

LIFESTYLE AS A DETERMINANT OF MANAGERIAL DECISIONS

JOANNA CEWIŃSKA, MAŁGORZATA STRIKER

Abstract

Problem of personnel management is widely discussed in management literature and continues to be a valid topic. Researchers explore various aspects of managerial work, one of them being: factors determining managerial decisions and their consequences for the functioning of teams and entire organisations. In this article, we attempt to answer the following question: are managerial decisions determined by the lifestyle of employees? The first part of the article is devoted to a review of literature on the role of differences between team members for the management of the team. Then, we are presenting the method and results of our research, which consisted in Poland-wide poll with subjects' opinions being collected with CAWI electronic survey. Population of subjects participating in the study included 1,002 managers from Polish organizations. Results show that, according to surveyed managers, lifestyle determines employee's behaviours in the workplace. Managers also admit that diversity of employees in terms of their lifestyle distinctly affects whole team's performance, however they would relatively rarely take employees' lifestyle into account in their staff-related decision-making process. There are however certain particularities with regard to the selected elements of lifestyle. Above all, managers find it difficult to refer to some elements that are difficult to observe in the workplace, such as diet, social life activities, involvement in the socio-political and family life or sports, as opposed to the care for one's appearance or smoking of cigarettes.

Key words: lifestyle of employees, managing diverse teams, diversity management, managerial decision.

Classification JEL: M12 – Personnel Management.

1. Introduction

The process of managing people has been of interest to researchers and practitioners for years. It can be analysed from different perspectives. In our analysis, we referred to the principles of diversity management concept, since they promote the idea of constructing organizations actively and consciously, with the acceptance of all possible – visible and invisible, innate and acquired – aspects that account for differences and similarities between people.

Nowadays, diversity is perceived as a broad and multidimensional phenomenon, in which different dimensions „can interweave, creating unique syntheses of human profiles (...) These dimensions act together and influence each other, appear in different contexts, environments and circumstances, making the task of analysing and managing them quite complex” (*Mazur, 2010: 7*). Arrendondo (*1996: 80*) for example distinguishes between primary dimensions and secondary dimensions. The first group includes characteristics that are constant and independent (sex, age, race, nationality, sexual orientation), while the second group consists of features that are variable and dependent (education, professional experience, income, place of residence, confession, marital status, lifestyle, position in the organization). “Characteristics included in the primary dimension shape the basic image of an individual and their fundamental beliefs about the world. Moreover, they have the biggest influence on the functioning of groups in the workplace. Secondary dimensions of diversity are less prominent. They exert a more variable impact on personal identity and vest the primary dimensions of diversity with some more subtle richness” (*Mazur, 2010: 6*).

As mentioned above, lifestyle is one of the aspects of diversity. The aim of the present study is to determine whether managers' decisions are determined by the lifestyle of their employees. In order to answer this question, we present herein the results of our research, which was financed from statutory sources of the Department of Human Resources Management at

the Management Faculty of the University of Łódź. The research consisted in Poland-wide poll with subjects' opinions being collected with CAWI electronic questionnaire. The study was realized with the assistance of the Office for Social Research *Question Mark* from Łódź, company specialized in conducting social research. The company granted access to databases containing information on potential participants for the study and provided a possibility to use specialized software that helped to collect and register data. Population of subjects participating in the study was composed of 1,002 managers from Polish organizations.

2. Literature review

Individual differences between team members play an important role in the success of every team. Some of these differences are visible for others (e.g. sex, age, ethnic origin), while some other are not easily noticeable (e.g. attitudes, values, personality). Reviewed literature indicates that researchers work towards establishing how those differences, both visible and less noticeable, influence both the team process and team performance. Research efforts are focused on the analysis of socio-demographic variables, such as: age, sex and cultural diversity (e.g. *Milliken & Martins, 1996*), psychological variables, such as congruence of team members' personalities (e.g. *Neuman, Wagner & Christiansen, 1999*) and values (e.g. *Woehr, Arciniega & Poling, 2013:107–121*). References to the lifestyle, however, are much rarer to encounter.

Researchers point out that diversity of team members may have a positive or a negative effect for the team's performance (*Van Knippenbergand & Schippers, 2007*).

