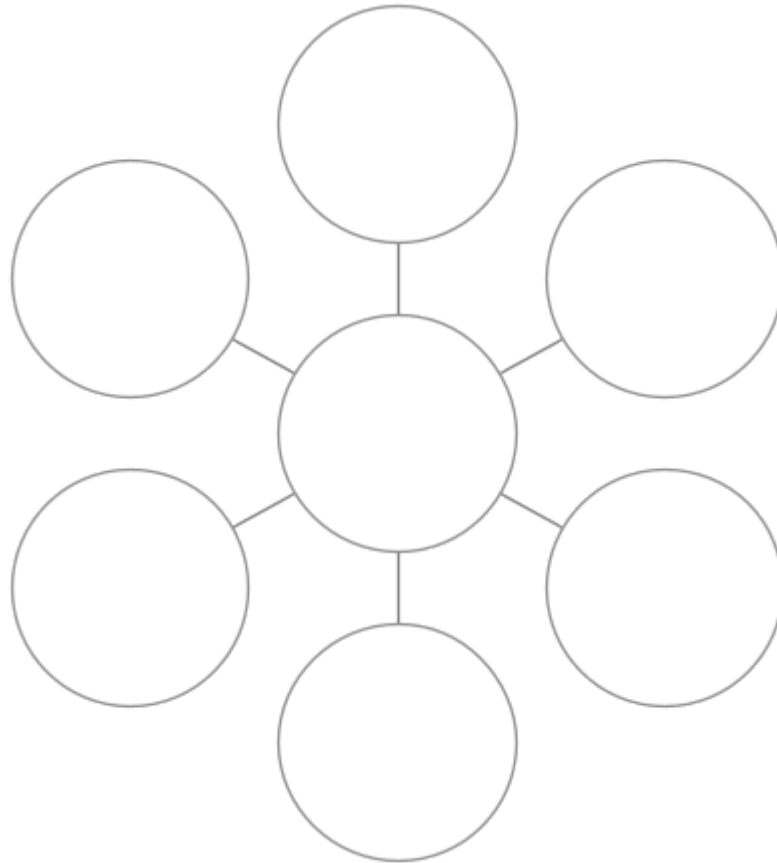


Fig. 1.2. Hofstede's Cultural Dimensions

Source: developed by author on the basis of [40]

The Hofstede's research studies made it possible to maintain that various cultural phenomena can be measured by several specified parameters, which in practice appear in various combinations among themselves, which identifies the mentality of the corresponding culture. [40]

***Distance from power*** is the degree to which society perceives an uneven distribution of power among its members. In cultures with a low distance from power, for instance, in Scandinavia region, the style of communication within politics representatives is markedly different from that adopted like in Turkey, where a politician must radiate significance, authority and power. [22]

There are some cultures which have a hierarchical, vertical organizational structure. In other cultures, the hierarchy is not so strong, its structure has a horizontal nature of building relationships. In hierarchical societies with high power distance, authority among subordinates is unevenly distributed. In such cultures, it is customary to obey all superiors: anyone in authority is traditionally accorded great respect. In such cultures, harsh criticism of management is prohibited. [19]

Arab countries, Latin America, and Southeast Asia are representatives with a great distance from power. Such countries are characterized by the perception of power as the most critical part of life, bowing to superiors. [19]

In contrast, cultures with a low distance from power, the point of view is adjusted that inequality in society tends to be minimized. Representatives of this type of culture consider hierarchy as a conditional consolidation of the inequality of people in society. In such cultures, values such as equality in relationships, individual freedom, and respect for the individual are more important. Subordinates consider themselves the same people as their managers. Communication in cultures with a low distance from power is not so formalized, the equality of interlocutors is expressed more strongly, the communication style is consultative. As an example, Austria, Denmark, the USA, and Germany business cultures, which is characterized by glass doors in offices, free access to the boss, a mutually polite form of communication between managers and subordinates, which ultimately indicates a short distance from power. [19]

***Individuality (collectivism - individualism)*** is the level to which society believes that the views and actions of an individual can be independent of collective or team beliefs and actions.

- *Individualism* is a culture in which individual aims of its members are on the peak in contrast to another group goals. Individualism is widely spread in societies with a loose social structure, in which people must take care of themselves and their family. In individualistic cultures, relationships between people depend on the individual interests and demands of their participants and therefore change as interests and demands change. The cultures of Germany, the USA, Australia, Great

Britain, Canada, the Netherlands, and New Zealand are types of individualistic cultures. [36]

- *Collectivist* culture is characterized by the majority of group goals and values over individual ones. Collectivism is inherent in societies with a strict social structure, a clear division into social groups, within which everyone is guaranteed the care and attention of others in exchange for unconditional loyalty to the group. The type of collectivist cultures includes the majority of traditional Asian and African cultures, as well as the Catholic countries of Southern Europe and Latin America, which are characterized by increased attention to family and community relations and values. [7]

*Assertiveness (masculinity - femininity)* is defined as cultures that value vanity. Masculine can be considered the desire for success, recognition of personal achievements and concern for high wealth. As feminine should be recognized cultures in which interpersonal relations, cooperation, striving for understanding and concern for others prevail are necessary characteristics. [4]

Masculine cultures are dominated by such values as perseverance, strength, independence, material success, and openness. To masculine cultures belong Austria, Great Britain, Venezuela, Germany, Greece, Ireland, Italy, Mexico, Switzerland, the Philippines, and Japan. In society gender differences in male and female roles in society are clearly distinguished: boys are taught to be decisive and persistent, while girls are taught to be compliant and caring. In the work environment here, the result is valued the most, and the award is based on the principle of real contribution to this result. [34]

In feminine cultures, for example, in the cultures of Denmark, the Netherlands, Norway, Portugal, Finland, Chile, Sweden, emotional connections between people, care for other members of society are more valued. Men in such cultures should not be assertive, they should participate in raising children. Accordingly, in raising children, great importance is attached to the development of a sense of solidarity and modesty. Social equality of the sexes and sympathy for losers are preached here, conflicts are usually resolved through negotiations and reaching a compromise. [19]

***Uncertainty avoidance*** - the level to which members of society feel insecure in uncertain, unstructured situations in advance and try to avoid them by creating rules, formulas and rituals and refusing to put up with behavior that deviates from the standard. Societies with a high degree of uncertainty avoid fear innovation and welcome the search for absolute truth. [35]

In cultures with a high level of uncertainty avoidance, people constantly experience stress and fear in a situation of the unknown. An increased level of aggressiveness is observed here, for the exit of which special channels are created in society. Belgium, Germany, Guatemala, Greece, Peru, Portugal, Uruguay, France, and Japan are representatives of such cultures try to avoid incomprehensible situations, protecting themselves with many formal rules, not accepting deviations from the norm in behavior, and believing in absolute truth. By way of illustration, during a conversation in France, it is not customary to rapidly raise the question that interests the questioner the most. They approach him gradually, after long discussions about variety of neutral topics, and as if in passing, without pressure, often at the end of lunch or dinner. [3]

Cultures with a low level of uncertainty avoidance are characterized by a more optimistic attitude to any situation than people belonging to cultures with a high level of uncertainty avoidance, hope for success in any enterprise, and the desire to live today. Singapore, Jamaica, Denmark, Sweden, Belgium, Ireland, Great Britain, and the United States are examples of these cultures are prone to risk, they resist the introduction of formalized rules of command, less prone to stress in unusual situations. [40]

***Short-term or long-term orientation*** to future perspectives is an orientation to solving strategic, long-term goals, a desire to look into the future. The cultures of Southeast Asia region with high values of this parameter are characterized by prudence, perseverance in achieving goals, stability. European cultures are characterized with low values - devotion to traditions, fulfillment of social obligations. [8]

*Indulgence vs restraint* dimension refers to the attitude towards pleasure and satisfaction. Indulgent cultures like Latin America, Australia are prone to optimism and satisfaction with life. Restrained cultures including Arabic countries belong to stricter rules and roles of behavior and social restrictions. [48]

### **Models of Cultural Dimensions of Edward Hall**

The American anthropologist Edward Hall described various parameters of culturally determined communicative differences. In his writings, he first began to consider communication as a type of activity amenable to study and analysis. Hall distinguished the following types of cultures:

- High-contextual and low-contextual;
- Polychronic and monochronic.

The theory of E. Hall says that *highly contextual* cultures are described by the next distinguished features: unexpressed, concealed manner of speech, ambiguous and umpteenth pauses, the weighty role of non-verbal communication and the ability to "speak with the eyes", excessive redundancy of information, since initial background knowledge is sufficient for communication, lack of open expression of dissatisfaction under any conditions and results of communication. [17]

During the research, the scientist concluded that to high-contextual cultures belong China and Japan. For the correct interpretation of a conversation with a representative of a highly contextual culture, knowledge of the cultural context is required.

*Low-context cultures* like E. Hall endowed the main distinguished characteristics are direct and expressive manner of speech, a smaller use of non-verbal types of communication, a clear and direct evaluation of all discussed themes and questions, assessment of understatement as insufficient competence or invertebrate awareness of the interlocutor, open expression of dissatisfaction. [24]

As author mentioned, the USA and Germany, the Scandinavian countries are low-contextual. People who relate to such cultures often express their desires through words. Language is considered with special importance, and in particular the discussion of details. In such cultures, a direct and open style of communication and

the ability to call things as they are named. For representatives of low-contextual culture the signing of written contracts, agreements, and documents are critically important. [21]

In the *Polychronic perception* of time, many things are happening simultaneously. The understanding of time is perceived not as a straight path, but as a kind of knot of interweaving of many issues, so the level of tangibility is low. In Polychronic type of cultures, interpersonal relations play a critical role, so the communication process with an opponent is considered a more important matter in contrast to an accepted plan of action. Therefore, representatives of Polychronic cultures are more dynamic in dealing with time. To those can mention Latin America, the Middle East, the Mediterranean cultures, which are diverged, also, by the high importance of multitasking and tending to be less concentrated. [21]

The *Monochrome* use of time marks that the actions are carried out sequentially, step by step, over a period of time. Mean of time is represented as a straight path that leads from the past to the future. Monochronic time is divided into segments, that is, everything is well-detailed planned so that a person can concentrate on something at any time. [18]

Representatives monochronic cultures like German and the USA of attribute time to material value: it can be spent, saved, lost, made up, accelerated. Grounded in the fact that a "monochromous" person is able to engage in only one type of activity in a given period of time, it is forced, as it were, to "close" in his own world, where other people have not a possibility to get access to it. [17]

The importance of theory of E. Hall consists of looking at representatives of variety of cultures from the inside and makes it merely to understand cultural communication patterns. E. Hall theory in practice, may provide a general analysis of the impact of cultural aspects on communications manners. The conducting of studies within a certain enterprise helps to detect the relationship between culture and the communicative process.

