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THE INFLUENCE OF CULTURAL FACTORS ON THE EMPLOYMENT MARKET: AN ANALYSIS OF THE RELATIONSHIP BETWEEN CULTURAL VALUES AND EMPLOYMENT OUTCOMES

Summary: The employment market is a complex ecosystem that is influenced by a variety of factors, including cultural values. This research paper aims to analyze the relationship between cultural factors and employment outcomes, examining how cultural values shape job markets, intersect with economic considerations, and influence individual career choices. To achieve this goal, the paper is structured into four sections: The Concept of Cultural Factors in Employment, Comparative Analysis of Cultural Values in Different Regions, Impact of Cultural Factors on Individual Career Choices, and Cultural Values and Organizational Behavior. Each section explores a specific aspect of the relationship between cultural factors and employment, offering insights into how cultural norms and values impact employment outcomes, organizational dynamics, and hiring practices. Finally, the paper concludes by discussing policy implications and the potential future of employment markets, offering strategies for businesses to harmonize cultural diversity and economic objectives. By delving into the complex relationship between cultural values and employment outcomes, this paper sheds light on an important aspect of modern labor markets that is often overlooked but crucial to understand for policymakers, employers, and employees alike.

Key words: cultural studies, employment market, social economy.

JEL codes: D24, J8, M14, Q10,

THE CONCEPT OF CULTURAL FACTORS IN EMPLOYMENT

Cultural factors are pivotal in shaping employment patterns, particularly among certain demographics. For instance, gender culture significantly affects the employment rates of women with children under the age of three, where

cross-national differences are pronounced. These differences are not merely statistical anomalies but reflect deep-rooted cultural norms and values that dictate gender roles within a society¹. Institutional and cultural contexts, including the prevalent gender culture, create an environment where certain employment practices are either facilitated or hindered. This is further corroborated by the fact that cultural support for maternal employment, such as societal acceptance and institutional provisions for working mothers, leads to a minimization of the employment gap between mothers and childless women². These findings underscore the necessity of recognizing cultural dimensions in employment policies, especially when aiming to address and mitigate the disparities in employment rates influenced by gender culture and societal attitudes towards maternal employment.

Building on the understanding that cultural diversity significantly influences employee motivation, it is imperative to delve deeper into how cultural values shape the job market. The notion that men and women may prioritize different job aspects is not only an individual preference but is also deeply embedded in the cultural fabric of a society. A study focusing on job satisfaction within a service organization highlighted the importance of recognizing various aspects of the work environment that contribute to employee contentment³. These aspects are frequently a reflection of the predominant cultural values, which inform what is deemed important in a job setting. For instance, in some cultures, attributes associated with the stereotypical male role, such as assertiveness and competitiveness, are given more emphasis. In contrast, other societies may value collaborative and communal job aspects, which are often associated with the female role⁴. This dichotomy is not merely a reflection of gender roles but is also indicative of cultural norms that influence employment decisions and job satisfaction at a macro level. As such, when we consider the significant variance in the employment rates of women with young children across European societies, it is evident that these disparities are rooted in broader societal values that dictate gender roles and expectations within the labor market. Therefore, in addressing job market dynamics, it is crucial to control for both individual and household-level factors, as well as cultural and institutional factors, to ensure a comprehensive understanding of employment decisions.

Building upon the understanding that individual and household-level factors significantly influence employment decisions, it is crucial to consider the

¹ B. Pfau-Effinger, *Women's employment in institutional and cultural context*, „International Journal of Sociology and Social Policy” 2012, No. 32, p. 530-543.

² I. Boeckmann, J. Misra, M. J. Budig, *Cultural and institutional factors shaping mothers' employment and working hours in postindustrial countries*, „Social Forces” 2015 93(4), p. 1301-1333.

³ G. Roodt, H. Rieger, M. E. Sempane, *Job satisfaction in relation to organisational culture*, „SA Journal of industrial Psychology” 2002, 28(2), p. 23-30.

