

Czech University of Life Sciences Prague
Faculty of Economics and Management
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Bachelor Thesis

**Comparative analysis of HR relationship in Czech
Republic and Tajikistan business environment**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Farrukh Hakimov

Economics and Management

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Thesis title

Comparative analysis of HR relationship in Czech Republic and Tajikistan business environment.

Objectives of thesis

The aim of the bachelor thesis is to compare the corporate cultures in the Czech Republic and Tajikistan and to reveal the crucial distinctions and similarities of the employee-employer relationship.

Methodology

Theoretical part will consist mainly of the empirical data, whereas the practical part will include the quantitative and qualitative methods such as surveys and interviews.

The proposed extent of the thesis

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Human Resource, Corporate cultures, Cultural differences

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- Abduloev, Ilhom. "Job Dissatisfaction and Migration: Evidence from Tajikistan." *IZA Journal of Development and Migration*, vol. 8, no. 1, 2018, pp. 1–27., doi:10.1186/s40176-018-0132-8.
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Declaration

I declare that I have worked on my bachelor thesis titled "Comparative analysis of HR relationship in Czech Republic and Tajikistan business environment" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 15.03.2021

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Comparative analysis of HR relationship in Czech Republic and Tajikistan business environment

Abstract

The bachelor thesis aims to describe and compare the corporate cultures and human resource management in the Czech Republic and Tajikistan. The main objective of the thesis is to evaluate the legal, economic, organizational, cultural and societal similarities and differences of the corporate culture and employee-employer relationship using a quantitative research method in the form of survey.

The thesis has two parts - theoretical and practical ones. The theoretical part deals with the theoretical background to the topic based on the literature research with the use of primary and secondary data, which was taken from the academic literature, professional articles and verified online sources. The practical part consists of quantitative research based on surveys and detailed comparison. A comprehensive and structured survey among employees and employers of the corporations and companies both in the Czech Republic and in Tajikistan was conducted in order to compare the corporate cultures in both countries

Keywords: Human resources, corporate culture, cultural differences, Czech Republic, Tajikistan, employee, employer, HR policy

Srovnávací analýza vztahu lidských zdrojů v podnikatelském prostředí České republiky a Tádžikistánu

Abstrakt

Cílem této bakalářské práce je popsat a porovnat podnikové kultury a řízení lidských zdrojů v České republice a Tádžikistánu. Pomocí kvantitativní výzkumné metody formou průzkumu táto práce vyhodnotit právní, ekonomické, organizační, kulturní a společenské podobnosti a rozdíly podnikové kultury a vztahu mezi zaměstnavatelem a zaměstnavatelem v obou zemích.

Práce obsahuje dvě části - teoretickou a praktickou. Teoretická část pojednává o teoretických východiscích k tématu na základě literárního výzkumu s využitím primárních a sekundárních dat, včetně odborné literatury, odborných článků a ověřených online zdrojů. Praktickou část tvoří kvantitativní výzkum na základě průzkumů a podrobného srovnání. Byl proveden komplexní a strukturovaný průzkum mezi zaměstnanci a zaměstnavateli v České republice a Tádžikistánu s cílem porovnat firemní kultury v obou zemích.

Klíčová slova: Lidské zdroje, podniková kultura, kulturní rozdíly, Česká republika, Tádžikistán, zaměstnanec, zaměstnavatel, politika lidských zdrojů