Positive influence of diversity is supported by the results of research conducted in ISS company with the assistance of PwC consulting firm. ISS is one of the most diverse workplaces in Denmark, employing approximately 10,000 people, 60% of which are women. Over 4,500 employees are immigrants, from more than 130 different countries. Age group distribution between generations Y, X and demographic explosion is balanced in this company. The study covered 7,261 employees and 469 teams from all the fields of ISS activity. The research shows that diverse teams generate 3.7 percentage points more income for the company than homogenous teams. In heterogeneous teams, sickness absenteeism rate is lower (by approximately 2.5 percentage points) and employees' satisfaction rate is higher than in homogeneous teams (*Diversity adds millions to the ISS bottom line, 2015: 4*).

Positive effect of diversity on the financial situation of firms was confirmed by a report published by 'Diversity Matters', consulting company for McKinsey. Representatives of this firm studied 366 public companies in the USA, Latin America, Great Britain and Canada. On these grounds, they came to a conclusion that companies that are diverse in terms of sex, age, nationalities and personalities achieve substantially better financial results than homogenous ones. The income of those who employed equal numbers of women and men was 15 percent higher than that of firms with more homogenous staff composition sex-wise. What is more, companies with a diversity of nationalities among their employees achieved results that exceeded by as much as 35% those of their homogenous counterparts (*Domaradzki, 2015*).

Laboratory studies, based on values perspective, indicate that diversity within working groups increases their efficiency. On the other hand, field studies on the subject of social identity suggest that diversity is negatively connected with the achieved results (*in: Mazur, 2010: 8; Woehr, Arciniega & Poling, 2013: 117*). Moreover, the effect of diversity may be lower team consistency, lower team performance and more conflicts (*Woehr, Arciniega & Poling, 2013: 117*). For example, diversity can also be the reason for unstable team membership (*Jackson, May & Whitneyp, 1995: 249*). *Woehr, Arciniega & Poling (2013: 107)* suggested that it is probable that teams consisting of people who share the same values will disagree less frequently and face less difficulties in managing personal relations (more similarity resulted in more team cohesion and efficacy and less conflict).

Other studies (*Pitts, 2009: 328–338*) show that diversity management is strongly linked to both work group performance and job satisfaction, and that people of colour see benefits from diversity management above and beyond those experienced by white employees. Therefore diversity management can improve organizations' performance on the condition that these organizations are able to make use of such diversity. Thanks to a combination of talents issued from different cultural backgrounds, sexes, age groups and lifestyles, companies have a potential to react more quickly and creatively to business opportunities. Moreover organizations should take into account their employees' diversity and aim to achieve it by creating an environment favourable for those differences to be emphasized (*Standing & Baume, 2001: 3*). Lack of support in the development of people with different properties carries a risk for the company of losing talents to competition.

Based on the so-far literature review, it is legitimate to state that employees' lifestyle is one of the criteria of diversity that is seldom accounted for in discussions on managerial decisions or more broadly – diversity management.

Lifestyle is an object of interest for representatives of various domains of science and thus there are multiple definitions of it (*Jensen 2007; Kłos, 2014: 20–23; Mrozkowiak & Mrozkowiak, 2011: 121–123*). For instance A. Adler (*after: Wilk, 2003: 51*) approaches lifestyle as “a system of principal values and objectives that a person strives to satisfy, a system of methods and means for their realization and particularly, the resultant, constant set of characteristics of a person's behaviour and their attitude towards others”. Siciński (*1988: 18*), on the other hand, defines lifestyle in the sociological perspective as a set of everyday behaviours, specific for a given social community or individual, i.e. a characteristic “way of being” differentiating that community or individual from others. World Health Organization (*Health Promotion Glossar, 1998: 16*) understands lifestyle as “a way of being specific for a given individual, grounded in particular patterns of behaviour, which result from a reciprocal interaction of: personal characteristics, social circumstances and socio-economic and environmental conditions of life of a given individual.”