⁴ G. Hofstede, *National cultures in four dimensions: A research-based theory of cultural differences among nations*, „International studies of management & organization” 1983, 13(1 -2), p. 46-74.

broader cultural context in which these decisions are made. For instance, the stark variation in employment rates of women with young children across European societies cannot merely be attributed to personal or household characteristics. Instead, this phenomenon necessitates an examination of macro-level cultural and economic structures that shape societal norms and expectations. The cultural dimensions that affect workplace environments are manifold, reflecting how cultural factors and economic considerations are deeply intertwined. Research shows that employees often cite the cultural atmosphere of their workplace, including the value placed on cultural diversity and teamwork, as key motivating factors in their job satisfaction and performance⁵. This underscores the importance of organizational leadership in recognizing and fostering an inclusive culture that aligns with the diverse backgrounds of its workforce. Furthermore, cultural influences extend to perceptions of job aspects, which are not uniform across genders or international borders. Men and women may prioritize different job attributes, and these preferences can also vary widely from one country to another, revealing that cultural norms pertaining to gender roles are likely to intersect with economic roles within the labor market. This highlights the complex interplay between cultural expectations and economic behavior, necessitating a nuanced approach to organizational management and policy-making that acknowledges the multifaceted drivers of employment patterns.

COMPARATIVE ANALYSIS OF CULTURAL VALUES IN DIFFERENT REGIONS

The impact of cultural values on employment outcomes is a multifaceted issue that requires an intricate understanding of the interplay between cultural norms and economic behavior. For instance, the Arab Middle Eastern executives demonstrate a markedly different approach to business compared to their American counterparts, as evidenced by the significant discrepancy in their respective scores on certain business styles, with Arab Middle Eastern executives averaging higher scores than American executives⁶. This suggests that cultural values influence not just work ethics and practices, but also leadership styles and decision-making processes within the workplace. Furthermore, the seven cultural value orientations that have been validated across 74 cultures reveal that the differences in cultural values extend beyond individual attitudes and permeate the social fabric of different societies, potentially shaping the moral underpinnings of systems such as competitive capitalism⁷. This observation

⁵ L. Velten, C. Lashley, *The meaning of cultural diversity among staff as it pertains to employee motivation*. „Research in Hospitality Management” 2018, 7(2), p. 105-113.

⁶ S. M. Elsayed-Ekjiouly, R. Buda, *Organizational conflict: A comparative analysis of conflict styles across cultures*, „International Journal of Conflict Management” 1996, 7(1), p. 71-81.

⁷ S. H. Schwartz, *Cultural and individual value correlates of capitalism: A comparative*

is crucial in understanding how cultural values can underpin the economic ideologies that drive employment patterns. Moreover, comparative studies of societal cultures since the 1990s have expanded our understanding of the cultural dynamics within groups such as ethnicities and regional populations, offering a nuanced view of how cultural values can vary within a nation and between nations, further complicating the relationship between culture and employment outcomes. These insights emphasize the necessity for a more detailed regional comparative analysis when examining the influence of culture on employment, as global measures may be too broad to capture the subtle cultural variations that have significant implications for employment practices and policies⁸.

In examining the influence of cultural norms on regional employment patterns, it is essential to delve into the specific cultural profiles that characterize different regions. Comparative studies have increasingly recognized the significance of cultural variations, not just on a global scale but also within more localized contexts, such as regional populations and ethnic groups. This focus on the finer cultural distinctions challenges the broader, perhaps overly generalized, models of cultural assessment, like the VSM, which may not adequately capture the subtleties of regional cultural dynamics. For instance, a comparative analysis of managerial styles revealed that Arab Middle Eastern executives displayed a significantly different approach from their American counterparts, with the former scoring higher on certain cultural value orientations. These findings suggest that cultural norms do indeed play a crucial role in shaping employment patterns, as they influence managerial behaviors and, consequently, organizational practices. Moreover, the variation in cultural value orientations, as validated across numerous studies, provides a multi-regional perspective that is instrumental in understanding the moral implications of competitive capitalism and its reflection in employment trends. Consequently, this rich tapestry of cultural norms and values, when analyzed comprehensively, can illuminate the social and cultural patterns of variation that underpin differences in regional employment practices⁹.

