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## Collaboration with Foreigners in International Employee Teams from the Perspective of the Young Generation

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**Abstract:**

**Purpose:** The young generation will soon decide about the development of international and global business, replacing the previously employed staff. One of the prerequisites of this development is effective collaboration with foreigners.

**Design/Methodology/Approach:** The paper presents results of the research that aimed to investigate preferences and fears of young people that pertain to collaboration with foreigners in employee teams. The research has been conducted on a sample of 773 young people aged 19-24.

**Findings:** The research has proved that only 18.2% of the young generation representatives are in favour of working in one team with foreigners. Even fewer young people (16.7%) are keen to lead a team consisting of foreigners. The majority of the research participants (88.3%) prefers teams that include up to 5 foreigners. The research demonstrates that 52.6% of young people have a fairly positive attitude to foreigners. A prospect of collaboration with foreigners is not a cause of anxiety for 63.0% of the respondents, and 62.1% believe that a risk of collaborating with foreigners does not occur or is low.

**Practical Implementation:** More anxiety concerns the issue of foreigners fulfilling their commitments. Persons who believe that foreigners will fulfil their obligations constitute 44.5% of the investigated population.

**Originality value:** The research has demonstrated a need to take measures aimed at preparing the young generation better to future work with foreigners in international and global enterprises, with a particular stress on cultural differences.

**Keywords:** Global business, international business, multicultural employee teams, foreigners, collaboration, young generation.

**JEL codes:** I21.

**Paper type:** Research article.

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## **1. Introduction**

A growing number of people leave their countries and start working abroad. This causes that currently ever more organisations move from the state of isolation and biculturality to the state of mutual relations and multiculturalism (Steers *et al.*, 2014). The number of enterprises operating on an international and global scale is growing. As researchers claim globalisation of operations increases the frequency with which employees interact with people from different countries (Kelly, 2009).

Internationalisation of business leads to creation of employee teams that include foreigners. A number of researchers are convinced that teams that consist of members coming from diverse national, racial, ethnic, and cultural backgrounds ensure greater potential for enhanced creativity, innovation and values in today's global marketplace (Daft and Marcic, 2013). A vital prerequisite to utilise the potential of a multicultural employee team is a concordant collaboration among its members. For such a team to function properly its members need to be proponents of teamwork and have a positive attitude to foreigners. This problem domain is relevant not only with reference to currently employed staff of enterprises, but also in the case of the young generation.

These are people who will soon take up employment in enterprise and shape the future of business. Young citizens of the European Union freely move among the countries that belong to this organisation (internal borders in the European Union have been abolished under the Schengen Agreements), participate in student exchange schemes, establish contacts with foreigners. It can be assumed then that the young generation should be free of concerns related to collaboration with foreigners and willingly start it. Explaining these issues is not only of great scientific value, but also of practical one. It is the young generation that will shape further development of international and global business, the foundation of which is collaboration of people of various nationalities. A positive perception of collaboration with foreigners by the young generation will be a factor that favours the development of international and global business, reluctance to such collaboration will in turn constitute its serious barrier.

Therefore, the objective of the paper is to explain the following issues: 1. Do young people prefer teamwork and are willing to collaborate with foreigners? 2. What is their attitude to foreigners? 3. What are their concerns related to collaboration in one team with foreigners? The paper presents the results of the survey which explains these issues. It was conducted on the sample of 773 young persons aged 19-24.

The problem of collaboration in multicultural employee teams is difficult and it needs to be analysed in many aspects, including the perspective of the young generation. Research concerning heterogeneity in groups prove that diversity might be perceived as both a great opportunity for organizations as well as an enormous challenge. Diversity seems to be a double-edged sword that increases the

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opportunity for creativity as well as the likelihood that the group members will be dissatisfied and fail to identify with the group (Kelly, 2009). Learning how to deal with cultural differences, as it is acknowledged by researchers, is a means to a wider, more global perception of the world (Moran *et al.*, 2007).