### **Trompenaars Theory**

Alfonso Trompenaars is a modern Dutch theorist that provides to enterprises consultations in field of management. Trompenaars in co-author with Charles Hampden-Turner developed a model of national cultural differences that has been repeatedly used by businesses in practice. For shaping the theory, scientists created and conducted a survey of 8 841 managers and staff from 43 countries. On the basis of the amplitudinous survey, there were displayed seven cultural dimensions. [15]

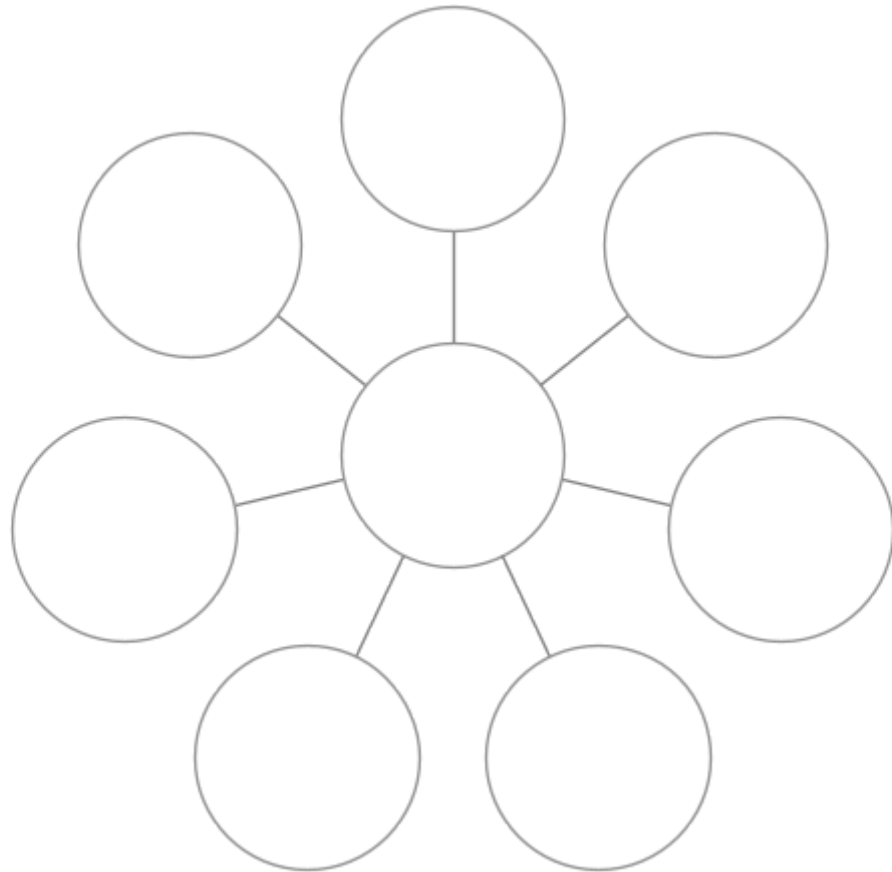


Fig. 1.3. Trompenaars' model of national cultural differences

Source: created by author on the basis of [15]

As highlighted in Figure 1.3, the model consists of seven cultural differences measurements, which can be distinguished to five values where drafted the interaction of people, one point is dedicated to time value and the last is environment factor.

*Universalism and particularism* go as first concept of Trompenaars Theory. It shows norms and rules within organizations in different ways.

*Universalism* is an idea of believing in implementing theoretical practices to the workplace without any changes. Certain types of cultures commonly tent to

exploit general standards, principles, regulations or canons that were not subject to the workplace situation or relationships level. Members of universalists cultures appraise directly the hover of society perception and based on it, support the following of laws, behavioral norm. Professional negotiations are guided by a clear attitude and by working boundaries. In the business environment, universalism representatives oppose the breach of contract. As examples of cultures are Canada, Germany, Switzerland and the USA. [50]

*Particularism* is an opposite term to universalism, which indites underlines the importance of the business case, in accordance with it, the appropriate norms and ideas should be embraced. The decision-making process of particularism cultures is usually conducted grounded on working circumstance, trust level and personal relations. Particularism aims to keep the relations on the most important level in comparison to the rules. Business particularism cases promote the types of agreements, where parties' relations can be retained. As the theory shows that China, South Korea and Venezuela are countries with particularism cultures. [50]

*Individualism and collectivism* evaluate the preferences of employees to forward to a common goal in a team or individually by prioritizing their own aims. Distinction individualism and collectivism factors make businesses strategies and plan the activity for completing both daily and long-term organizational points.

*Individualism* is where individuals percept themselves as separate units, which promote personal improvement and development. Individualism societies valued the most autonomy, personal responsibility, self confidence and commitment to their own goals. Only individuals make decisions and that makes representatives to be responsible for the results. Individualists prefer to be unique and independent that care above all for family well-being, self-realization.

*Collectivism* is about the feelings of being part of group and team. People from collectivism cultures consider society's ideas and principles to the highest level of importance. Typically, all results are interpreted by the hole group responsibility by team decision-making path. Considerable factor of collectivism is to provide a care to others, make a privilege of team's aim and conduct consensuses. [42]

*Specific and defuse* dimensions have an essence of making boundaries between work and personal life and its impact on life in different cultures in the workplace and private environment.

*Specific* is considered by Trompenaars as a separation professional and non-professional areas of individual's household. Communication of specific dimensions is oriented on the ability to keep contacts and links that connected with business to leave them on work. And vice versa, specific cultural members don't promote personal relationships to the organizational environment. This way helps to not impact the management decision making process by personal motive.

*Defuse* is a parallel term to specific, that means links between both spheres private and working. It may be understood as using more informal relations in the work environment and that change the way of decisions and individual perceptions. People who belong to defuse culture, are not open to making new acquaintances, but usually try to save the existed links. [42]

*Affective and neutral* Trompenaars' measurement is a tool for concepting emotional differences between business cultures. Affective and neutral ways of communications empower intercultural working interaction.

*Affective culture* phrases the openness to emotions expressions during the making business negotiations or leading working projects. At the workplace, employees with an affective culture perception prefer not to hide their true emotions. Others perceive emotions as a gesture of trust and natural, open behavior. Italian and Spanish cultures are illustrations that appreciate free expression at the business environment and find it as a point to make partnerships. Within affective cultures, it is possible to face conflict situations, due to excessive emotionality, although, misunderstandings lead to a quick anagnosis.

*Neutral cultures* are characterized by restrained, stable, deliberate steps in leading communication in the working environment. The control of emotional expressions, ability to have a composure, self-control and self-command are qualities of neutral cultures representatives. As neutral models can fit German, Japanese, English cultures that use only logical factors while doing business practices. In

contrast to affective measurement, neutral describes an inappropriate attitude to showing emotions on public and showing emotions can impact business relations in a negative way. [42]

*Achievement and ascription* value how individual status may be grounded on rather experience achievements or personal social qualities that are not connected to work results.

*Achievement type* of culture is impregnated of effort, performance orientation, space for employees' potential development on a skills basis. The organizational achievement culture upholds the growth and selecting the right employees to the right working position. The social position is a non-priority factor for promoting staff.

*Ascription* exponents prefer at the organizational environment take into account age, social level, inborn characteristics, social connections are factors that impact management to implement positional promotions. Additionally, family links in business let rapid promotion to higher positions. Ascription cultures may limit the social mobility and boundary talent development. [1]

*Sequential and synchronic time* orientation dimension facilitates analysis on how managers decide in terms of time value. It helps to understand whether decisions of planning activity are held on past, present or future factors. [23]

*Sequential time orientation* cultures are valued step by step sequence in task performing and planning activities. Employees with detected sequential culture care about meeting deadlines by avoiding multitasking. In business protocol, individuals of this culture tend to conduct structural, planned, strictly planned meetings. Any backwardness or deviation from outlines by sequential individuals types may be accepted as inappropriate business behavior.

*Synchronic time orientation* cultures members prefer to understand time as a cyclical phenomenon, where people can perform several tasks synchronously. Synchronic people type promote flexible schedules, leading several projects in one time and all time dimensions are understood as interconnected thing. Within business formalities there were accustomed versatile plans and building partnerships. [50]

*Inner vs Outer directed* Trompenaars' factor was separated to describe and understand how different cultural representatives perceive and interact with the environment. The author of the theory determines the level of cultural attitude towards the environment using the control instrument.

*Inner directed* in the cultural sense determines the importance of controlling internal resources and managing axial goals. Americans, British and Australians belong to the culture of inner directed. They are characterized by long-term planning and clear visualization of their lives, being clearly confident in the prospects of their actions. Corporate culture in this case supports innovation, risk-taking and change.

*Outer directed* in a cultural sense describes control over the external environment and adaptation to external changes. For example, the Chinese and Japanese belong to external control cultures, so their actions and decisions depend on the external environment. Trompenaars describes business culture as one that focuses on macro-level adaptation and customer needs. [50]

Trompenaars' theory occupies an important place in Human Resource Management in the context of cross-cultural interaction and managerial decision-making. Trompenaars' dimensions set the direction for motivating and encouraging participants in teamwork. Understanding the theory helps managers understand the nuances of communication between representatives of different cultures. Depending on the formation of the working team, the results of the theoretical experiment identify how the corporate culture of the enterprise should be formed. Also, understanding the theory is important in building business relationships and building partnerships. The model of cultural differences in practical application determines the level of adaptability to international cooperation.

### **Cultural Intelligence Model**

*The definition of diversity of society* is the availability of distinctive traits, attributes, and properties, which are shared in society. Ethnicity, religion, gender, age, physical and mental abilities, ideology are the features that make people different. [14]

*Diversity management* is a design deliberation policy, handing over service, planning of course of action targeted for various institutions of diversity and various identities. [37]

The term “*cultural intelligence*” was defined by Peter Earley and Elaine Mosakowski as the capability to “tear out of the demeanor of an individual or group of people those characteristics that would be true of all people and all communities, those that are traits of that person or that group and those that are not neither universal nor original”. The Cultural Intelligence Model applies in recruiting and selecting during the international projects, conducting professional development programs targeted for cultural awareness and managing of workers’ mobility. [31]

Cultural intelligence accentuates areas including metacognitive intelligence, cognitive intelligence, motivational intelligence, behavioral intelligence.

*Metacognitive intelligence* term is related to the person’s ability to plan, analyze and adapt its behavior during the interaction with representatives of other cultures. High level of metacognitive intelligence watchfully values all possible obstacles of cultural differences that may guide an individual’s behavior in terms of communication process or decision-making. [26]

The metacognitive component incorporates planning process, monitoring, and thought evaluation from different cultural points of view. The key terms of metacognitive intelligence are:

- Metacognitive knowledge is an ability to recognize individual cognitive processes, persuading and processing of information, implementing of strategies for getting new cultural knowledge that can affect the decision making process;
- Metacognitive experiences reflect the own feelings, emotions, reactions, which can be felt during intercultural interaction;
- Metacognitive strategies are a process of correcting the behavior and considerations to behave in appropriate way within international environment. [31]

The enhancing metacognitive component of cultural intelligence in Human Resources Management helps in planning strategies of international interaction with the aim of predicting the possible differences in perceptual and behavioral aspects.

Adaptation and monitoring of HR policies allows us to detect and correct deficiencies with aim to create an inclusive environment for each employee.

*Cognitive intelligence* is an aspect that highlights the ability to understand, percept and effectively interact with different cultures. The traits of different cultural societies include knowledge of cultural differences, rules, norms, traditions, religious beliefs, power structures, and communication styles that shape an understanding how to interact with different representatives. All mentioned knowledge are a vital point in diverse cultural environment while building and maintaining relationships. The towering cognitive intelligence reflects how deeply cultural awareness can be identified and digest cultural impact on work processes. [38]

Cognitive intelligence in point of cultural intelligence highlights the ability to understand cultural systems, which plays a critical role in orientation of new cultural environments. It links with recognition of hierarchy, values and norms as an exception of other cultures. The cognitive aspect like cultural verbal and non-verbal communication should be used for effective intracultural communication. [31]

The development of cognitive intelligence expands educational factors, experience exchange and ability to self-education. Accordingly, Cognitive component favors the adaptation process and enhance Human resources activities.

*Motivational intelligence* as a component of cultural intelligence reflects the person's inner desire and curiosity in order to interact with representatives from distinctive cultures. The motivational type of intelligence helps to detect the level of preparedness to overcome challenges and motivation to adapt to new environments, which are connected to intercultural interaction. The key aspects of motivational components are:

- The degree of natural curiosity to discover new habits, traditions and culture, which is a driving force to study and new opportunities;
- The ability to believe in capacity effectively interact with individuals from different backgrounds with aim to achieve success;

- The accompanying elements to the increased cultural intelligence are perseverance and resilience for cooperation during problem solving processes;

- Motivational component, also, strictly connected with personal prejudices and values, which can impact interaction in professional development. [28]

*Behavioral intelligence* represents a demonstration of verbal and non-verbal intelligence by representatives of different cultures during the interaction process. The main task of behavioral components is to build common trust and positive relations. Behavioral intelligence is impacted by verbal, non-verbal and adaptive behaviors.

Verbal behavior can be described as a use of all types of speech, which are understood in a concrete culture. As verbal instances can be mentioned, use of language, tone of voice, choice of words, level of formality, communication norms.

Non-verbal behavior, also, depending on culture can be differently precepted, sine non-verbal aspects includes spatial distance, eye contact, gestures and mimics. [27]

Adaptive behavior consists of communication style changes, manners and ways of emotion expressions in accordance with situational cultural requirements.