Building on the established relationship between cultural values and employment trends from the previous discussion, it's crucial to delve into the specific cultural dimensions that might influence these patterns. A closer examination of cultural value orientations can be insightful in understanding employment trends across various regions. For instance, in a study comparing Arab Middle Eastern executives with their American counterparts, it was

analysis, „Psychological Inquiry” 2007, 18(1), p. 52-57.

⁸ G. Hofstede, A. V. Garibaldi de Hilal, S. Malvezzi, B. Tanure, H. Vinken, *Comparing regional cultures within a country: Lessons from Brazil*, „Journal of Cross-Cultural Psychology” 2010, 41(3), p. 336-352.

⁹ S. Creese, W. H. Dutton, P. Esteve-González, *The social and cultural shaping of cybersecurity capacity building: a comparative study of nations and regions*, „Personal and ubiquitous computing” 2021, 25(5), p. 941-955.

revealed that the former scored significantly higher on certain cultural styles, indicating a possible correlation between these cultural values and managerial practices in the respective regions. The research extends to a broader cultural spectrum, incorporating data from 76 cultures to scrutinize the moral implications of competitive capitalism, a factor that has a profound impact on employment trends and job satisfaction. Furthermore, regional comparative analyses have been instrumental in identifying capacity-building variations across 78 nations, reflecting how regional differences might contribute to distinctive employment patterns. These findings underscore the importance of considering the nuanced regional cultural values when analyzing employment trends, as they can offer a more refined understanding that goes beyond the sweeping generalizations often made in global comparisons.

IMPACT OF CULTURAL FACTORS ON INDIVIDUAL CAREER CHOICES

The influence of cultural values on individual career decisions is multifaceted and profound, often shaping the way individuals perceive their abilities and the appropriateness of various career paths. Collectivist cultures, in particular, have a significant impact on career choices, as individuals from these societies may place a higher value on the goals and expectations of the group rather than their own personal aspirations. This is exemplified in the career decision-making of Taiwanese students, who often consider family expectations and social relationships as pivotal factors in their career trajectories¹⁰. Such collectivist tendencies are not limited to East Asia but are also evident in other contexts, such as in Turkey, where cultural norms around family orientation and collectivism lead individuals to weigh intrinsic factors and familial aspirations heavily in their career decisions. Furthermore, gender roles within a cultural context add another layer to career decisions. For example, cultural attitudes towards maternity and parental responsibilities in some societies can greatly influence a woman's choice of career, potentially steering them away from sectors like Information Technology where such roles are perceived to be less accommodated¹¹. Therefore, understanding the complex interplay between cultural values, societal expectations, and individual career aspirations is essential for career counseling and educational interventions aimed at supporting individuals in making decisions that are congruent with both their personal

¹⁰ Z. Aycan, S. Fikret-Pasa, *Career choices, job selection criteria, and leadership preferences in a transitional nation: The case of Turkey*, „Journal of Career Development” 2003, 30, p. 129-144.

¹¹ E. M. Trauth, J. L. Quesenberry, H. Huang, *A multicultural analysis of factors influencing career choice for women in the information technology workforce*, „Journal of Global Information Management (JGIM)” 2008, 16(4), p. 1-23.

values and cultural norms.