According to B. Woynarowska, lifestyle consists of standard reactions and patterns of behaviour displayed by an individual (activities, actions, practices) that are shaped in the process of socialization (interactions with parents, peers, under the influence of school experience and media). Lifestyle of a given individual is expressed under the form of their: life philosophy, ambitions in life, needs and aspirations, observable behaviours and activities, as well objects that this person chooses, creates or accepts and treats as their closest life environment (*after: Wilk 2003: 53*).

Jensen (*2007: 63–64*) considers that lifestyle is a way of living, a certain set of behaviours expressed by individuals, families and societies in various physical, psychological, social and economic situations. Jensen points out that a person can, under the form of different practices, express themselves through multiple lifestyles. For example: how and what to eat (and drink); how to move around (by car, bus, bicycle, on foot, airplane, ship etc.), where to travel, how to dress, when and where to wear certain outfits; where to live (in a city, countryside or suburbs) and how to furnish; what to watch and read; what to work on; what education to choose; how to involve oneself politically or religiously; with whom to associate; how (where and with whom) to spend free time; whether to use drugs, tobacco or alcohol; how to communicate.

Lifestyle plays multiple roles: it is a sign and witness of belonging to a given group or social category. As such, it gives a sense of connection with other people, it is a determinant and tool of social identification, it structures and legitimizes certain behaviours, it enables the individual to fulfil their needs and aspirations in a way that is subjectively rational and socially acceptable in a given culture, it is a motivating factor for certain behaviours, mainly due to the interconnection between the lifestyle and a specific system of values, aspirations and preferences (*in: Bochenek, Grabowiec, 2013: 202–203*).

In the workplace, lifestyle of individuals can express itself to a higher or lower degree and as such condition employee's behaviours. Therefore, it might be a factor determining managerial decisions.

3. Methods

Our research aimed at determining whether, in the opinion of managers, employees' lifestyle determines managerial decisions and if so, what kind of decisions are mostly affected. Furthermore, we wanted to establish whether they see a relationship between employees' lifestyle and performance of the entire team. The study consisted in a poll (*Babbie, 2008:132, 146, 275*). As a basic tool for data collection we used CAWI (Computer Assisted Web Interviews) online survey, research method recommended for measuring social phenomena (*Przewłocka, 2009: 105*) and more and more frequently used in studies related to human resources management (*Andrałojć, 2006: 120*). Advantage of this method is that it allows to conduct a study within a relatively short period of time and with a comparatively low financial cost (*Przewłocka, 2009: 99–100; Smith & Leigh, 1997: 496–500; Staniszevska, 2013: 54*). Gathering raw data with this method was much more time-efficient than with traditional questionnaires; data thus collected was then submitted for further analysis and interpretation with a statistical software (*Siuda, 2006: 269; Staniszevska, 2013: 55*). CAWI method allowed for a systematic verification of errors and discrepancies in the questionnaires filled in by the subjects.

The study was conducted in full compliance with the principles of voluntary participation and anonymity (*Babbie, 2008: 80–82*). Some researchers point out that data collected with an online survey may be more reliable than in case of a traditional questionnaire. This is explained by the fact that providing answers via an online survey conveys to the subjects a better sense of anonymity (*Siuda, 2006: 269; Andrałojć, 2006: 111*) and intimacy, so that they are able to truly concentrate on what they feel and what they have experienced (*Staniszevska, 2013: 52*). Additionally, asynchronicity of the study enabled participants to fill in the questionnaire at a convenient moment (*Staniszevska, 2013: 54; Andrałojć, 2006: 111*), which makes us believe that the provided answers are thorough. Absence of the researcher at the moment of filling in the questionnaire helped to increase the probability of obtaining more reliable answers, by eliminating the so-called social desirability effect. Another asset of CAWI was the possibility to monitor respondents' behaviour during the process of filling in the questionnaire (*Zajac & Batorski, 2009: 99–100*). Thanks to certain tools available in the application used for this research, we were able to determine for example which questions were most problematic and required more time from the respondents and which were answered rapidly.

The survey was carried out by The Office for Social Research *Question Mark*, from 22. 11. 2017 to 02. 02. 2018. It was realized with the use of an internet platform *survivo.com*. The survey was composed of 20 closed questions (subjects had to choose from a provided set of answers) and respondent's particulars that served to describe the experimental group. The study was performed on a sample of 1,002 subjects (the questionnaire was submitted solely to candidates declared as managers). Sampling had a random character, it depended on the availability of subjects for the contractor.