The support of behavioral components allows the minimization of misunderstanding conflicts to promote harmonical environment in multicultural working teams. This factor contributes to maintaining the clear processes of information transportation for workers from different cultural areas. It counts the cultural aspects for development the HR politics in organizations. [27]

## CHAPTER 2. OVERVIEW OF THE RESEARCH METHODOLOGY AND ORGANIZATION DESCRIPTION

### 2.1. Overview of the Methodology

During the research performance, we combined theoretical and empirical approaches. Both methods help us to evaluate the practices of Human Resource Management in the context of a humanitarian organization, namely in the Slovak National Office. The methodology is based on a qualitative case study design, which allows for a detailed, contextualized exploration of Human Resources Management cross-cultural management processes. The management process of employees is focused on a current conditions in a modern organizational setting during a period of increased operational complexity due to regional migration crises and international instability.

We collected the data through a structured questionnaire distributed among humanitarian organization employees in Slovak office, as well as through semi-structured interviews with selected staff members. This was complemented by the analysis of secondary data sources, including organizational documents, HR policy guidelines, recruitment and training protocols, and publicly available reports from the humanitarian organization official website and partner agencies.

The triangulation of these data sources was used to ensure the credibility and robustness of the findings, allowing the research to draw nuanced conclusions about the functioning of HR processes within a multicultural and dynamic humanitarian environment. The research particularly focuses on key HR functions such as recruitment, onboarding, employee development, and staff well-being.

The methodological process included several key components:

*Literature review:* to establish a theoretical framework and to define concepts such as Management, Human Resources Management, its functions, and HRM in humanitarian organizations.

*Case study analysis:* humanitarian organization was selected due to its active role in refugee protection and the availability of structured HR policies in an international context.

Survey research: A questionnaire was designed to assess employee perceptions of HR practices, workplace support, cultural integration, and mental well-being.

*Interviews:* Qualitative interviews provided additional depth, capturing employee experience and managerial perspectives on staffing, stress management, and remote/flexible working arrangements.

*Data analysis:* Quantitative survey responses were analyzed descriptively, while qualitative data were subjected to thematic content analysis to identify recurrent patterns and concerns.

Furthermore, this study applies selected strategic HR management frameworks such as the Harvard HRM model and cross-cultural management theory to assess the effectiveness of HR approaches in a multinational team. The study also integrates elements of crisis management theory to evaluate how HR practices adapted to recent stress-inducing factors such as forced migration, staff relocation, and increased caseloads.

The methodology supports a comprehensive understanding of HRM within humanitarian organization in Slovakia and enables the formulation of practical recommendations for improving personnel support systems, training strategies, and workplace resilience in international organizations.

## 2.2. Description of the organization

The management of the researched organization, referring to internal policy, asked us to keep the name of the organization as anonymous, so during the name in this paper will be figured as “Anonymous Organization”.

Office of the Anonymous Organization is a global intergovernmental organization that operates towards rights protection, savings of lives, creating better future perspectives for refugees. Anonymous Organization is aimed at searching a safe space for people that faced with difficulties in home country. [43]

**Table 2.1. General information about the Anonymous Organization**

<b>Category</b>	<b>Information</b>
Year of establishment	1950
Mandat	Protecting the rights of refugees, internally displaced persons, stateless persons and facilitating the search for durable solutions for them
Head	Filippo Grandi (since January 1, 2016)
Global presence	More than 136 countries around the world
Head quarter	Geneva, Switzerland
Number of employees	More than 18,800 employees
Areas of operation	<ul style="list-style-type: none"> <li>- Provision of humanitarian aid (housing, food, water, medical care)</li> <li>- Protection of the rights of refugees and stateless persons</li> <li>- Facilitating integration and returns</li> </ul>
Financing	Mainly through voluntary contributions from governments, the EU, the private sector and individual donors

Source: Own elaboration on the basis of [43]

As demonstrated Table 1, the Anonymous Organization was created in 1950 by the United Nations Assembly after the end of the Second World War. The UNHCR

has the task of helping refugees in Europe that were running from the war. In 1957, Anonymous Organization started to expand and shared its mission to Hong Kong, Marocco, Tunisa, Algeria. The main work of Anonymous Organization was directed to conducting humanitarian mission and protection of refugees' rights. In current time bounds, Anonymous Organization shows its presence in 136 countries and an organization has status of leading humanitarian organizations. The head quarter of Anonymous Organization is located in Geneva, Switzerland, but global centers such as in Copenhagen, Budapest and Oman are also valuable in making decisions towards the meeting its mission. [44]



Fig. 2.5. Presence of Anonymous Organization

Source: Operational Data Portal [30]

Anonymous Organization belongs to a specialized agency of the United Nations that concentrates on international efforts coordination in questions of refugees. The Anonymous Organization reports to the General Assembly and the Economic and Social Council of the United Nations. To the main tasks on the high level of Anonymous Organization consider and plans programs and budgets yearly that is represented by High Commissioner. From another part, for providing

protection, education and human rights support, the Anonymous Organization makes a cooperation with other United Nations programs and organizations such as World Health Organization. [45]

In Slovak Republic the Anonymous Organization began its function in 1992. The mission was oriented on providing help for people that found themselves in a stateless situation and people that are in need of shelter. After 2014 and especial after 2022, Anonymous Organization activities in Slovakia was extended as a reaction on the war in Ukraine and meeting an increased humanitarian need. [46]

Among the main areas of Anonymous Organization 's activities in Slovakia are:

- Providing protection and offering legal support, including certain types of consultations such as assistance in obtaining legal status and access to justice.
- Provision of humanitarian assistance in the form of food, material support, psychological support, access to medicine, and housing for people who have been forced to leave their homes.
- Adaptation and integration into society in the form of language and integration courses, cultural events, employment opportunities, and education.
- Monitoring, controlling, and evaluating data on the humanitarian situation, evaluating adaptation programs, and implementing changes to improve processes.
- Establishing and supporting cooperation with partners from governmental and non-governmental organizations, which in turn are an auxiliary force in the coordination of the humanitarian situation. [43]

### **2.3. Organizational structure**

Anonymous Organization office in Slovakia was established with the aim of supporting incoming refugees. The structure of organization has a form that maintains programs and interaction with government institutions, makes regional support and creates platform for partners' interaction.

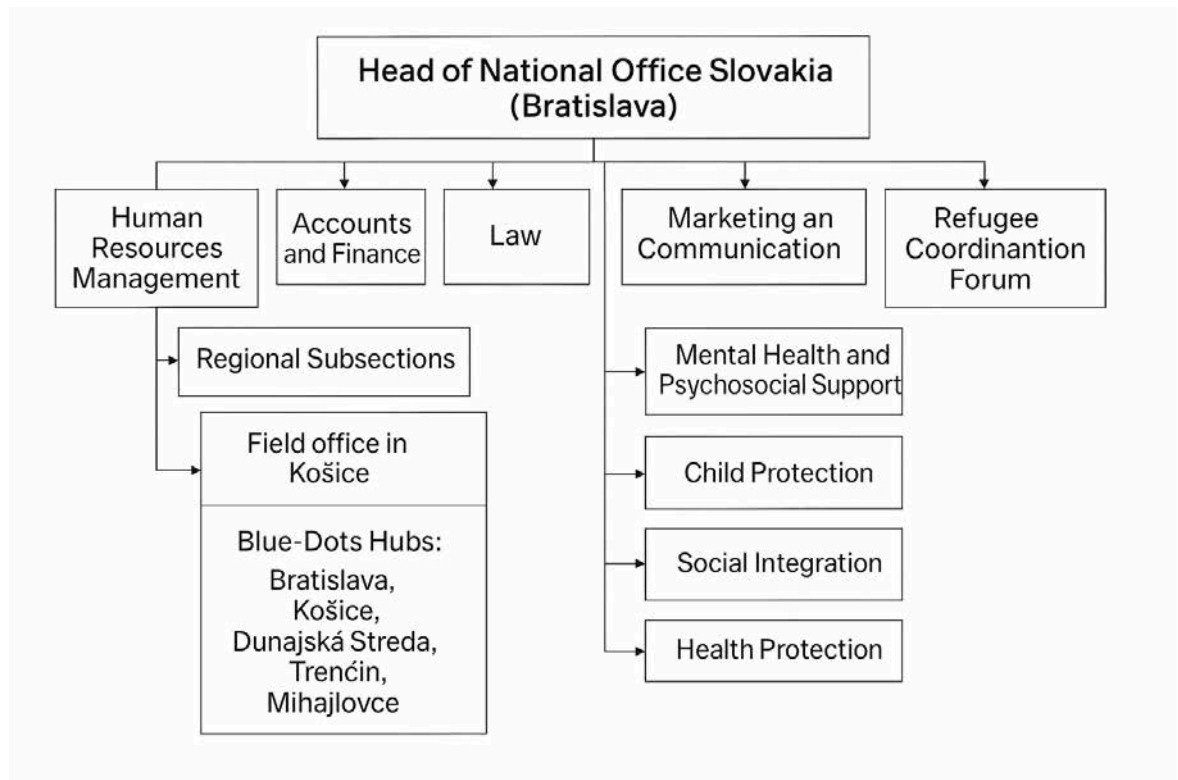


Fig. 2.6. Organizational Structure of Anonymous Organization in Slovakia

Source: Own elaboration

The Anonymous Organization Slovakia has a matrix structure, where each department can freely interact for performing common tasks and providing help or consultations for refugees. The Head of Slovak agency is located in Bratislava and perform a range of functions. To responsibilities of the Head of Anonymous Organization belong to the processes of making strategic priorities and decisions, conducting analysis of external environment for adapting Anonymous Organization strategies and procure programs for meeting global aims of Anonymous Organization. The Slovak Head of UN refugee agency performs as a representative of Anonymous Organization to government structures and institutions, participates in international forums in terms of the refugees' protection. The head of office in Bratislava also makes efforts to sign partnerships that may help refugees in terms of adaptation and integration. The partnership maintenance plays an important role in coordination of humanitarian aid and optimization of providing help. The Head of National Office in Slovakia is involved in monitoring and controlling processes of program realizations, preparing reports of Anonymous Organization activities.

In accordance with Figure 6, the scheme is divided into blue and green blocks. The blue block shows an administrative department. It consists of Human Resources Management, Accounts and Finance, Law, Marketing and Communication, Information System, Interagency Coordination. The Human Resources Management department cares about recruitment, adaptation and development of employees. The HR department operates to ensure gender equality and inclusion policies, organization of training and advanced training for employees. In Accounts and Finance the decision-making processes are oriented towards managing financial sources, planning and preparing budgets, ensuring control over costs and maintaining financial transparency. As part of its operation, Accounts and Finance provides financial reports to donors and the head quarter on how finance was repurposed. The sector of Law is intended to provide legal support for refugees and asylum seekers. Also, other obligations include advocacy for changes in national legislation to protect the rights of displaced people, managing and leading to asylum cases. Employees in Marketing and Communication conduct their activity for familiarization society with Anonymous Organization and raise awareness about Anonymous Organization activities. This department participates in organization of informational campaigns, works with media, press, and manages reputation of the organization. The Information System provides all staff with a support of digital tools and databases. Information System works for cybersecurity maintenance and personal data protection. IT also develops work of online platforms and internal applications. The department of Interagency Coordination is responsible for ensuring effective cooperation between Anonymous Organization and various national and international partners in the field of humanitarian assistance, protection of refugee rights and integration of displaced persons. Interagency Coordination executes functions of moderating meetings between key Anonymous Organization agency players, communication with government institutions for harmonization of approaches and policies towards refugees, developing joint strategies.

The green block illustrates operational structure. On the right side there are regional subsections, which meet Anonymous Organization missions on places. Field

Office in Košice is on east part of Slovakia that was founded with aim of organizing closer cooperation work with local government institutions and support local societies. The main tasks are to monitor situations, organize activities for refugees' integration, local law support and consultations. Blue Dots Hubs may be described as a space for refugees, which provides complex support for temporary residence refugees. Blue Dots Hubs are oriented on provides services in areas of children support, spread of information, legal aid, and cooperation with non-government organizations. Blue Dots in Slovakia are located in Bratislava, Košice, Nitra, Dunajská Streda, Trenčín, Mykhailovce.