Building on the understanding that cultural diversity plays a significant role in motivating employees, it is imperative to delve deeper into how cultural backgrounds shape professional aspirations. The intricate relationship between an individual's cultural values and their career choices cannot be overstated. Research suggests that cultural values are instrumental in shaping not only the factors but also the relationships that influence career decisions, thereby indicating that the protean nature of career choice is, in fact, a reflection of one's cultural backdrop¹². In particular, the perspective of career choice as a pathway to self-actualization is a characteristic deeply embedded in some cultures. For example, while some Western cultures may regard career choice as a form of personal fulfillment and autonomous decision-making, this contrasts with the views of Asian Americans, who often consider family involvement and expectations in their career decisions¹³. Moreover, the variable of parental influence, specifically the role of the father, has been examined but found not to have a significant impact on career choices, suggesting that cultural influences may manifest in more nuanced ways than direct familial pressure. This complexity underscores the importance of cultural identity and attitudes in shaping professional paths, as these cultural nuances are crucial in understanding the career choices made by individuals, particularly women in specialized sectors such as the IT workforce.

Building on the understanding that both individual and household factors play a role in employment decisions, it is crucial to delve into how cultural norms and values specifically shape the career paths of individuals. Cultural values, which are deeply ingrained in society, have a profound impact on the factors and relationships influencing career choices, especially within the context of a protean career, where adaptability and self-direction are paramount. For example, in societies where career choice is seen as a pathway to self-actualization and primarily an individual's decision, such as in many Western cultures, there is a greater tendency for individuals to pursue careers that align with their personal aspirations and sense of self. This contrasts with cultures like those of Asian Americans, where family involvement and collective decision-making are significant factors in career choices, thereby reflecting a cultural dimension where the individual's career is often intertwined with family expectations and obligations. Moreover, the impact of culture on career trajectories is not limited to the individual's immediate environment but extends to the broader societal level. For instance, women in the IT workforce may face cultural constraints that influence their career choices, as certain cultures

¹² T. Agarwala, *Factors influencing career choice of management students in India*, „Career Development International” 2008, 13(4), p. 362-376.

¹³ M. Tang, N. A. Fouad, P. L. Smith, *Asian Americans' career choices: A path model to examine factors influencing their career choices*, „Journal of vocational behavior” 1999, 54(1), p. 142-157.

promote gender roles that discourage women from entering or advancing in technical fields. This cultural facet highlights the need for a deeper understanding of the interplay between cultural identity, attitudes, and career choices, which can be particularly pronounced in fields that are stereotypically gendered. The pivotal role of education also emerges as a cultural characteristic, with studies showing that the level of formal education achieved can significantly influence career choices, aligning them with the cultural norms associated with certain professions, like accounting¹⁴. In summary, the interdependence between cultural values and career choices is multifaceted, impacting not only individual decision-making but also reflecting and reinforcing broader societal expectations. The influence of culture is evident in the way it shapes both the intrinsic motivations of individuals and the extrinsic realities they face within the workforce. This nuanced relationship points to the importance of considering cultural factors when examining career trajectories, as they can both facilitate and impede the career development process¹⁵.

CULTURAL VALUES AND ORGANIZATIONAL BEHAVIOR

Understanding the impact of cultural values within an organization is crucial for shaping its dynamics and hiring practices. The study under consideration highlights that the personal values of CEOs are closely related to the cultural values within their organizations. This relationship is significant because the CEO's personality and values can set the tone for the entire organization, influencing everything from daily interactions to long-term strategic decisions¹⁶. Furthermore, the empirical evidence suggests a concrete link between specific CEO characteristics and the cultural values they propagate within their enterprises. This alignment between leadership attributes and organizational values is not only abstract but also demonstrates the potential for specific, behaviorally anchored changes. For instance, by analyzing performance based on work outputs, organizations can better understand how to optimize conditions for values-driven performance, ensuring that cultural values are not merely espoused, but actively integrated into the organization's fabric. This method of performance analysis can help create a more coherent culture that supports the organization's goals and influences hiring practices to align with these

¹⁴ I. Dalci, H. Özyapici, *Cultural values and students' intentions of choosing accounting career*, „Journal of Financial Reporting and Accounting” 2018, 16(1), p. 179-196.

¹⁵ D. Brown, *The role of work and cultural values in occupational choice, satisfaction, and success: A theoretical statement*, „Journal of counseling & development” 2002, 80(1), p. 48-56.