Since we are in the process of in-depth statistical analyses, the present article contains initial results of the study, i.e. general opinions of the respondents.

In view of the numerous definitions of lifestyle, for the sake of our research, we decided to conclude that it is an overall way of being of an employee, expressed by their attitudes and behaviours in the following areas: extra-professional interests (hobby), sports, socio-political activities (ex. charity work, political initiatives, implication in ecological, national or religious movements), social life activities (i.e. involvement in 'partying', various forms of social entertainments), activities related to the family life (exceptional involvement in taking care of

children, elderly or sick family members), care for one's appearance (clothing, haircut, make-up, tattoos, jewellery), smoker/non-smoker, diet (pursued diets, eating habits).

4. Results, discussion and implications of the survey

1,002 managers participated in the study, out of which 52% were female. Respondents were diverse in terms of age, tenure and size of the managed team. Detailed information on subjects' structure is presented in Table 1.

Table 1. Structure of respondents according to age, tenure as manager and number of managed personnel (own study)

Age	Share of answers in %	Tenure as manager	Share of answers in %	Number of staff under management	Share of answers in %
30 years or less	6	Up to 5 years	16	Up to 5 people	24
31–40 years	25	6–15 years	38	6–10 people	27
41–50 years	30	16–25 years	26	11–20 people	21
51–60 years	26	More than 25 years	20	21–30 people	10
More than 60 years	13			More than 30 people	18

Most of the respondents (66%) fulfilled a managerial role in organizations employing less than 50 staff. Concerning the ownership structure, companies from the private sector were dominant (72%). Detailed information on the structure of organizations, in which respondents fulfilled their managerial roles, according to the total number of staff and dominant ownership structure, are presented in Table 2.

Table 2. Structure of organizations according to the total number of staff and dominant ownership structure (own study)

Number of employees	Share of answers in %	Dominant owner	Share of answers in %
Up to 9 people	23	State	6
10–49 people	42	Local authority	22
50–250 people	25	Private domestic	61
More than 250 people	10	Private foreign	11

Organizations were diverse in terms of industries. The predominant number of surveyed managers worked in the commercial sector (11.7%), in the industrial sector (11.3%) and in construction (10.5%). Sectors that came next were as follows: schooling and education (6.5%), public administration and justice (5.6%), physical culture, tourism and recreation (4.9%), healthcare and social services (4.6%), culture and art (4.3%) and finally, finance and insurance (4.2%).

Most of the subjects (78%) declared that they had an exclusive or big influence on managerial decisions related to subordinate employees, particularly with regard to assessment (88%), hiring (84%) and training (81%). Detailed information related to managers' declared influence on taking selected managerial decisions within the area of human resources management is presented in Table 3.

When taking decisions, managers relatively rarely take into account the lifestyle of their subordinates (70% of all answers were either 'rather not' or 'decidedly not'). There was however one exception, i.e. care for one's appearance (style of dressing, haircut, make-up, tattoos, jewellery). As much as 61% of the managers declared that in their decision-making

process they took this aspect of lifestyle into account. Over one third of subjects take into consideration involvement in family life (35%) and the fact of being a smoker/non-smoker (34%). The least relevant factor in managers' decision-making process was diet (11%) and social life activities (12%). Detailed summary of provided answers is presented in Table 4.

Table 3. Managers' declared influence on taking selected managerial decisions within the area of human resources management (own study)

Type of decision	Managers' influence on decisions concerning team members				
	Exclusive	Big	Moderate	Small	Difficult to say
Hiring	34%	50%	12%	3%	1%
Remuneration	25%	41%	23%	8%	2%
Assessment	28%	60%	10%	1%	1%
Training	27%	54%	15%	2%	2%
Promotion	29%	46%	18%	5%	2%
Dismissal	30%	46%	15%	6%	4%
<i>Total</i>	<i>29%</i>	<i>49%</i>	<i>15%</i>	<i>4%</i>	<i>2%</i>