The Refugee Coordination Forum is a mechanism for discussion and clarification of the development of refugee protection and humanitarian assistance. The Forum was established by Anonymous Organization in order to maintain efficient cooperation between all parties like volunteering organizations, donors and other partners. The Refugee Coordination Forum is aimed to conduct planning and implementation of humanitarian activities, exchanging information and experiences, monitoring the situation and analyzing changes in refugee needs. The work of Forum has a structure based on help directions, and it includes Mental Health and Psychosocial Support, Child Protection, Social Integration and Health Protection. Each direction of the Refugee Coordination Forum works separately on the development of specific measures, policies and initiatives aimed at strengthening systemic support for refugees.

Anonymous Organization's organizational structure in Slovakia is maintained for meeting the effective protection, integration and support for refugees in range of regions. The system is established for coordination between different departments and regional offices that help in circulation of information exchange processes, meeting needs of refugees. The system works as an impulse for changes to enhance productive processes that lead to visible results.

## **CHAPTER 3. THE ANALYSIS OF INTERCULTURAL INTERECTION IN THE FIELD OF HUMAN RESOURCES MANAGEMENT**

### **3.1. Human Resources Management processes of the Company**

In Anonymous Organization Human Resources Management is oriented on performing key processes that help in creation of working environment to meet organizational goals in the multicultural environment. This subchapter reveals the content of key steps and practices that are used for working in terms of the relevant humanitarian crises.

#### *Recruitment*

The Anonymous Organization adheres to the principles of transparency, inclusion and gender balance in recruitment. The process of recruitment includes posting job vacancies on the official Anonymous Organization website in chapter Careers. For the selection process, the attention is dedicated to candidates with available experience in the humanitarian field, high level of communication, coordination and organizational skills, knowledge of foreign languages, ability to analyze the situation and select solutions. Afterwards, the process of evaluating candidates' competencies helps to pick up the right person to the right place. In the recruitment phase, particular attention is paid to attracting candidates from different cultural and professional backgrounds to ensure team diversity. [47]

#### *Adaptation of newcoming employees*

In order to maintain the smooth, clear and effective working processes, the UNHCR implements for its staff adaptational programs. New employees receive a familiarization with the organizational structure and channels of information transmitting. Human Resources Management is obliged to provide information regarding the organizational culture, policies and procedures. Newcoming workers meet with trainings on safety, ethics and intercultural communication. [47]

#### *Development of employees*

The continues development is a part of professional growth and the UNHCR provides a range of opportunities. The organization offers participation in internal and external seminars, courses, trainings and exchange of expertise. The development

programs usually are oriented on developing leadership, management skills and technical expertise that meets the needs of Anonymous Organization 's humanitarian activities. [47]

*Approaches to personnel management in a multicultural environment*

The Anonymous Organization works in a global context in which staff members are of different cultures, languages, and faiths. To effectively cope with this diversity, the organization has a policy of inclusiveness, provides training in intercultural communications, and provides a workplace in which all cultural qualities are respected. The result is a peaceful working environment and greater effectiveness in teamwork.

*Support of mental health*

Since humanitarian missions require from employee's empathy and supportive behavior, the Anonymous Organization implements programs that may support staff. The humanitarian organization tries to understand the relationship between workplace and employees. Programs consist of consultations with psychologists, support groups and burnout prevention measures. [49]

*Management in conditions of stress, crisis and relocations*

Since the Anonymous Organization staff often work under high stress level, which is associated with humanitarian crises, conflicts and the need for rapid relocation. The organization implements stress management strategies, including:

- Preparation for work in crisis conditions through specialized trainings;
- Providing psychological support and counseling;
- Ensuring safety and support during relocation.

These measures are aimed at maintaining the health and efficiency of personnel in difficult working conditions. [49]

### **3.2. Questionary results**

The questionnaire was designed from 17 questions in areas that help to understand cross cultural management points from etiquette, communication, habits

and decision-making processes. All 50 respondents stayed anonym in questionnaire participation in order to keep the personal view on the question private. In the survey people with different experiences, backgrounds and nationalities participated. The first few questions of the research survey gather general information like gender and nationality, which let us to make a control over the level of cultural integration, how the experience impact on cultural awareness, and analytic process looks deeply and smoothly.

The first question in the survey is about the gender of employees in the Anonymous Organization Slovakia. Figure 7 demonstrates in percentage the results.

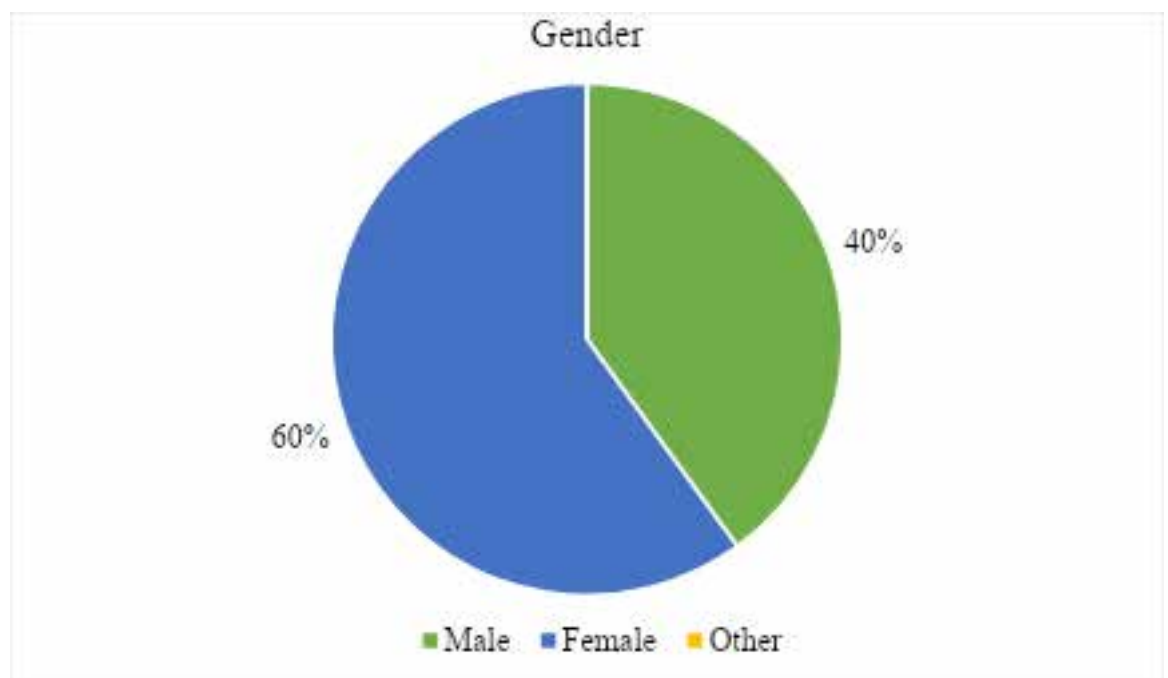


Fig. 3.7. Gender of respondents

Source: own elaborations

The questionnaire shows to us that the majority of participants is women, which is 60%, the answers that were received from men are 40% and 0% named other self-recognition of gender. The gender gap in responses allows us to emphasize high equality, safety, and access to leadership. The high number of employed women shows to us the high level of equality and gender sensitivity in organizational culture.

To the next question belongs the clarification of age of the respondents. There were prepared range of options of age diapason including:

- 18-25 years;

- 25-30 years;
- 30-35 years;
- 35-40 years;
- 40-50 years;
- 51+.

The way of age gradation determines deep comparison analyses of generational differences in the perception of multicultural working environment and the way how to work with each generation. The age indicator impacts targeted recommendations for further improvements through training, work support, working flexibility, adaptation and inclusive programs.

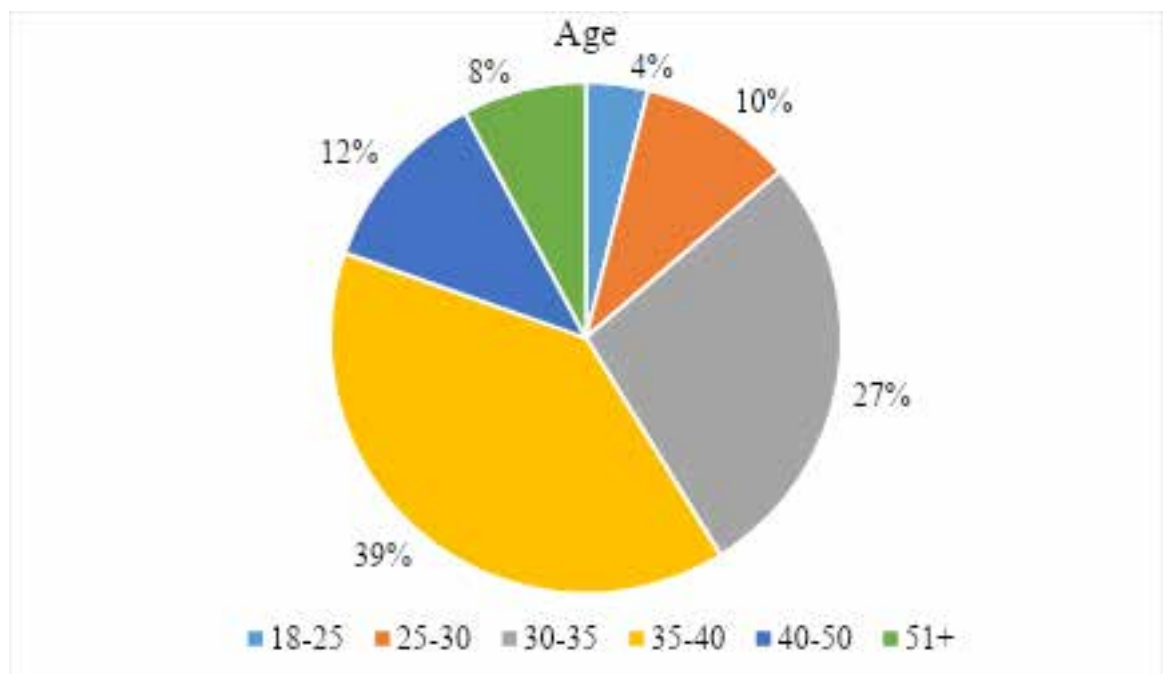


Fig. 3.8. Age of respondents

Source: own elaborations

As illustrated on Figure 8, the biggest part, which is 39%, of survey participants belongs to the age diapason 35-40. In the category 30-35 employed 27%, which is significant indicator. 12% belongs to the range of 40-50 years and 10% is represented by employes of age between 25 and 30. People employed with age 51+ are 8%. The lowest number, which is 4%, is within employees 18-25 years. The analysis provided an understanding that HR recruiting program is oriented for people with education, life experience and background for making the visible results on

Anonymous Organization occupation. Also, the high number of employees whose age is more than 30 years underline the importance of absence of age discrimination at the working environment.

In the structure of questionnaire, respondents had an opportunity to write their nationalities. The question was open, so it was necessary to write and answer without limits. The approach of open question regarding nationality assists accurateness, inclusion and avoidance of imposition of identity.