¹⁶ T. R. Giberson, C. J. Resick, M. W. Dickson, J. K. Mitchelson, K. R. Randall, M. A. Clark, *Leadership and organizational culture: Linking CEO characteristics to cultural values*, „Journal of Business and Psychology” 2009, 24, p. 123-137.

established cultural values¹⁷. Therefore, it becomes evident that the selection of a CEO should be made with careful consideration of their personal values and the cultural framework they are likely to promote within the organization, as this choice can have a profound impact on the organizational culture and, by extension, its hiring practices.

Understanding the nuances of cultural fit within an organization is pivotal for enhancing employee performance and retention. The concept of cultural fit extends beyond mere social compatibility; it embodies an alignment of an individual's values, beliefs, and behaviors with the core principles and collective ethos of their workplace. Research suggests that when employees feel a sense of congruence with their organizational culture, they are more likely to exhibit increased job satisfaction and commitment, which in turn boosts performance and decreases turnover rates¹⁸. This is particularly evident in hierarchical organizational cultures, where a clear understanding and acceptance of one's role within the corporate structure can lead to a more harmonious and productive work environment. Furthermore, cross-cultural studies have illuminated that cultural values are not monolithic across a given society; rather, there can be significant variations within the same cultural context, underscoring the importance for managers, especially expatriates, to be well-versed in the complexities of local cultural norms and values¹⁹. This depth of cultural insight enables managers to more effectively navigate the intricacies of organizational behavior and, by extension, to foster a work environment that supports and enhances the well-being and performance of their diverse workforce.

Given the complex interplay between national culture and organizational behavior, companies navigating cultural diversity in their workforce must consider how deeply ingrained cultural values shape organizational preferences and norms. As national cultures provide a backdrop to individual behaviors within organizations, understanding these cultural dimensions becomes paramount in managing a diverse workforce effectively. Research suggests that national culture can indeed serve as a useful lens through which to view organizational behavior, offering a structured approach to cross-organizational studies²⁰. This is particularly relevant when considering that the predictive power of cultural values can vary among different demographics, such as employed populations, which tend to reflect the cultural values more strongly than student populations

¹⁷ C. Binder, *Integrating organizational-cultural values with performance management*, [in:] *Leadership and Cultural Change*, 2018, p. 60-76.

¹⁸ M. J. Gelfand, M. Erez, Z. Aycan, *Cross-cultural organizational behavior*, „Annu. Rev. Psychol.” 2007, 58, p. 479-514.

¹⁹ A. Cohen, *One nation, many cultures: A cross-cultural study of the relationship between personal cultural values and commitment in the workplace to in-role performance and organizational citizenship behavior*, „Cross-cultural research” 2007, 41(3), p. 273-300.

²⁰ H. M. Sabri, *Socio-cultural values and organizational culture*, „Journal of Transnational Management Development” 2004, 9(2-3), p. 123-145.

or individuals at different life stages. The work of prominent scholars in the field, who have developed cultural value dimensions, provides valuable frameworks for understanding these behaviors. By utilizing measures of cultural values, organizations can better predict and interpret the behaviors that are predominant within different national cultures²¹. Hierarchical organizational culture values, for example, are often seen as an integrating mechanism within companies, guiding organizational behavior in a way that is consistent with the prevailing cultural values. This hierarchical approach to culture within organizations can be observed across various cultural contexts, thereby emphasizing the importance of understanding the specific cultural and organizational contexts in which a company operates. Moreover, the variance within cultures themselves must be acknowledged since not all individuals within a single culture will adhere to uniform values and behaviors. This understanding is particularly crucial for managers, such as expatriates, who need to be well-versed in the complexities of the culture they are operating in, including core cultural values and social norms. Such nuanced understanding aids in discerning the subtleties within cultural behaviors and managing effectively across cultural boundaries. Consequently, companies that invest in comprehensively understanding the cultural values and assumptions that drive their employees can better harness these insights to foster an organizational environment that is both culturally sensitive and conducive to achieving organizational goals²².