## 2. Literature Review

Scientific literature includes analyses of multiple problems that to a greater or lesser extent pertain to functioning of employee teams consisting of foreigners. Researchers agree that people attribute foreigners to the category of “strangers”. The category of “strangeness” (“difference”) is common in the world’s scale. A “stranger” is the one who being a member of a given community preserves their individual cultural differences (Simmel, 1975). However, not only cultural differences are important here. “Strangers” do not have to demonstrate distinct cultural qualities, it is enough that an individual or a community perceives them as strangers (Znaniński, 1990). The image of a “stranger” concretises in the minds of individuals and becomes the contents of their consciousness (Guzik, 2008). “Strangers” are people different from us, unknown to us and have contact with our group for the first time (Gudykunst and Young, 2002). We notice that they react to the world in a manner distinct than ours (Mikułowski-Pomorski, 2006).

Such a perception of other people is grounded on a dichotomy we-they, that is ours (familiar) – strange (different). Behaviours of “ours” are easier for us to comprehend. We are less understanding towards “strangers”. We fear that “strangers” might pose a threat to us. With time, a person who is getting used to a new environment ceases to be a stranger, gradually he is subject to the process of intercultural adaptation. This process is displayed in taking over by the “stranger” new principles, values and acquiring new communication competencies. This leads to assimilation, which consists in forsaking by the “stranger” former habits and acquisition of behavioural patterns of hosts (acculturation) (Marx, 2000). The perception of foreigners is to a large extent conditioned by stereotypes. Stereotypes are fixed, general images that a lot of people believe represent a particular group of people) (Comfort and Franklin, 2014). In the literature it is stressed that stereotypes can be positive or negative (Zenderowski and Koziński, 2012).

Culture shock is an important factor behind the failure of foreigners to adapt. It refers to the anxiety or stress that is driven by presence in a new and foreign environment and the absence of the familiar signs and symbols of the home country (Cullen and Parboteeah, 2010). Culture shock manifests in the feeling of disorientation, anxiety, isolation, helplessness or anger towards foreign practices and customs.

Adaptation of foreigners is hindered by language differences. Tenzer and Pudelko (2017) investigated the impact of language differences on power dynamics in multinational teams. They show how various language policies, the degree of

formality in language structures, and language proficiency disparity influence team members' capacity to capitalize on these power sources. Hazel and Svennevig (2018) analyse interactions in multilingual workplaces. Based on Conversation Analysis they discuss, among others, such issues as language alternation, lingua franca usage and linguistic proficiency.

A lot of space in the scientific literature is devoted to diversity, being an outcome of setting up multicultural employee teams. Research suggests that individuals of different racial or ethnic background tend to be less psychologically committed to their organizations, less willing to stay with the organization, and it is more likely to be absent (Kelly, 2009). It has been suggested that diversity may lead to discomfort for all members of a group, resulting in lower integration within the group and a higher likelihood of turnover. According to David Thomas and Mark Petersen, the cultural backgrounds of a work group's members influences the way they function through three general types of mechanisms, cultural norms, cultural diversity, relative cultural distance. These mechanisms are interrelated but each of them affects in a different way group's operations (Thomas and Petersen, 2018).

Feldberga and Grike (2015) have analysed and evaluated cross-cultural barriers in international business environment based on example of Latvia and Norway. They have attempted to develop a practical tool that harmonizes cross-cultural barriers for international organizations, which can provide them with higher succeeding potential in intercultural relations (Feldberga and Grike, 2015). However, Jeremy Comfort and Peter Franklin claim that a person's behaviour and actions are not only impacted by their culture, but they result from the interaction of three factors, culture, the person involved and the situation they find themselves in (Comfort and Franklin, 2014). Multicultural teams typically encounter more difficulty learning to communicate and work together smoothly (Daft and Marcic, 2013).

A vital role in overcoming barriers that occur in a multicultural work environment is played by managers and proper management of human resources. As Tengblad points out, managerial work is aimed at a collective accomplishment (Tengblad, 2017). Multiculturalism shall not be an obstacle to its achievement. Proper leadership favours overcoming barriers related to multiculturalism in a workplace. Business leaders are defined as those who empower others and those who have followers (Brzozowska, Pabian, and Pabian, 2021).

Thompson (2013) stresses the fact that the variety of experiences and outlooks that people bring to the enterprise is something that should be appreciated and recognized as an important basis of organizational effectiveness. Therefore, a good manager promotes appreciation of diversity. Perhaps the most important way is encouraging everyone to perceive diversity as a benefit and help them move away from potentially discriminatory assumptions about different groups of people (based on stereotypes, for example).