Table of content

1 Introduction.....	12
2 Objectives and Methodology.....	13
2.1 Objectives.....	13
2.2 Methodology.....	13
2.3 Legal and social aspects of labour.....	14
2.3.1 Minimum wage/living wage.....	14
2.3.2 Health and safety.....	16
2.3.3 Discrimination.....	17
2.3.4 Labour regulations in Tajikistan.....	19
2.3.5 Labour regulations in Czech Republic.....	20
2.3.6 Comparison of labour regulations in the Czech Republic and Tajikistan.....	20
2.4 Culture and corporate culture.....	21
2.4.1 Power of corporate culture.....	23
2.4.2 Models of cultures in organizations and companies.....	24
2.4.3 Concepts of corporate culture.....	25
2.4.3.1 Schein’s model.....	25
2.4.3.2 Johnson’s model.....	26
3 Practical part.....	27
3.1 Age.....	27
3.2 Gender.....	28
3.3 Sphere of work.....	28
3.4 Job difficulty.....	29
3.5 Discrimination at work.....	30
3.6 Motivation.....	31
3.7 Dress code.....	32
3.8 Salary satisfaction.....	33
3.9 Importance of opinions at work.....	34
3.10 Relationship with the manager.....	35
3.11 Bonuses and benefits.....	36
3.12 Promotional opportunities.....	37
3.13 Office.....	38
3.14 Conflicts at work.....	39
4 Results and Discussion.....	41
5 Conclusion.....	41
6 References.....	43

7 Appendix 46

List of figures

Figure 1. The paradigm of Cultural web. Source: G. Johnson, R. Whittington, K. Scholes. Fundamentals of Strategy, 2nd edition. Financial Times/ Prentice Hall, 2011

List of tables

Table 1. Regime of work and accounting of working hours in Tajikistan. Source: The Ministry of Labour, Migration and Employment of the Republic of Tajikistan

Table 2. Regime of work and accounting of working hours in Czech Republic. Source: The Ministry of Labour and Social Affairs, accessed at <https://www.mpsv.cz/web/en> on 25.02.2021

List of graphs

Graphs 1 and 2. Age of respondents.

Graph 3. Gender of respondents.

Graph 4. Sphere of work.

Graph 5. Sphere of work (number of respondents).

Graph 6. Discrimination at work.

Graph 7. How strong you feel motivated at work?

Graph 8. Do you follow dress-code rules at work?

Graph 9. Salary satisfaction

Graph 10. Importance of opinions at work

Graph 11. Relationship with manager

Graph 12. Bonuses and benefits

Graph 13. Promotional opportunities

Graph 14. Office

Graph 15. Conflicts at work

Introduction

The topic of corporate culture has vast potential, and the motivation of employees in the work environment is a very current topic today. Shared views, attitudes, and ideas in every organization determine human thinking, behaviour, and action. We call this set of particular belonging and harmony a corporate culture. For organizations, today, a robust, stable and high-quality corporate culture is a necessary condition for the effective and successful operation of the company. Given that an organization's success, productivity, and efficiency depend on the quality of human performance, it is an integral part of a well-functioning organization of quality personnel work. The company not only must find a skilled employee but also maintain their satisfaction and loyalty. Therefore, it is necessary to create such conditions in the organization that will be acceptable to both employees and employers. It is essential to create a positive atmosphere, good communication and mutual relations.

The company's employees' satisfaction is influenced, among other things, by the company's environment and tangible and intangible remuneration. A significant indicator representing strong competitive potential is employee satisfaction. Motivating employees with suitable working conditions is one of the primary tasks that management takes care of. Only well-motivated employees in a pleasant work environment give work performance.

The theoretical part of the work will be divided into two basic concepts. First is the legal and social aspects of the work, including the norms of minimum wage and a living wage, health and safety, and discrimination. The second one is the corporate culture itself, the power of corporate culture and models of cultures in organizations and companies.

The practical part of the work provides a sociological survey of employees in the Czech Republic and Tajikistan. Furthermore, the work continues by evaluating and comparing the results of the survey.

1 Objectives and Methodology

1.1 Objectives

The bachelor thesis aims to describe and compare corporate cultures and human resource in the Czech Republic and Tajikistan. The main objective of the thesis is to compare the economic, organizational, cultural and societal similarities and differences of the corporate culture and employee-employer relationship using a quantitative research method.