POLICY IMPLICATIONS AND THE FUTURE OF EMPLOYMENT MARKETS

To effectively address cultural barriers in employment, public policies must be carefully crafted with consideration for the dynamics of local labor markets and the broader economic context. For instance, the decentralization of jobs from major urban centers like London to areas with lower office rents can provide opportunities for economic diversification and employment growth in regions that have historically faced employment challenges²³. Such strategic relocation of jobs not only reduces regional disparities but also can help to address cultural barriers by fostering diverse workplaces and encouraging the inflow of varied skill sets and cultural backgrounds. Furthermore, active labor market policies are essential for supporting individuals facing cultural barriers in re-entering the workforce. Literature suggests that programs designed to enhance employment and income for adult females without work can be particularly beneficial,

²¹ P. B. Smith, M. F. Peterson, S. H. Schwartz, *Cultural values, sources of guidance, and their relevance to managerial behavior: A 47-nation study*, „Journal of cross-cultural Psychology” 2002, 33(2), p. 188-208.

²² M. Y. Yahyagil, *Constructing a typology of culture in organizational behavior*, „International Journal of Organizational Analysis” 2015, 23(4), p. 506-527.

²³ W. F. Lever, *Reurbanisation—The policy implications*, „Urban studies” 1993, 30(2), p. 267-284.

indicating the importance of targeted interventions to overcome specific cultural obstacles that may hinder women from certain backgrounds²⁴. Additionally, policies that focus on the development of resources at the enterprise level, alongside reforms in labor market, education, and training systems, can set a framework that is more inclusive and culturally sensitive²⁵. By aligning such policies with macroeconomic stability efforts, governments can ensure that changes in the labor market, such as adjustments in wages and employment, do not disproportionately affect culturally marginalized groups. These combined approaches underscore the multifaceted nature of policy implications when considering cultural barriers in the labor market.

As the employment landscape continues to evolve, it becomes increasingly clear that the interplay between cultural demographics and economic policies plays a crucial role in shaping future job markets. The migration of a significant workforce from London and the South East due to attractive factors such as low office rents underscores the importance of local economic conditions in driving employment trends. This shift not only reflects changes in geographic workforce distribution but also hints at the broader implications of how cultural demographics can influence regional labor markets. Moreover, policies that focus on expanding export markets are essential in facilitating a swift return to work for the unemployed, as they can help mitigate the negative effects of job losses due to increasing imports. Such an approach suggests that policymakers must consider the broader economic environment, including trade policies, to ensure that labor markets remain dynamic and responsive to shifting demographic patterns. Additionally, the development of human resources and the strategic implementation of labor market, education, and training policies can set the stage for the types of jobs that will be available in the future. These policies are instrumental in fostering an employment environment that is adaptable to the changing cultural demographics, ensuring that the workforce is equipped with the necessary skills and knowledge to thrive in new and emerging job markets. Together, these factors illustrate the complex and multifaceted relationship between cultural demographics, economic conditions, and public policies in determining the trajectory of future employment markets.

Building upon the understanding of individual and household factors influencing employment decisions, it is essential to recognize the role of public policies and their implications for labor market outcomes. For instance, policies aimed at expanding export markets not only contribute to macroeconomic growth but also facilitate the reintegration of the unemployed into the workforce by creating new job opportunities. These policies, when effectively implemented,

²⁴ A. Bergemann, G. J. Van den Berg, *Active labor market policy effects for women in europe—a survey*, „Annales d’Economie et de Statistique” 2008, p. 385-408.

²⁵ J. Bengtsson, *Labour markets of the future: the challenge to education policy makers*, „European Journal of Education” 1993, 28(2), p. 135-157.

can harmonize economic objectives with cultural diversity by fostering inclusive employment practices. Moreover, the consideration of active labor market policies, particularly those targeting adult female individuals without work, has been found to have a positive impact on employment and income levels. This indicates that well-crafted policies, which take into account the diversity of the labor force, can lead to more equitable labor market outcomes, promoting both economic efficiency and cultural inclusiveness. Furthermore, the empirical findings suggest that policy considerations such as banning discrimination and regulating working conditions are significant for labor market success²⁶. These policies not only improve the school-to-work transition but also ensure that the labor market is accessible and fair for diverse populations. Thus, by integrating the effects of these policies into the broader economic objectives, businesses can create a work environment that values cultural diversity while simultaneously advancing their economic goals.