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Management that respects cultural differences certainly becomes easier with transcultural competence. Glover and Friedman (2015) define them as an ability to deal effectively with problems resulting from cultural differences in any cultural environment. Having transcultural competences allows us to recognise, respect, reach compromise and carry out actions aimed at mitigating cultural dilemmas. This requires having an extensive knowledge on other nations' cultures.

Heijltjes, Olie and Glun (2003) investigate internationalisation of top management teams. In their research they analyse the extent of national diversity in the composition of top management teams in two countries, Sweden and The Netherlands. The research has demonstrated that the national diversity of top management teams in these countries has not progressed to the same level as the internationalisation of the companies at large (Heijltjes *et al.*, 2003).

Napier and Vu (1998) attempt to answer the question, what kind of challenges do foreign firms encounter in developing countries offer for foreign firms that implement international human resource management (IHRM) practices. They have proved that investigating IHRM in developing countries is important because environments of the countries may differ from more developed ones, in terms of the implications for IHRM (Napier and Vu, 1998).

Worldwide conducted research concerns also Global Virtual Teams (GVT) with foreign members. Jimenez, Boehe, Taras, and Capra (2017) are developing a theory pertaining to GVT. They focus on key drivers that influence the success of GVTs, along with ways for mitigating their challenges. They propose a structuring framework that can help put in order the knowledge on GVT and conduct further research in this scope (Jimenez *et al.*, 2017).

Taras, Baack, Caprar, Dow, Froese, Jimenez, Magnusson (2019) investigate and compare the impact of different forms of team member diversity on different aspects of Global Virtual Team. The research has shown that team member diversity in general has a substantial effect on GVT effectiveness, contextual diversity has a positive effect on task outcomes, personal diversity has a negative effect on psychological outcomes (Taras *et al.*, 2019).

The goal of the research of Zakaria, Affendi Mohd Yusof was a better understanding of the process of swift trust formation in global virtual teams (GVTs), which rely heavily on the Internet for virtual collaboration. They have developed a descriptive model of global virtual collaboration that explains the cyclical process of swift trust formation and the formulations of prescriptions for promoting high-trust behaviors in GVTs (Zakaria and Affendi Mohd Yusof, 2020).

The literature includes presentations of research results pertaining to sectors of economy where employees have particularly frequent contact with foreigners, such as hotel industry, fishery and healthcare.

Vassou, Zopiatis, Theocharous (2017) investigate the impact of intercultural workplace relationships on local employees in Cypriot hospitality. They come to a conclusion that prior attitudes towards the ethnically different “other” influence the development of intercultural workplace relationships, which in turn influence local employees’ wider attitudes towards foreigners (Vassou *et al.*, 2017). The research by Du, Ma, and Lin (2021) concerns diversity in the hotel industry. They investigated a multilevel moderated mediation model on whether, how, and when team faultiness would affect hotel frontline employees’ work engagement. The research has demonstrated that team faultiness negatively influenced hotel frontline employees’ work engagement, and that individual perceived psychological safety played a mediating role (Du *et al.*, 2021). Fishery in turn became the centre of attention for Thorvaldsen and Sønvisen (2014). They studied how the increased share of foreigners affects communication and safety on Norwegian fishing vessels.

The research has shown that multilingual crews and varying language proficiencies are not perceived by the fisheries actors themselves as risk factors in terms of safety in everyday operations. Fishing experience, hybrid language and body language compensate for language challenges and contribute to fishers’ feeling of safety (Thorvaldsen and Sønvisen, 2014). Research in healthcare has been conducted, among others, by Balante, van den Broek, and White (2021). They decided to identify and synthesise the challenges to cultural values, beliefs, and practices of internationally educated nurses working in a foreign country. The research has demonstrated that cultural differences had impacted the adaptation and professional experiences of nurses. The researchers have proved that cultural differences lead to the feeling of being an outsider, intercultural communication issues transcend beyond fluency, differing nursing cultures complicate adaptation, and ethnic identity challenges work adjustment (Balante *et al.*, 2021).

The issue of collaboration with suppliers has also been undertaken in the literature. For instance, Salmi (2006) analyses Western purchasing in China in order to investigate the base and features of supplier relationships. The study shows that, for the Western supply personnel, key competences and tools for bridging the psychic distance are social skills and interest in the Chinese culture (Salmi, 2006).