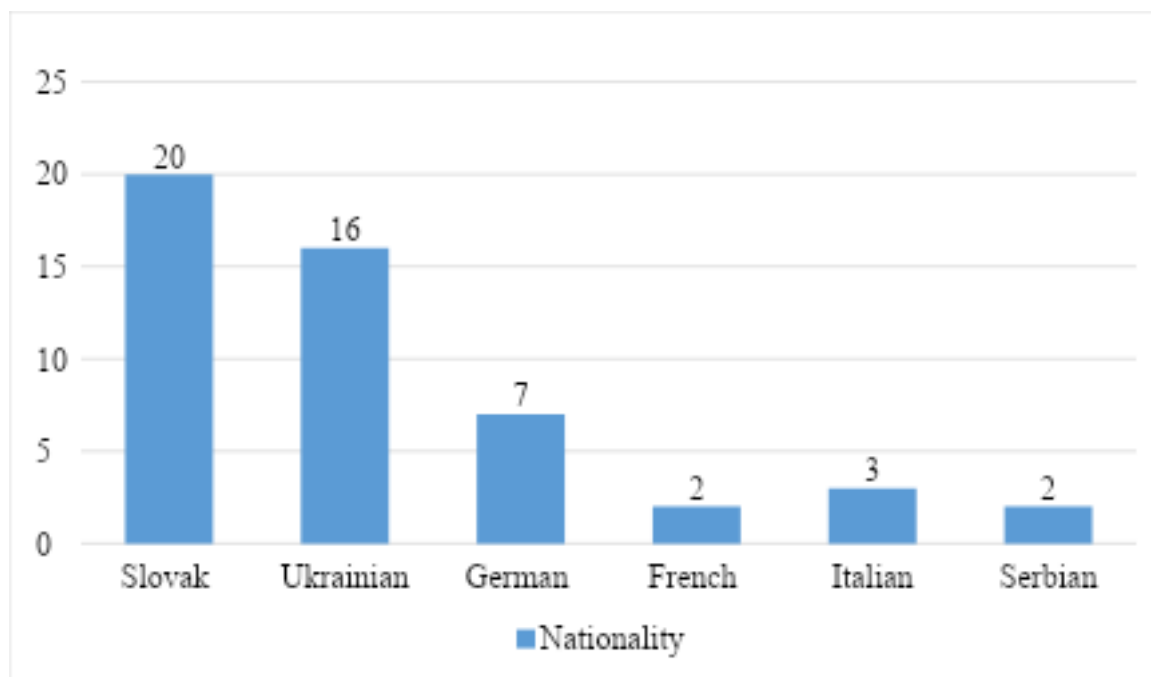


Fig. 3.9. Nationality of respondents

Source: own elaborations

The results on Figure 9 may be relatively divided on the national (Slovak) and international (Ukrainian, German, French, Italian, Serbian) representatives. 20 people belongs to Slovak nationality and represents the highest share in the UNHCR Slovakia. The majority of Slovak nationality representatives work in areas of administrative management, law accompaniment, coordination of refugees, cultural context.

Ukrainian nationality staff that work for Anonymous Organization Slovakia count 16 respondents. Since, the Slovakian office started to increase its operation, because of war in Ukraine. Therefore, Ukrainians play role of cultural, language intermediaries between refugees and beneficiaries, developers of integrational

programs, enhance implementation of mental health support. Ukrainians in humanitarian organization encourage programs for employment within refugees.

7 Germans took part in the survey. Germans in Anonymous Organization usually are experts in international humanitarian law and human rights protection.

In Slovak National office employes 3 Italian nationality representatives. Italian Anonymous Organization diplomats have an experience in work of field offices in West and Central African countries. The experience is implemented in consulting, analytical and leading programs.

French nationality displayed by 2 people. French employees, as well as Italian often has an experience in humanitarian missions, so its experience is useful in programs of children protection, communication and integration.

2 employees belong to Serbian nationality. Serbians have experience with migration crises on Balkan region and play role in legal and cross-border matters, understanding of regional context, partnership maintenance.

In the questionnaire, we presented question “How long have you been working in a multicultural environment within UNHCR?”, which helps to evaluate the experience of employees.

**Table 3.2. Experience of employees of working in multicultural environment**

<b>Years diapason</b>	<b>Share of employees</b>
Up to 3 years	17%
3-5 years	28%
5-10 years	50%
10+ years	5%

Source: own elaborations

The majority of Anonymous Organization employees work for the organization in diapason from 5 to 10 years. Also, there is a relatively high share of workers that are employed in multicultural environments from 3 to 5 years.

We also defined the countries of experience in work in Anonymous Organization through question “In which countries did you work within the organization?”.



Fig. 3.10. Employees’ cultural experience

Source: own elaborations

In accordance with figure above, employees that work in Slovak National Office have experience in countries like Ukraine, Kazakhstan, Kenya, Serbia, Germany, Brassil, Sweden and Denmark.

Importance of diversity in Human Resources Management at organization question was provided by rating that includes variants:

- Very Important;
- Important;
- Neutral;
- Not Important.

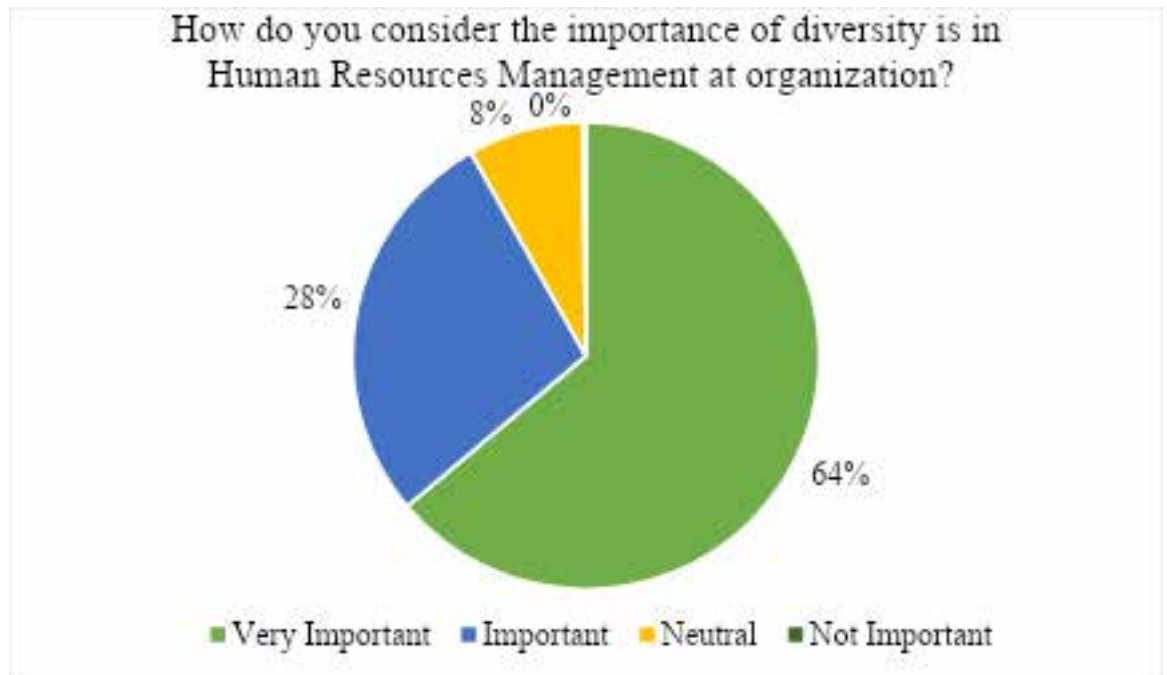


Fig. 3.11. The opinion on the importance of diversity in HRM at organization  
Source: own elaborations

The results show us that 64% of employees determined as “Very Important” the cultural diversity in in the composition of the organization that contributes to a better understanding of the needs of refugees, provides various approaches to solving complex situations, and creates an atmosphere of respect and equality.

Option “Important” was chosen by 28% respondents. This indicator characterizes that people see that in a multicultural environment important the combination of diversity and professionalism.

“Neutral” answer was selected by 8% of staff and it clarifies that people do not notice the impact of cultural variety on working processes. Indicator “Not important” respondents did not choose.

In context of HRM, the importance of diversity in Anonymous Organization means a support of tolerance, selection of training and workshops, impact on recruitment processes, implementation of innovations for efficiency on workplace.



Fig. 3.12. The number of employees who obtained training on intercultural communication

Source: own elaborations

The question “Have you received training or information on intercultural communication as part of your work?” provided several answers like: “Yes”, “No”, “I don’t remember”.

The choice “Yes” selected 100% of interviewed. The result of this question highlights the importance of improving cultural differences awareness in work with multicultural colleagues and refugees.

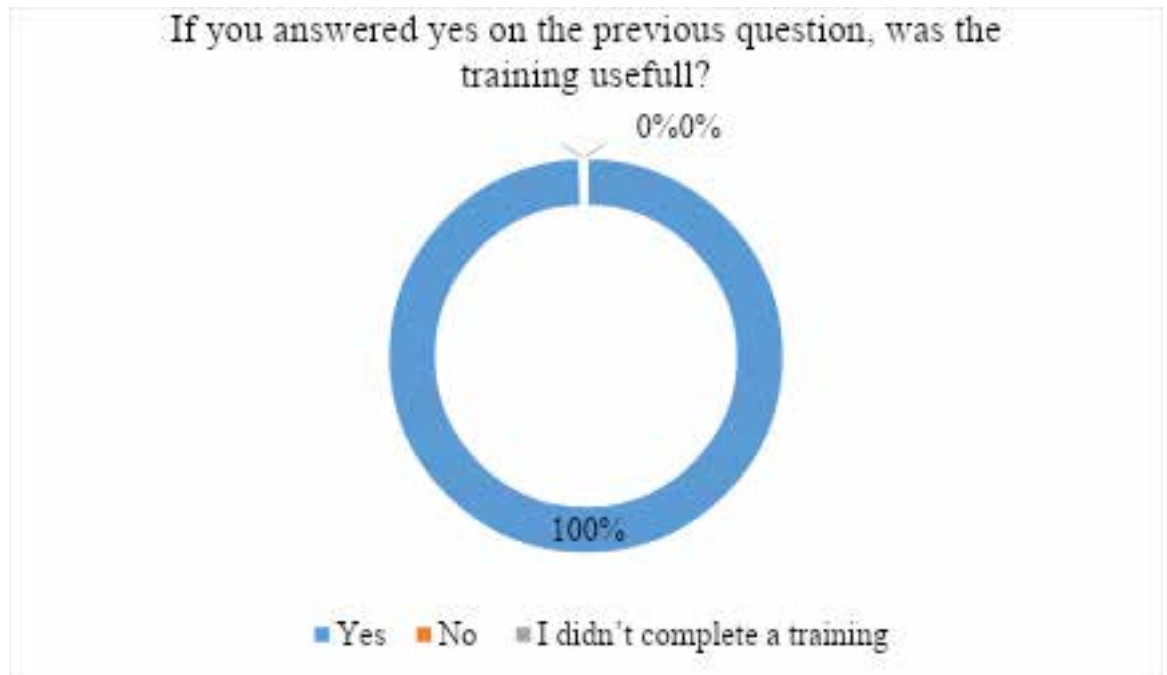


Fig. 3.13. Evaluation of the usefulness of the training

Source: own elaborations

Figure 3.13 provides to us that all of the surveyed that received training on intercultural communication selected answer “Yes”. The 100% result is highlighted:

- Facing the relevant need for preparation workers to work in a multicultural environment, what belongs to the duties;
- Making a positive impact on the working atmosphere by reducing the level of conflicts, misunderstandings, improving the level of teamwork and supporting an inclusive environment;
  - Increasing emotional intelligence by learning behavioral norms of other cultures, communication styles, and increasing flexibility level;
  - Development may be precepted by employees as a point of work satisfaction and motivation.

In the next step of the research was aimed on determining the most valuable factors of international working environment, in point of view of Anonymous Organization employees. The question “What are the most significant benefits of cultural diversity at Anonymous Organization?” is represented with multiple choices and interviewers may selected several answers.