CONCLUSIONS

The research paper highlights the critical role that cultural factors play in shaping employment patterns, particularly among certain demographics. Through an analysis of the relationship between cultural values and employment outcomes, the study reveals that cultural diversity significantly influences employee motivation and job satisfaction. The findings underscore the necessity of recognizing cultural dimensions in employment policies, especially when aiming to address and mitigate disparities in employment rates influenced by gender culture and societal attitudes towards maternal employment. The study shows that cultural values shape workplace environments, and these values are not uniform across genders or international borders. These policies, when effectively implemented, can harmonize economic objectives with cultural diversity by fostering inclusive employment practices. The study also identifies the critical role of public policies and their implications for labor market outcomes. The intricate relationship between an individual's cultural values and their career choices cannot be overstated. The impact of cultural values on employment outcomes is a multifaceted issue that requires an intricate understanding of the interplay between cultural norms and economic behavior. The research highlights the complex interplay between cultural expectations and economic behavior, necessitating a nuanced approach to organizational management and policy-making that acknowledges the multifaceted drivers of employment patterns. Overall, the findings of this study have significant

²⁶ Z. Lin, R. Sweet, P. Anisef, *Consequences and policy implications for university students who have chosen liberal or vocational education in Canada: Labour market outcomes and employability skills*, „Higher Education Policy” 2003, 16, p. 55-85.

implications for policymakers, organizational leaders, and researchers who seek to understand the role of cultural factors in shaping employment patterns. The study suggests that a holistic approach to employment policies that considers cultural and institutional factors can lead to more equitable labor market outcomes, promoting both economic efficiency and cultural inclusiveness.

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WPŁYW CZYNNIKÓW KULTUROWYCH NA RYNEK PRACY: ANALIZA ZWIĄZKU MIĘDZY WARTOŚCIAMI KULTUROWYMI A WYNIKAMI ZATRUDNIENIA

Streszczenie: Rynek pracy to złożony ekosystem, na który wpływa wiele czynników, w tym także wartości kulturowe. Celem tego artykułu badawczego jest analiza związku między czynnikami kulturowymi a wynikami zatrudnienia, zbadanie, w jaki sposób wartości kulturowe kształtują rynki pracy, krzyżują się z względami ekonomicznymi i wpływają na indywidualne wybory zawodowe. Aby osiągnąć ten cel, artykuł podzielono na cztery sekcje: Koncepcja czynników kulturowych w zatrudnieniu, Analiza porównawcza wartości kulturowych w różnych regionach, Wpływ czynników kulturowych na indywidualne wybory zawodowe oraz Wartości kulturowe i zachowania organizacyjne. Każda sekcja bada konkretny aspekt związku między czynnikami kulturowymi a zatrudnieniem, oferując wgląd w to, jak normy i wartości kulturowe wpływają na wyniki zatrudnienia, dynamikę organizacyjną i praktyki zatrudniania. Na zakończenie artykułu omówiono implikacje polityczne i potencjalną przyszłość rynków pracy, oferując przedsiębiorstwom strategię harmonizującą różnorodność kulturową i cele gospodarcze. Zagłębiając się w złożone relacje między wartościami kulturowymi a wynikami w zakresie zatrudnienia, niniejszy artykuł rzuca światło na ważny aspekt współczesnych rynków pracy, który jest często pomijany, ale ma kluczowe znaczenie dla zrozumienia zarówno decydentów, pracodawców, jak i pracowników.

Słowa kluczowe: kulturoznawstwo, rynek pracy, ekonomia społeczna.

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