Influx of foreigners to employee teams is the consequence of, among others, migration of population. This problem domain also finds its reflection in the contemporary scientific literature. Expatriate employees are the employees who come from a different country than where they are working. According to John Cullen, Praveen Parboteeah expatriate employees fail for a number of reasons. These may include personal reasons such as inadequate adaptation to the new culture, lack of technical skills to perform the job, or lack of motivation. Family reasons can also play a prominent role in failure (the family has difficulties adapting to the new culture). In addition, organizational reasons such as a lack of preparation for the international assignment or giving the expatriate an extremely difficult assignment

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may also account for failure) (Cullen, 2010). Ďurišová and Čambál (2015) recognise migration of population as an important component of demographic development.

However, the employment of foreigners brings about the confrontation of cultures, religions, laws and standards. In such situations diversity management can become an effective tool of increasing the efficiency of industrial enterprises (Ďurišová, Čambál, 2015). Hajro, Caprar, Zikic, and Stahl (2021) claim that global migration has always impacted individuals, organizations, and societies, but the attention given to migration in international business and management (IB/IM) has not been commensurate with its importance. They investigate how migration could contribute to generating knowledge and relevant insights for practice and policy (Hajro *et al.*, 2021). The scientific literature, whose review has been done above, does not include information about the preferences of the young generation with relations to teamwork, and concerns related to working in one team with foreigners either. Therefore, the research problems undertaken in this paper are fully justified.

### 3. Research Method

The objective of the conducted research was to discover preferences and concerns of the young generation about collaboration with foreigners in employee teams in a sphere of international and global business. Young citizens of the European Union are well educated, can travel freely in its territory and the world, use modern means of communication such as smartphones, tablets, laptops. The majority of young persons have contact with foreigners in multiple places: at school, university, during foreign travel. Starting and developing relationships with peers from other countries is easier in the era of the Internet. The young generation is open to the world, tolerant, full of enthusiasm. They want to be part of the globalised community and live and work in such a community. Considering these conditionings one can assume that the young generation shall discard concerns about collaboration with foreigners.

To achieve the set research objective the authors developed a research tool in the form of a survey questionnaire, determined the minimal size of the sample and the manner of communicating with the respondents. Having conducted the research, we summarised its results, analysed them and formulated the conclusions. The research was conducted with the use of a representative method. The survey included 773 persons aged 19-24 (302 men and 471 women). Such a number of respondents complies with the assumption of the minimal sample size. The minimal sample size was determined so as to draw conclusions about the investigated population. The following steps were taken while determining the required sample size:

- estimation accuracy was determined, adopting a defined maximum estimation error,
- high trust level was assumed,
- assumptions were adopted with regard to the proportion of the investigated population.

Assuming that the order of success probability magnitude  $p$  is unknown, a minimum number of units amounted to 753 with the following assumptions, relevance level  $\alpha=0.01$ , maximum estimation error  $d=5\%$  ( $u\alpha=2.7434$ ). The research tool was a survey. We contacted the respondents in person. To investigate the preferences and concerns of the young generation about collaboration with foreigners the authors used a 9-point scale. It allowed for assigning respondents to groups of low, medium or high intensity of preferences and concerns being the subject of the analysis.

The research was conducted in Poland, the country located in Central and Eastern Europe and being a member of the European Union. The research is to a large extent representative for this region's countries. These countries collaborate one with another and represent a similar level of economic development. Young citizens of the countries of Central and Eastern Europe travel freely between their countries that belong to the European Union (internal borders in the European Union have been abolished under the Schengen Agreements), establish relations, exchange opinions. This favours blurring the differences between the youth coming from this part of the world.

#### 4. Empirical Results

In the first step the authors of the paper analysed the issue of the young generation's preferences concerning teamwork, working with foreigners and leading a team that consists of foreigners. In Table 1 we present the number of responses obtained from the respondents, which reflect their attitude to these issues. The respondents evaluated their preferences on a 9-point scale. Extreme points on the scale mean:

A - 0 means "independent work suits me best", and 9 means "teamwork suits me best",

B - 0 means "I would much rather not work in one team with foreigners coming from various countries", and 9 means "I would love to work in one team with foreigners coming from various countries",

C - 0 means "I would hate to be a leader of an employee team consisting of foreigners coming from various countries", and 9 means "I would love to be a leader of an employee team consisting of foreigners coming from various countries".

Based on the data included in Table 1 we have created the figures (Figure 1).