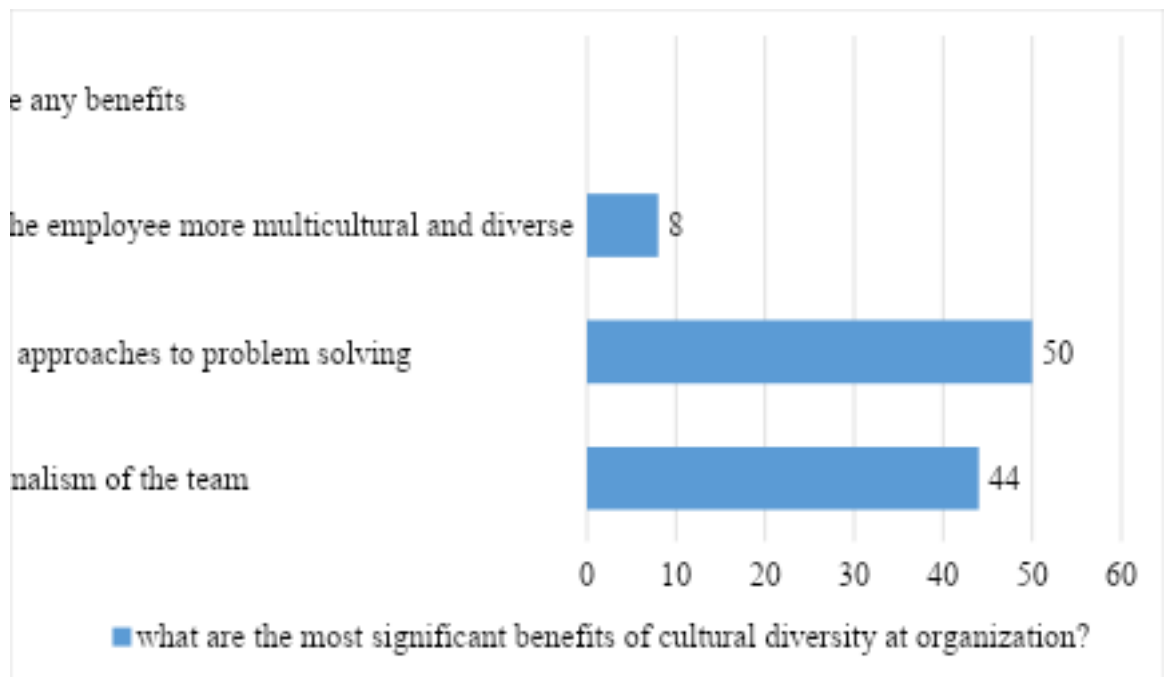


Fig. 3.14. The most significant benefits of cultural diversity at organization

Source: own elaboration

Answer “Professionalism of the team” employees chose 44 times. The certain answer connects higher opportunities and new perspective at the workplace in a multicultural environment. It enhances the professionalism level of the working team.

The number of respondents, who selected “Different approaches to problem solving” is 50. That point is on seeing advantages from alternative points of view during problem solving and decision-making processes. It helps to look at working tasks differently and implement new strategies.

“Making the employee more multicultural” was chosen 8 times. Employees that selected this answer is open to move in professional development through forming tolerance, open and cross-cultural competencies,

“I don’t see any benefits” nobody voted that way. Since the answer was not selected, it highlights that employees able to reveal critical thinking and satisfaction level of integration to multicultural team.

The results help us detect the areas that should be supported or improved. On the other hand, employees find cross-cultural management in their working teams as a positive phenomenon that promotes positive working processes.

The question “How well do you think cross-cultural communication is managed within your team?” is stated for clarifying the level of efficiency of communication between different cultural representatives at the workplace. The participants of the survey had four options and they could choose one of:

- Excellent;
- Good;
- Satisfactory;
- Poor.

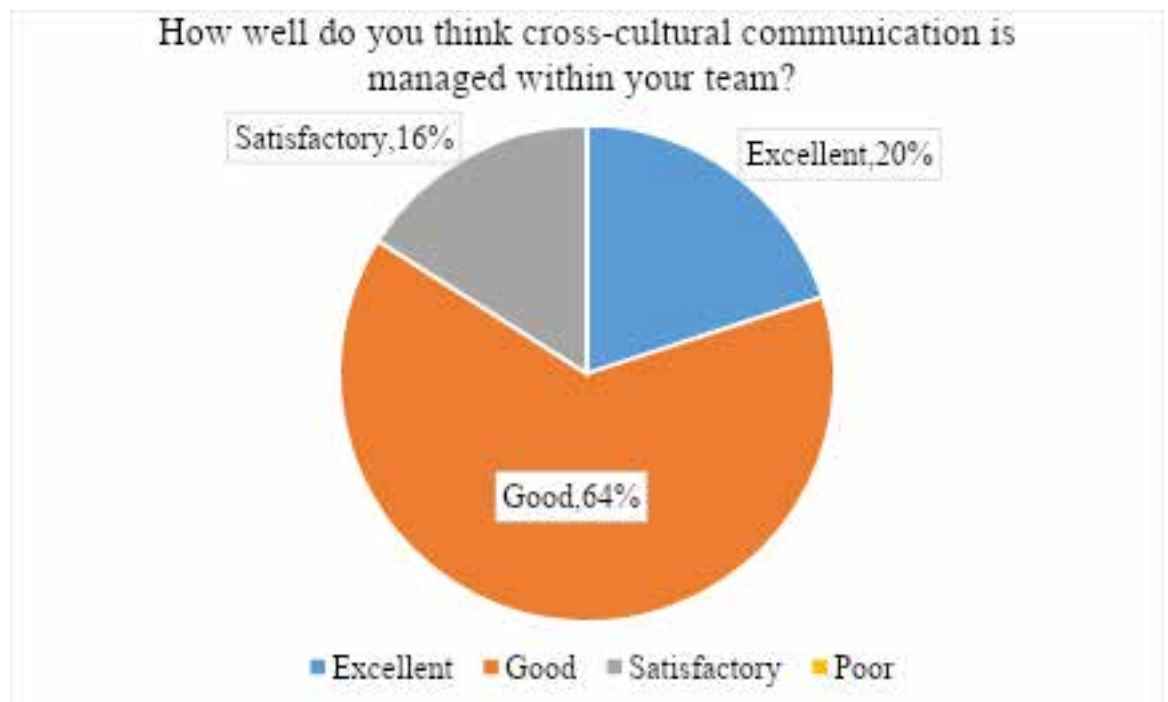


Fig. 3.15. The assessment of cross-cultural communication

Source: own elaboration

64% of “Good” evaluation of cross-cultural communication within team, we interpret as effective work processes, but employees may face hardships that are not significant.

20% of interviewed employees consider the communication processes as “Excellent”. We can interpret it as well-efficient conducted study trainings, ability to adapt to various cultural representatives.

“Satisfactory” is showed to us in 16% of responses. This answer signals about the need of additional non-formal educational programs and add changes to communicational politics within organization.

“Poor” option was not selected in current case. We detected that available trainings have an effect on changes and personal growth.

Statistical information lets us understand the vector for possible vectors of HRM strategies of multicultural working team.

The impact of trust to foreign colleagues we research by question “How much does the intercultural environment impact the trust to your colleagues in the team?” and the possible answers are;

- Strongly;
- Weakly;
- Neutral;
- Doesn't matter.

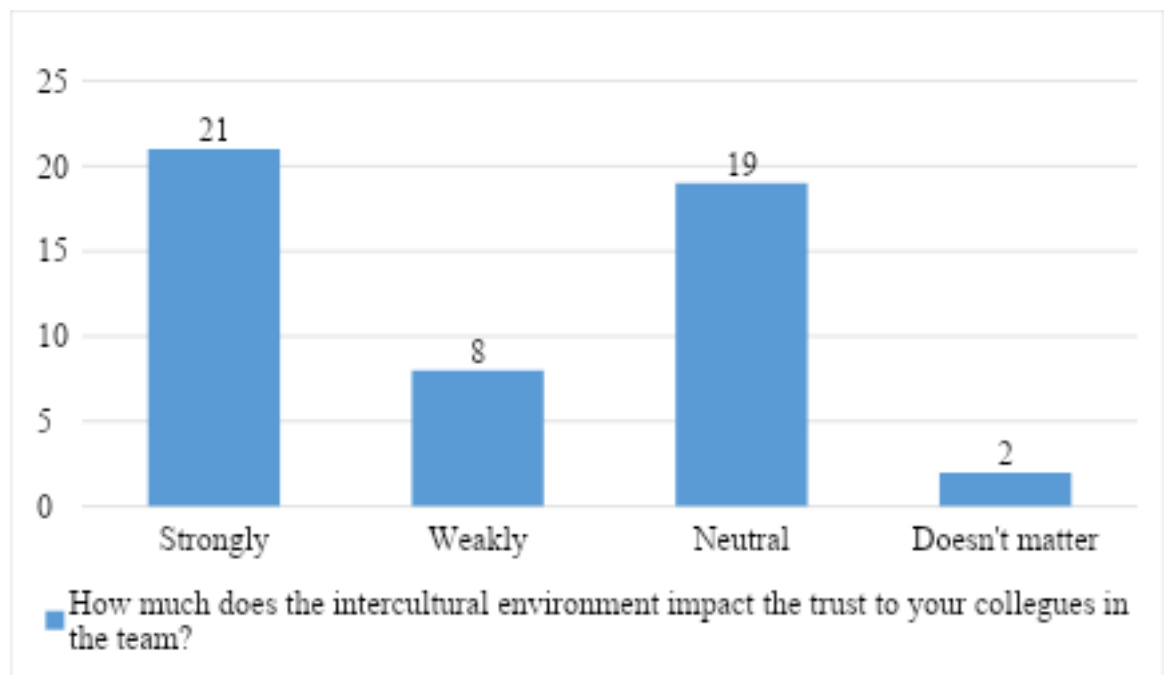


Fig. 3.16. The assessment of trust in multicultural environment in organization  
Source: own elaboration

“Strongly” was chose by 21 respondents. It can be considered from our point of view that the intercultural context plays a significant role in determining the context

of trust, in both good and in challenging ways. This includes cultural differences impacting communication styles, perceived values, and expectations in the team.

8 interviewed employees consider the impact as “Weakly”. The answer refers to a weak effect of cultural differences on trust. The employees discover that professionalism is the primary mode of building trust rather than through cultural identity.

Option “Neutral” selected 19 participants of the questionnaire. It reflects the absence of immediate connection between team trust and cultural diversity that may indicate a seamlessly integrated workplace.

“Doesn't matter” answered 2 workers. In this case, we can conclude that interculturality is not one of the elements influencing the degree of trust, which can be a sign of high professionalism and flexibility of the team.

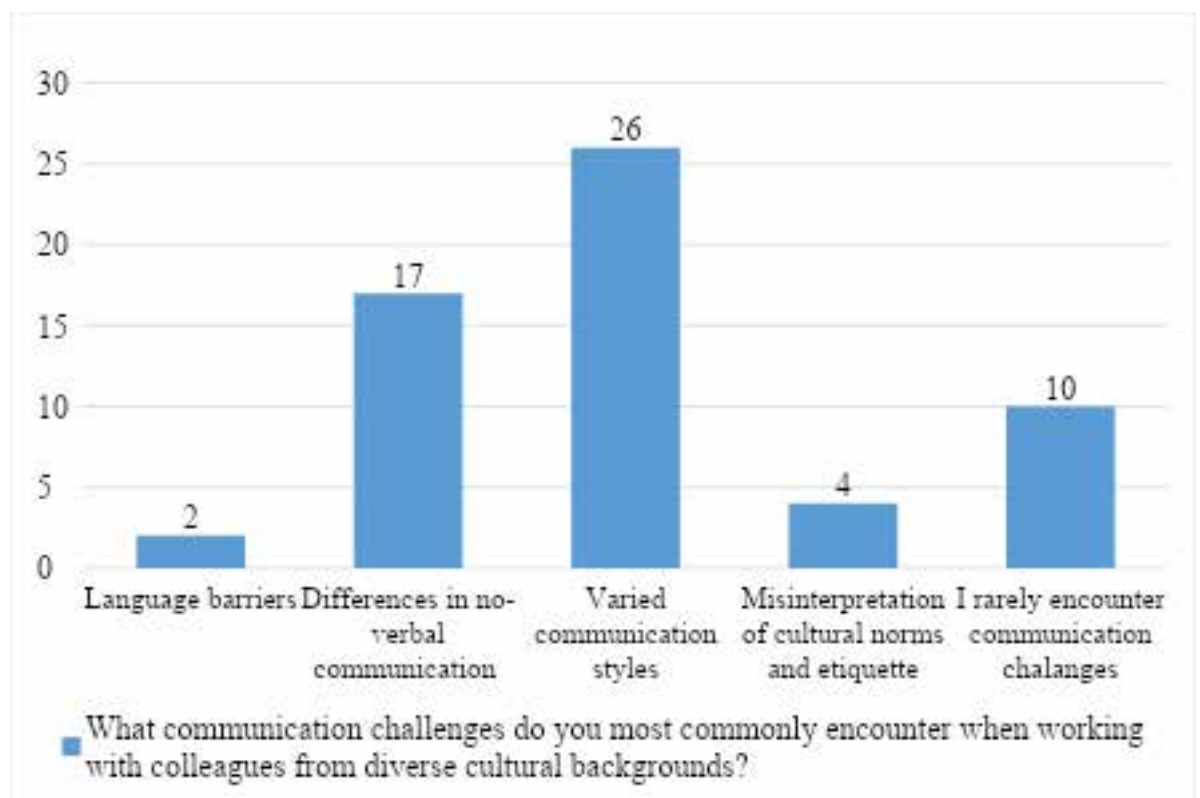


Fig. 3.17. The assessment of communication challenges with colleagues from diverse cultural backgrounds in organization

Source: own elaboration

In response to the question “What communication challenges do you most commonly encounter when working with colleagues from diverse cultural

backgrounds?” we received quite interesting survey results. From the answers to the question, we see that the most difficult thing when working with representatives of other cultural groups is the use of various communication styles, as 26% of respondents believe. In second place is the use of non-verbal communication gestures, as 17% of respondents believe, in our opinion this is due to the fact that the meaning of some gestures differs depending on the culture. Only 4% of respondents indicated problems related to cultural norms and etiquette, and only 2% indicated a language barrier, which leads us to believe that this is related to specific individuals in the team and their role is insignificant.