Table 4. Subject's declarations on taking into account certain elements of lifestyle in personnel-related decision-making process (own study)

Elements of lifestyle	Taking into account elements of employees' lifestyle in personnel-related decision-making process (recruitment and selection, remuneration, promotion, training, assessment, dismissal)				
	Decidedly yes	Rather yes	Rather not	Decidedly not	Difficult to say
Extra-professional interests	4%	20%	38%	35%	3%
Sports	3%	12%	43%	40%	3%
Involvement in socio-political life	3%	13%	36%	44%	4%
Social life activities	2%	10%	39%	44%	5%
Family life activities	7%	28%	37%	25%	4%
Care for one's appearance	16%	45%	22%	14%	3%
Smoker/non-smoker	15%	19%	34%	29%	3%
Diet	2%	9%	39%	46%	4%
<i>Total</i>	<i>6%</i>	<i>20%</i>	<i>36%</i>	<i>34%</i>	<i>4%</i>

It also happens (17% of all positive answers) that employee's lifestyle is a reason for taking negative personnel decisions. Most frequently, they consist in a refusal to assign a specific task to a given person (29%), lower work assessment (24%) and refusal to accept as team member (24%). It is worthwhile stressing that 14% of managers declared that employee's lifestyle was a reason to put an end to their employment contract. Detailed overview of answers provided by respondents is presented in Table 5.

Managers consider that, as a matter of principle, they should not interfere in the lifestyle of their subordinate employees (79% of answers were negative, mostly decidedly negative). Analysis of answers related to the respective elements of lifestyle allowed however to isolate several particularities. According to the subjects, director should be entitled to interfere in the appearance (56% of positive answers). In comparison to other aspects of lifestyle, there is also a bigger acceptance to interfere in smoking/non-smoking of cigarettes (38% of positive

answers). On the other hand, subjects were decidedly against interfering in extra-professional interests of their employees (75% answered ‘decidedly not’), socio-political involvement (69% answered ‘decidedly not’), sports and family life activities (in both cases 67% answered ‘decidedly not’). Detailed overview of respondent answers is presented in Table 6.

Table 5. Managers’ declarations on taking specific personnel decisions due to employee’s lifestyle (own study)

Type of decision	Yes	No	Difficult to say
Refusal to accept as team member	24%	68%	8%
Lower work assessment	24%	67%	9%
Refusing promotion	10%	81%	9%
Refusal to send for a training	7%	87%	5%
Refusal to give a pay-rise	10%	82%	8%
Refusal to assign a task to an employee	29%	62%	9%
Termination of employment contract	14%	80%	6%
<i>Total</i>	<i>17%</i>	<i>75%</i>	<i>8%</i>

Table 6. Subjects’ declarations related to manager’s right to interfere in the lifestyle of their employees (own study)

Elements of lifestyle	Manager’s right to interfere in employees’ lifestyle				
	Decidedly yes	Rather yes	Rather not	Decidedly not	Difficult to say
Extra-professional interests	1%	1%	21%	75%	2%
Sports	1%	5%	24%	67%	3%
Involvement in socio-political life	1%	4%	22%	69%	4%
Social life activities	1%	7%	27%	59%	5%
Family life activities	1%	5%	24%	67%	4%
Care for one’s appearance	11%	44%	19%	20%	5%
Smoking/non-smoking of cigarettes	12%	26%	28%	27%	6%
Diet	2%	7%	34%	50%	7%
<i>Total</i>	<i>4%</i>	<i>12%</i>	<i>25%</i>	<i>54%</i>	<i>4%</i>

Managers participating in the study notice that lifestyle determines employees’ behaviour in the workplace (56% of answers were positive, with 29% of negative). Strong involvement of the employee in activities related to the selected elements of lifestyle differently influences the way they fulfil their duties at work, although in view of the respondents in general the impact is either neutral (40% of answers) or positive (32% of answers). A positive correlation is mainly visible with regard to the care for one’s appearance (56%) and sports (54%).