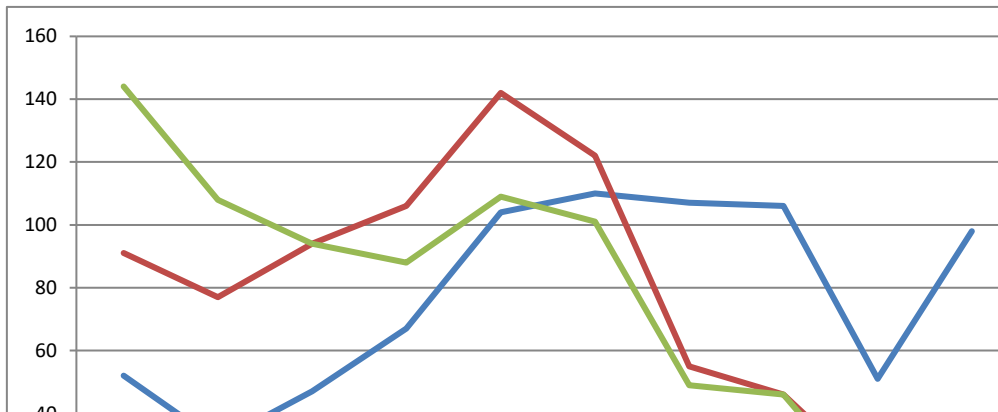
**Table 1.** *Number of responses concerning the young generation's preferences about teamwork, working with foreigners and leading a team consisting of foreigners*

Scale		0	1	2	3	4	5	6	7	8	9
A	Teamwork	52	31	47	67	104	110	107	106	51	98
B	Working in one team with foreigners	91	77	94	106	142	122	55	46	18	22
C	Leading a team consisting of foreigners	144	108	94	88	109	101	49	46	11	23

*Source: Own research.*



**Figure 1.** Young generation’s preferences about teamwork, working with foreigners, leading a team consisting of foreigners (figures represent number of responses)



Source: Own research.

Considering the applied scale of responses (from 0 to 9), the respondents were conventionally divided in each analysed case (Table 1: A, B, C) into 3 groups distinguished in Table 2.

**Table 2.** Proponents and opponents of teamwork, working in one team with foreigners and leading a team consisting of foreigners

Scores 0-4	Score 5	Scores 6-9
Proponents of independent work	Intermediate group	Proponents of teamwork
301 (38.9%)	110 (14.2%)	362 (46.8%)
Opponents of working in one team with foreigners coming from various countries	Intermediate group	Proponents of working in one team with foreigners coming from various countries
510 (66.0%)	122 (15.8%)	141 (18.2%)
Opponents of leading an employee team consisting of foreigners coming from various countries	Intermediate group	Opponents of leading an employee team consisting of foreigners coming from various countries
543 (70.2%)	101 (13.1%)	129 (16.7%)

Source: Own research.

The research has demonstrated that the surveyed group of respondents is not fully collectivistic nor individualistic. The number of teamwork’s proponents exceeds only by 7.9% the number of proponents of individual work. These proportions are not reflected in the intentions/will of the respondents to work in one team with foreigners coming from various countries. Only 18.2% of the respondents are the proponents of such collaboration. Even fewer persons are willing to lead a team consisting of foreigners - only 16.7%. The authors of the paper were also interested in the young generation’s preferences about the size of teams in which they would like to work. Therefore, they were asked the following question “in the case of

teamwork what size of the team would suit you the most (mark one of the points on the scale accordant with your preferences, where 0 means “independent work suits me the most” and subsequent numbers correspond to the number of collaborators in the team)? The number of responses to this question has been presented in Table 3.

**Table 3.** *Number of responses concerning preferred by the young generation size of team*

Scale	0	1	2	3	4	5	6	7	8	9	More than 9 persons
Size of team	45	24	92	201	222	104	43	15	14	2	11

**Source:** *Own research.*

Considering the data included in Table 3, the respondents were conventionally divided into proponents of teams smaller and larger than 5-person and proponents of 5-person teams. This summary does not include 45 persons who prefer independent work. The results have been reflected in Table 4.

**Table 4.** *Young generation’s preferences about size of team in group breakdown*

Proponents of teams smaller than 5-person	Proponents of 5-person teams	Proponents of teams larger than 5-person
539 (74.0%)	104 (14.3%)	85 (11.7%)

**Source:** *Own research.*

As the research demonstrates as many as 88.3% of young persons prefer working in teams including from 1 to 5 members. Only 11.7% of the surveyed are in favour of teams that include more than 5 members. Most of the respondents prefer teams that include 4 and 3 persons. Such sizes were indicated respectively by 30.5% and 27.6% of them. The fewest respondents are willing to work in teams that include 9 or more than 9 persons (respectively 1.2% and 1.5% of the respondents).