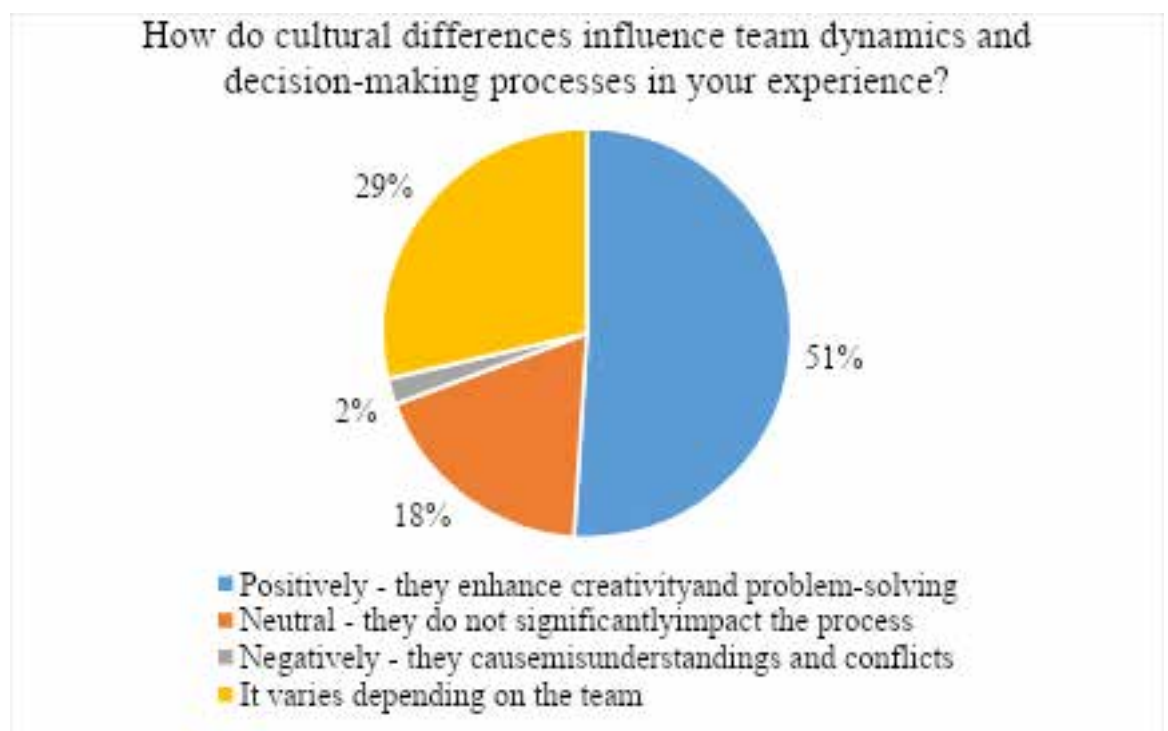


Fig. 3.18. The assessment of impact of cultural differences on decision-making processes in organization

Source: own elaboration

The respondents answered the question “How do cultural differences influence team dynamics and decision-making processes in your experience?” with a wide range of opinions. However, the majority, i.e. 51% of respondents positively evaluate cultural diversity in the team when making decisions, which indicates that there is a fairly good working atmosphere within the team. 18% of respondents are neutral,

which indicates that they do not have a negative experience working in a multicultural team. However, 29% of respondents believe that everything varies from team to team, and 2% of respondents answered negatively. In our opinion, this may be due to the fact that in some teams a certain national group prevails, which can cause discomfort in decision-making for ethnic minorities in this group during decision-making.

In general, respondents positively evaluate working in a multicultural environment.

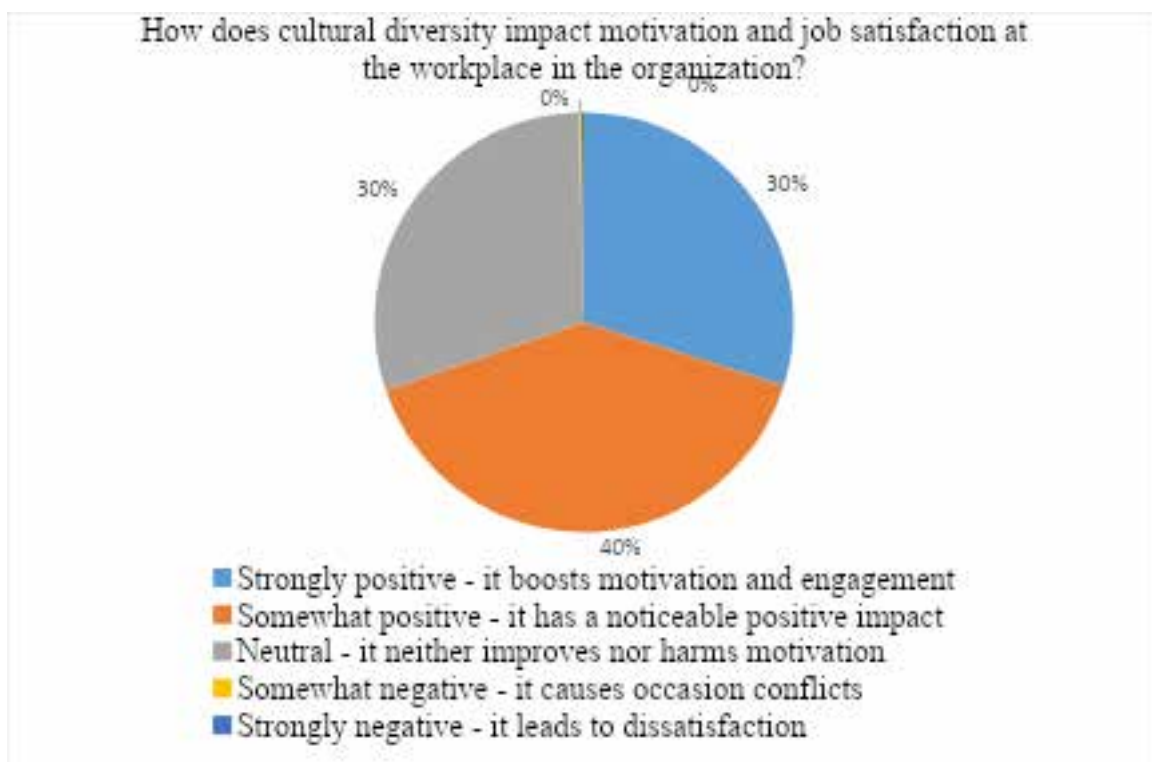


Fig. 3.19. The evaluation of how cultural diversity impacts motivation and job satisfaction

Source: own elaboration

In response to the question “How does cultural diversity impact motivation and job satisfaction at the workplace in the organization” we received only positive and neutral responses. 70% of respondents positively assess the impact of multiculturalism on the work process and only 30% neutrally assess the impact on work.

We evaluate these results of the answer to the question very positively, as we can see from them that in general employees are satisfied with the experience of working with representatives of other cultural groups.

In order to analyze the flexibility of work style in relation to other colleagues, we prepared a question “Have you ever had to adapt your work style to collaborate effectively with colleagues from other cultures?”.

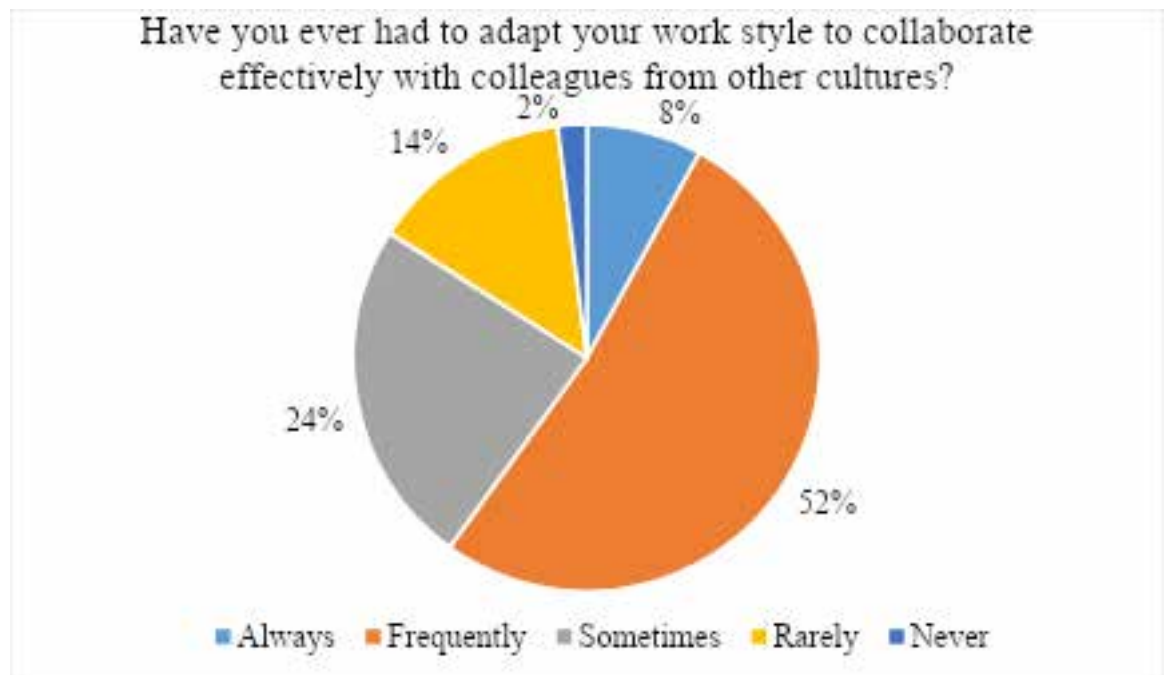


Fig. 3.20. The frequency of adapting the working style with colleagues from other cultures in organization

Source: own elaboration

As Figure 3.20 demonstrates, the employees of Anonymous Organization frequently change their work style. The option “Frequently” selected 52 % of interviewed, which determines the desire of workers to make better interaction processes with representatives from other cultures.

24% indicated that they sometimes prefer to make an adjustment of their work style with others, which we evaluate as a moderate impact of the intercultural setting.

14% have chosen the point "Rarely," perhaps indicating either fewer interactions with the representatives of other cultures or a high level of uniformity in working style.

Only 8% said that they always change their style, and 2% said that they never change their working style, a minority of the overall result.

The outcome shows to us that the majority of staff tend to be more adjustive and admire the necessity of changes. It lets us summarize the importance of cross-cultural management education in terms of HRM politics in Anonymous Organization.