The biggest negative impact on the fulfilment of employee’s duties is related to: smoking/non-smoking of cigarettes (37%), social life activities (22%) and involvement in the socio-political life (16% of answers). There are also some areas, for which 20% of managers find it difficult to take a position, i.e. involvement in the socio-political life (27%) and social life activities (22%). Detailed overview of respondents’ answers is presented in Table 7.

According to the managers participating in the study, diversity of employees in terms of their lifestyle distinctly affects work results of the entire team. Better performance is achieved by teams that are diverse in terms of extra-professional interests (61% of positive answers), sports (56% of positive answers) and care for one’s appearance (55% of positive answers). On

the other hand, the effect of diversity is not positive when it comes to: smoking/non-smoking of cigarettes (58% of negative answers), social life activities and diet (49% of negative answers). Analysis of answers shows that there are again certain areas of lifestyle, for which managers are hesitant about their reply (above all diet and involvement in the socio-political life). Detailed overview of respondents' answers is presented in Table 8.

Table 7. Manager's opinions about the influence of employee's strong involvement in the selected elements of lifestyle on the fulfilment of duties at work (own study)

Elements of lifestyle	Employee's strong involvement in activities related to selected elements of lifestyle and its influence on the fulfilment of duties at work			
	Positive influence	Neutral	Negative influence	Difficult to say
Extra-professional interests	42%	44%	3%	12%
Sports	54%	37%	1%	7%
Involvement in the socio-political life	20%	37%	16%	27%
Social life activities	16%	41%	22%	22%
Family life activities	32%	38%	15%	14%
Care for one's appearance	56%	34%	2%	8%
Smoking/non-smoking of cigarettes	11%	37%	37%	15%
Diet	23%	55%	5%	18%
<i>Total</i>	<i>32%</i>	<i>40%</i>	<i>13%</i>	<i>15%</i>

Table 8. Managers' opinions about the influence of employees' diversity in the selected elements of lifestyle on the entire team's performance (own study)

Elements of social life	Diversity between team members in the selected elements of lifestyle as a factor contributing to a better team performance				
	Decidedly yes	Rather yes	Rather not	Decidedly not	Difficult to say
Extra-professional interests	21%	40%	24%	4%	12%
Sports	19%	37%	26%	6%	12%
Involvement in socio-political life	7%	24%	34%	13%	21%
Social life activities	6%	28%	37%	11%	18%
Family life activities	10%	33%	33%	7%	16%
Care for one's appearance	18%	37%	27%	8%	11%
Smoking/non-smoking	10%	16%	37%	21%	16%
Diet	6%	21%	39%	10%	24%
<i>Total</i>	<i>12%</i>	<i>29%</i>	<i>32%</i>	<i>10%</i>	<i>16%</i>

Almost all managers (91%) declared that, in their workplace, various lifestyles of the employees are accepted. At the same time, as many as 84% of subjects consider that, regardless of these differences, in the workplace all subordinates should abide by the company rules. The dominant opinion (70%) is that team's manager should apply the same managerial techniques (such as motivating, problem solving or communication), without accounting for employee's lifestyle. Managers participating in the study consider that it is easier for them to manage a team composed of employees with similar lifestyle preferences (60%).

If the subjects were to create a perfect team in terms of employees' lifestyle, it would be less diverse than the one they manage in reality (Table 9). It must be stressed though that 21%

of respondents were unsure about how much diversity would be desirable in a team managed by them. Also with regard to the teams they currently manage, it was difficult for the subjects to assess the degree of employees' diversity in terms of their lifestyle. There were however two exceptions to the above: care for one's appearance (2% responded 'difficult to say') and smoking/non-smoking of cigarettes (4% responded 'difficult to say'). Team's diversity index represents an average value of all the answers provided by the respondents with the exception of 'difficult to say'. Numeric values were assigned to descriptive declarations in the following way: 1 – homogeneous, 2 – little diversity, 3 – moderately diverse, 4 – very diverse.