The further part of the research explains what attitude young people have to foreigners and what their concerns are with respect to collaboration with “strangers” in employee teams. In Table 5 we present the number of answers that refer to the issues detailed below.

A – Young persons’ attitude to foreigners (0 means “a very negative” attitude and 9 means “a very positive” attitude).

B – Anxiety caused by a perspective of collaborating in one team with foreigners (0 means “such collaboration does not concern me at all”, and 9 means “such collaboration concerns me very much”).

C – Risk related to collaboration with foreigners (0 means “collaboration with foreigners is not risky”, and 9 means “collaboration with foreigners is very risky”).

D – Fulfilling commitments towards collaborators by foreigners (0 means “foreigners will certainly not fulfil their commitments”, and 9 means “foreigners will certainly fulfil their commitments”).

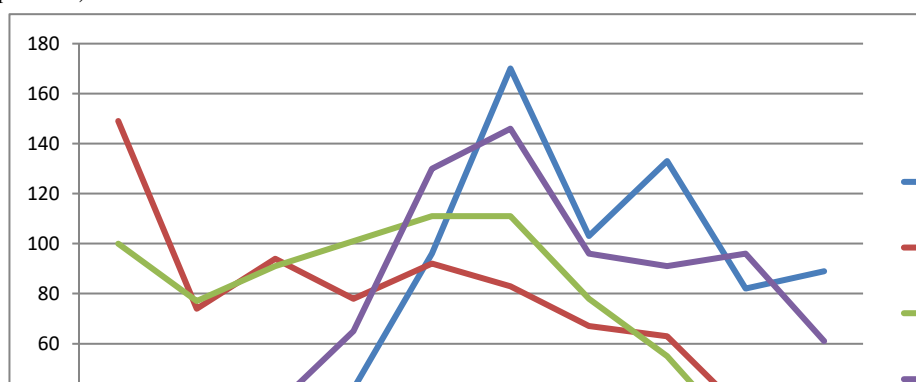
**Table 5.** Number of responses that reflect attitude of young persons to foreigners and their concerns about collaboration with foreigners in employee teams

Scale		0	1	2	3	4	5	6	7	8	9
A	Attitude to foreigners	24	10	24	42	96	170	103	133	82	89
B	Anxiety about working in one team with foreigners	149	74	94	78	92	83	67	63	32	41
C	Risk related to working in one team with foreigners	100	77	91	101	111	111	78	55	20	29
D	Fulfilling their commitments by foreigners	33	20	35	65	130	146	96	91	96	61

Source: Own research.

Data included in Table 5 has been presented in Figure 2.

**Figure 2.** Attitude of young people to foreigners and their concerns about collaboration with foreigners in employee teams (figures represent number of responses)



Source: Own research.

Considering the applied scale of responses (from 0 to 9) and the issues detailed in Table 5 (A, B, C, D), the respondents were conventionally divided into 3 groups, the size of which has been presented in Table 6.

**Table 6.** The breakdown of young people into the groups depending on their attitude to foreigners and intensity of concerns about collaboration with foreigners in employee teams

Scores 0-4	Scores 5	Scores 6-9
Attitude to foreigners rather negative	Intermediate group	Attitude to foreigners rather positive
196 (25.4%)	170 (22.0%)	407 (52.6%)
Working with foreigners does not rather raise concern	Intermediate group	Working with foreigners raises concern
487 (63.0%)	83 (10.7%)	203 (26.3%)
Collaboration with foreigners is rather not risky	Intermediate group	Collaboration with foreigners is rather risky

480 (62.1%)	111 (14.4%)	182 (23.5%)
Foreigners will rather not fulfil their commitments	Intermediate group	Foreigners will fulfil their commitments
283 (36.6%)	146 (18.9%)	344 (44.5%)

*Source:* Own research.