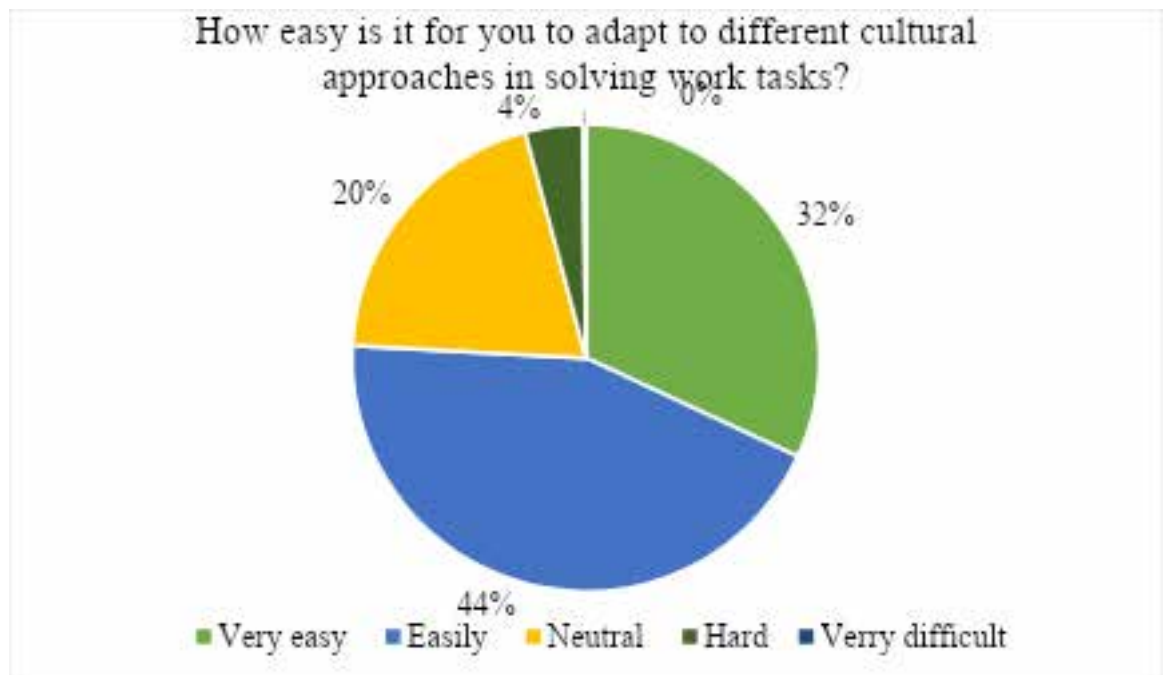


Fig. 3.21. The level of difficulty in adaptation process in solving tasks

Source: own elaboration

The data obtained on Figure 3.21, reflects a predominantly positive trend of Anonymous Organization staff adaptation to a multicultural setting:

- 44% of the respondents answered "Easily," accordingly it indicates the absence of serious difficulties in communication with representatives of other cultures.
- 32% answered that it is "Very easy" for them to adapt, which is a sign of high intercultural competence.
- 20% answered "Neutral," which may indicate some difficulty or the absence of active practice in such adaptation.
- Option "Hard" was selected by 4%, that they find obstacles to change themselves to other cultural methods.

- None of the respondents chose the option "Very difficult," which supports the absence of serious barriers in this direction.

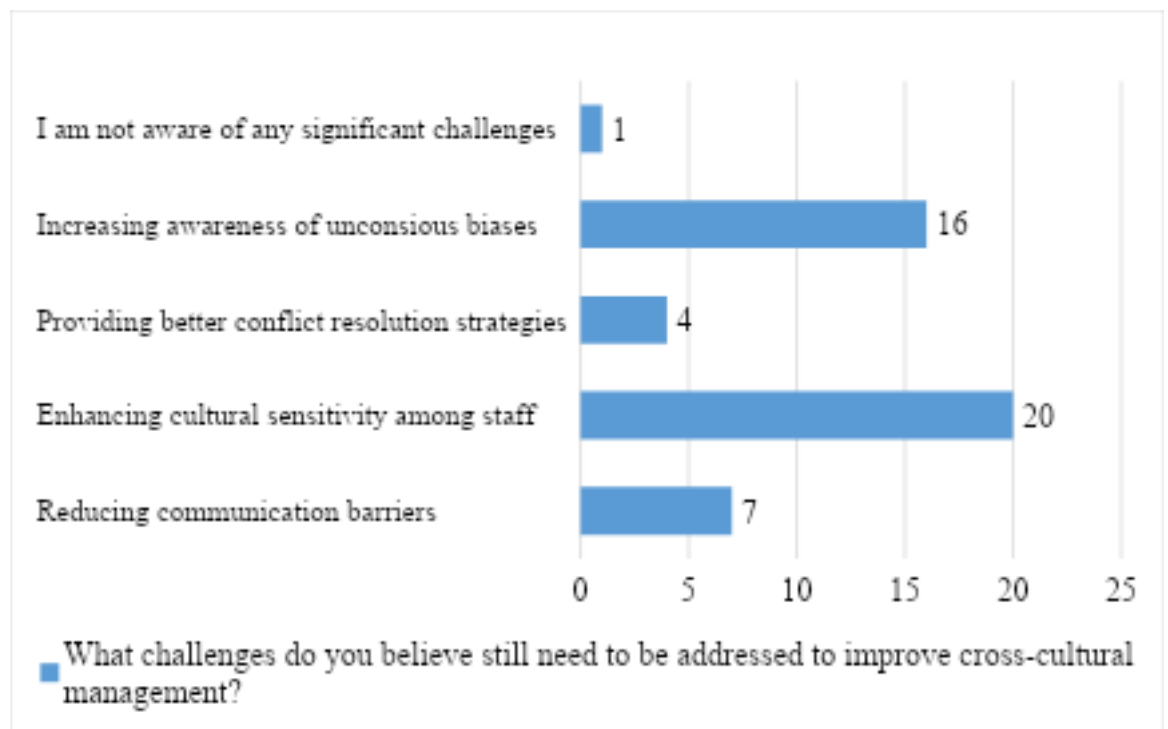


Fig. 3.22. The outlines for the improvement in cross-cultural management in organization

Source: own elaboration

To the question “What challenges do you believe still need to be addressed to improve cross-cultural management?” respondents indicated two main answers. The first and most important challenge was indicated by 20% of respondents related to improving cultural sensitivity among employees, in second place with 16% of respondents the answer regarding unconscious bias, then comes the problem related to communication barriers, this is the opinion of 7% of respondents and in the penultimate place the problem regarding improving conflict resolution. Only one percent indicated that they do not see anything that could be improved.

We believe that these results have a positive effect on the direction in which to move regarding improving the atmosphere within the team.

To sum up, we would like to conclude that the research was completed by Anonymous Organization employees with different levels of experience, cultural

backgrounds and habits. The results highlighted areas of improvement like different communication styles, unconscious biases, cultural sensitivity. On the other side, employees see positive personality changes after corporate training on cross-cultural management.

### **3.3. Recommendations for Cross-Cultural Management Improvement at the Company**

As there were determined some areas of improvement cross-cultural management, from the theoretical point of view, in this chapter we introduce the recommended methods to meet the reducing of challenges.

With aim to increase cultural sensitivity we offer the way how to meet the need of employees for the improvement in the organization. We recommend to Human Resources department use *Cultural Sensitivity Training*.

*Cultural Sensitivity Training* is educational program that aimed to make better understanding of cultural nuances from variety of aspects like communicational styles, cultural values, conflict resolution. [32]

In accordance with Prajakta Kadji, the training should consist of:

1. Making group analysis of cultural attitudes and revealing unconscious biases.
2. Familiarization with different cultural norms influences behavior and communication.
3. Preparing of study course which include effective communication methods and understanding nonverbal signals and adaptation of communication style.
4. Learning strategies for conflict resolutions.
5. Developing practical games for better application of knowledge. [20]

As the expected result, there will be improved team cooperation, motivation, developed empathy and better respect to other cultural representatives.

In order to increase awareness of unconscious biases, there should be released *Unconscious Bias Training*.

*Unconscious Bias Training* is defined by Harvard Business Review as a way to raise level of perception of mental shortcuts regarding race and gender or talent and character. [16]

The training should be developed with activities like:

1. Making Implicit Association Test (IAT). IAT conducts in team, where participations need to sort photos into groups: “female” + “strong” or “male” + “caregiver.” The reaction must be quick and spontaneous. The test helps to understand the unconscious bias, which should be smoothed. [11]

2. Creating role-playing games and cases for practicing skills in recognizing and countering biases.

3. Supporting culture of discussion regarding the impact of biases on decision-making.

4. Inviting of guest speaker to conduct a workshop for leaning tools on prejudice in daily work.

We believe that interactive training may improve awareness of cultural biases and sensitivity. The training also is targeted on support for team spirit and camaraderie with colleagues.

## CONCLUSION

This bachelor's thesis on topic: “The impact of cultural diversity on Human Resources Management” examined the features of intercultural management of employees in the Anonymous Organization representation in Slovakia. The general purpose of the research was to identify the impact of cultural diversity on effective communication, the level of trust within the team, adaptation of work style, and professional development of employees. Empirical context to the analysis were results of a survey among Anonymous Organization employees in Slovak office, and intercultural communication theories, theories of HRM in international organizations, and training methods.

The theoretical part of thesis described the definition of Human Resources Management from different points in contemporary studies. We described the main functions of HRM that are pay and benefit, recruiting right people for the right work, employer employee relations, maintaining a safe work environment and procurement of training and development programs. One cultural diversity theory in this work is Hofstede's Cultural Dimensions, which describes the different perception by very of cultural representatives in power distance, masculinity or femininity, individualism or collectivism, uncertainty level, orientation on future, indulgence or restraint. The model of Cultural Dimensions of Edward Hall classifies cultures on two groups: high-contextual and low-contextual, polychronic and monochronic. We, also, considered Trompenaars' model of national cultural differences, which is based on the questionnaire of more than 8 thousand workers from business from 43 countries, which proves that cultural differences have an impact on communicational withdraws in the workplace.

The organization, which was taken for the conducting research in this paper is the Anonymous Organization in Slovakia. In practical part, we describe that Anonymous Organization in Slovakia operates for meeting the flow of refugees that face the war in Ukraine and it become a precondition of the expansion of National Office in Slovakia. To Anonymous Organization working functions belong adaptational programs creation, making cooperation with partners, deliver

humanitarian assistance, providing protection, mental, legal, health support. In this chapter, we also mentioned the organizational structure, which consists of Human Resources Management, Accounts and Finance, Law, Marketing and Communication, Information System, Interagency Coordination departments. Also, Slovak National Office represents regional subsections in face of Field Office in Košice and Blue Dots Hubs, and project Refugee Coordination Forum.

On the official website of Anonymous Organization, we analyzed the report of Human Resources Management processes in the organization. The selection process in Anonymous Organization includes the requirements for candidates like knowledge of foreign languages, experience in the humanitarian field and evaluating knowledge of international and humanitarian law. The second step is providing adaptation programs for new colleagues. Then, Anonymous Organization introduces intercultural communication training. HRM provides support for mental health programs and monitors stress level of employees in order to avoid burnouts.

In order to find out how the cultural differences impact working processes, we developed the questionnaire for Anonymous Organization employees in Slovakia. The total number of interviewed is 50 people, that originally are Slovaks, Germans, Italians, Ukrainians, Frenches and Serbians with different international backgrounds. We asked questions that in field that helped us to understand how culture impact trust, communication and team work processes. There were found benefits of multicultural teams, but at the same time difficulties in communication, national stereotypes and other challenges.

The results illustrate that all questioned employees obtained training in intercultural communication. The implementation of training system pushed the biggest numbers of appreciation of cultural diversity at HRM in different approaches to problem solving and professionalism of the team. But still commonly respondents see differences in non-verbal communication and varied communication styles as challenging when they are working with colleagues from diverse cultural backgrounds. At the same time, more than 70% despite the challenges can adjust their work style to collaborate easily or very easily. All in all, employees see that there

should be enhanced cultural sensitivity among staff and increased awareness of unconscious biases.

Since there still exists in organization cultural impact on management, we have determined a couple of practical recommendations. For the purpose of increasing cultural sensitivity, we offer the facility of how to meet the obligation of employees towards organizational improvement. We recommend the Human Resources department implement Cultural Sensitivity Training. Cultural Sensitivity Training should be a field with revealing unconscious biases, familiarization with different cultural norms, learning effective communication methods, learning conflict resolutions ways and supporting knowledge through interactive games.

In order to make people aware of unconscious biases, there should be released Unconscious Bias Training. The training must be designed with activities like developing Implicit Association Test, developing role-playing games and cases for skills practice, culture of discussion that supports talking about how biases influence decision-making, creating workshop on tools for learning about prejudice in everyday work.

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