Table 9. Diversity between employees in terms of lifestyle – real team versus perfect team (own source)

Elements of lifestyle	Real team		Perfect team	
	Index of team's diversity	Proportion of answers "difficult to say"	Index of team's diversity	Proportion of answers "difficult to say"
Extra-professional interests	3.33	23%	3.10	12%
Sports	3.08	26%	2.88	18%
Involvement in socio-political life	2.71	30%	2.51	24%
Social life activities	2.90	20%	2.52	23%
Care for one's appearance	2.60	2%	2.25	12%
Smoking/non-smoking	2.31	4%	1.75	24%
Diet	2.84	17%	2.50	38%
<i>Total</i>	<i>2.73</i>	<i>13%</i>	<i>2.52</i>	<i>21%</i>

Our research, whose initial results are presented herein, shows that lifestyle is not perceived as an unambiguous category in the context of team management. Managers are convinced that lifestyle determines employees' behaviour in the workplace and affirm that diversity between employees in terms of lifestyle influences work results of the entire team. On the other hand, they admit that employees' lifestyle is rarely taken into account in their personnel-related decision-making process. A big majority of respondents declared that, in their workplace, different lifestyles of employees are accepted, but at the same time they consider that despite those differences, in the workplace employees have to abide by company rules and the manager should apply the same managerial techniques, regardless of employees' lifestyle. According to the subjects of this study, manager is not entitled to interfere in the majority of the selected aspects of employees' lifestyle, which might explain why it seems easier for them to manage a team composed of people with similar lifestyle preferences. If the respondents were to create their perfect team in terms of employees' lifestyle, it would be less diverse than the one they currently manage.

There are however certain particularities with regard to the selected elements of lifestyle. Above all, managers find it difficult to refer to some elements that are difficult to observe in the workplace, such as diet, social life activities, involvement in the socio-political and family life or sports, as opposed to the care for one's appearance or smoking of cigarettes. In case of the last two elements, proportion of answers "difficult to say" is lower than for the remaining items. The elements that are most frequently taken into consideration in personnel-related decision-making process are also: care for one's appearance, involvement in family life and smoking/non-smoking of cigarettes. It is also important that managers notice that employees' involvement in activities related to their lifestyle has, in most cases, either a positive or neutral effect for the realization of duties at work.

5. Conclusion

From the perspective of diversity management concept, understanding how differences and similarities between employees influence organization's performance (e.g. organizational efficiency, employees' satisfaction, voluntary terminations) is nowadays perceived as a key factor for the organizational stability (Choi, Rainey, 2010). Diversity of workforce is regarded as an asset for organizations, a chance to become more creative, to gain markets that were previously not in the scope, to achieve and maintain competitive advantage (Cox 1994; Ely & Thomas, 2001). On the other hand, diversity can also be a source of problems and managerial dilemma. Therefore it is crucial to manage diverse employees and teams in a skilful manner.

Reviewed literature (also other sources than those mentioned in References) shows that lifestyle is pondered upon in the context of sustainable development, with respect to healthy lifestyle (including diet, sports, smoking/non-smoking, alcohol consumption), as a feature of employees' diversity and a reason for their discrimination (obesity, smoking), in reference to the realization of work-life balance principles. Substantially less research is devoted to lifestyle as a determinant of managerial decisions. Our research seems to fill the identified gap and may be an inspiration for others in their research work.

We hope that further in-depth statistical analyses of the results obtained in the study described herein will lead to conclusions especially regarding factors that differentiate managers' approach to employees' lifestyle, such as sex, age, experience in managing teams, managers' involvement in the selected areas of lifestyle, industry and the nature of tasks realized by a given team. It would also be relevant to investigate how the factors that interested us in this study are perceived by the employees. Therefore, at the next stage of our project, we plan to address the survey (CAWI) to this group. We expect that the results of a comparative analysis of answers provided by the managers and by the employees will guide us in further research. It will be interesting to expand our study with the use of in-depth interviews and observations that we are planning to implement after having finalized the quantitative study.

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Addresses of authors:

Assoc. Prof. Joanna CEWIŃSKA, PhD.
Faculty of Management
University of Lodz
Matejki 22/26
90-237 Lodz
Poland
e-mail: joanna.cewinska@uni.lodz.pl

Małgorzata STRIKER, PhD.
Faculty of Management
University of Lodz
Matejki 22/26
90-237 Lodz
Poland
e-mail: malgorzata.striker@uni.lodz.pl