As Table 6 demonstrates, the attitude of the majority of young people is rather positive (52.6%) and intermediately positive (22.0%). This fairly positive perception of foreigners mitigates the concerns of the young generation about collaboration with “strangers” in employee teams. The research shows that a prospect of collaboration with foreigners does not raise serious concerns with 63.0% of the respondents. A similar number of young people (62.1%) believe that the risk of collaboration with foreigners does not occur or is low. Young people express less trust with regard to fulfilling by foreigners their commitments towards collaborators. Persons who believe that foreigners will fulfil their commitments constitute 44.5% of the investigated population.

## 5. Conclusions

As the research demonstrates, among the young generation there are slightly more proponents of teamwork than those in favour of independent work. Despite this, over 80% of young people is pessimistic about working in one team with foreigners, and also to leading such a group of employees. Such attitudes will not positively influence the development of international and global business, which requires openness and acceptance in relationships with foreigners.

The research has shown that working in smaller teams including from 1 to 5 members is most preferred by the survey participants, while 3-person and 4-person teams are the most popular ones. Teams of more than five members are much less preferred. They are accepted by merely 11.7% of the respondents. The fact that the young generation prefers working in small teams may hinder the development of international and global business. Large international corporations frequently employ hundreds of thousands of personnel, and their organisational structures are based on large employee teams. Thus, there is a threat that the young generation may find it difficult to become accustomed to working in such teams. From the perspective of the young generation it would be better to organise work in a greater number of small teams. It is easier and faster to establish social bonds in smaller teams.

The further part of the research provides more optimistic conclusions about the attitude of the young generation to foreigners and concerns related to collaboration with them in employee teams. In the opinion of over 60% of the young generation working with foreigners does not rather raise concern nor is particularly risky. However, less trust provokes the issue of fulfilling their employee commitments by

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foreigners. In this case less than half of young people believe that foreigners will fulfil their commitments.

In conclusion, the attitude of the young generation to foreigners may be evaluated as good, and possible concerns about collaboration with them in employee teams as relatively small. Then, there is hope that collaboration of young people with foreigners in international and global corporations will be in most cases harmonious, not being a barrier to their further development.

## **6. Discussion**

The issues that have been presented in this paper may constitute inspiration for further studies and scientific deliberations. Below, we are indicating the most important directions of such actions. It cannot be taken for granted that young people share the views of the current generation employed in international and global business, which pertains to attitude to foreigners and collaboration with them. Finding out the views of the young generation in this respect is especially important as in the near future it will decide about the development of international and global business, taking over from older employees, presently occupying in its organisational structures managerial and non-managerial positions. Concordant collaboration with foreigners is one of the conditions of economic successes on international markets.

The problem domain of collaboration with foreigners goes beyond traditional comprehension of collectivism and individualism. Claiming that in collectivist societies people will eagerly collaborate with foreigners and in individualistic ones they will avoid such collaboration is wrong. One can expect that both in collectivistic and individualistic societies concerns about working with foreigners will always remain significant. This is because foreigners are “strangers”, they come from other cultures and not always provoke trust of employers and collaborators. This issue requires further scientific exploration.

The opinions about foreigners and relationships with them are largely influenced by legal and illegal immigration and adapting foreigners to the culture and conditions of the country where they want to settle down. These processes do not always go well, an example of which are problems occurring in some member states of the European Union. A large influx of illegal immigrants, and what follows difficulty in integration with local communities, have an impact on shaping a negative image of foreigner (“stranger”) among indigenous peoples. To what extent do such events affect the willingness to collaborate with foreigners in employee teams? This issue also needs to be investigated more widely.

The attitude of the young generation to foreigners and willingness to collaborate with them are to a large extent conditioned by previous experiences of young people in the scope of active use of foreign languages, travelling outside their own country,

personal contacts with foreigners. It can be assumed that the more positive experiences of young people are in this respect, the more willing they are to collaborate with foreigners in a workplace. This issue also needs scientific investigation and explanation.

Another vital issue is also preparing the youth to further collaboration with foreigners in international and global corporations. Of particular importance is the knowledge of cultural differences, including the range of business culture of other nations and competences that allow to react properly to these differences in a workplace. Thus, new research problems appear: is there and to what extent does management of cultural differences present in curriculums of primary, secondary and higher education of particular countries? does the transferred knowledge in the scope of managing cultural differences improve relations with foreigners and makes collaboration with them easier?

While conducting research on international and global business it is necessary to consider in it the young generation. Views, attitudes and preferences of young people will in the near future shape the lifecycle of this business, contributing to its growth, stabilisation or decline.

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