1.2 Methodology

This bachelor thesis consists of two basic parts - theoretical and practical part. The first part deals with the theoretical background to the topic based on secondary data, which was taken from the academic literature, professional articles and verified online sources. The practical part consists of quantitative research based on surveys and detailed comparison. Based on the theoretical basis, I conducted and compiled a comprehensive and structured survey among employees and employers of the corporations and companies in the Czech Republic and Tajikistan. Questionnaires were distributed electronically, including the emails, survey forums and groups on social networks (Facebook, Vkontakte etc.) There were 52 respondents in total. The data were collected between 18.2.2021 and 28.2.2021.

Theoretical part

1.3 Legal and social aspects of labour

Every human being in his life faces the need for self-sufficiency in the form of various material and intangible benefits. As a rule, this need is implemented consciously through some activity. Everyone who achieves or wants to achieve their needs through activities expects some result. Labour is a purposeful, conscious human activity aimed at meeting the needs of the individual and society. In labour, a person masters, changes and adapts the natural objects and uses the mechanical, physical and chemical properties of objects. Compliance with labour discipline, respect for the people's goods, and implementation of labour standards established by the state with the participation of trade unions is the duty of all workers and employees.

Nowadays, each person has the opportunity to independently define for him/herself the conditions that would satisfy his needs. Everyone is free to choose his or her type of activity and profession. The right to work is currently viewed from the standpoint of the individual use of this right by each citizen and in general. Currently, in an era of the rapid development of the market economy and the dynamic change of external conditions, the development of an enterprise largely depends on the well-coordinated work of its entire organizational system. One of the tools that increase this coherence is the regulation of the workforce. Regulation of activities includes the establishment of explicit working rules and conditions. Since people are one of the key resources required for almost any organization, such regulations are among the most important tasks of the companies. This process must be properly based on a legitimate basis, i.e. comply with the state's labour legislation.

1.3.1 Minimum wage/living wage

The minimum wage (MW) is the minimum acceptable price of an employee's labour; it is an inevitable part of each country's labour law. It is introduced to smooth out the income inequality among workers, including the low-skilled workers whose work is valued relatively low in the labour market and low-productivity workers. The MW formation mechanism differs depending on the country: some countries have a single national minimum wage for all (OECD countries, developing countries); countries in which its

regions have the right to set their own minimum wages depending on the climatic, economic and other conditions of the regions (Russia, USA, Japan). In addition, depending on the country, either the legislative branch or the executive branch can set the minimum wage with the involvement of trade unions, professional associations and expert councils. The subsistence minimum is closely related to the level of the minimum wage. It is a cost estimate of the consumer basket, which includes the minimum sets of food and non-food products and services necessary to ensure human life and health and the payment of mandatory taxes and fees. The subsistence minimum is calculated for different population groups. The minimum wage can be less, more or equal to the subsistence minimum. If we evaluate the ratio of the minimum wage and subsistence minimum for one adult in the Czech Republic, it would be 15200 CZK and 3860 CZK, respectively. (The Ministry of Labour and Social Affairs, 2021)

We can see here that the minimum wage significantly exceeds the subsistence minimum. As for Tajikistan, the minimum wage is 400 TJS (approx. 745 CZK), and it was not changed since 2016. (The Government of the Republic of Tajikistan, 2016) The subsistence minimum is not clearly defined, but various sources provide that it is around approximately 570 TJS (1136 CZK) per month (The Qazaq Times, 2018). It means that the minimum wage is insufficient for an adult in Tajikistan to cover the basic needs. It is one of the main problems of the labour market in Tajikistan. Therefore, the Tajik labour market has such a category of workers as the "working poor". This category includes people of working age who have a job, housing but are classified as poor since their wages are too low and do not allow them to provide a dignified existence.

There is some foreign literature investigating the problem of the impact of the minimum wage on the labour market. (Karamurzov, 2014). The conclusions of foreign authors are somewhat vague and contradictory. It differs depending on the country of research, the structure of the country's labour market, the country's general economic situation, and other factors. In general, we can distinguish four main characteristics of the labour market that are influenced by the minimum wage:

1. Growth of unemployment. When the minimum wage increases, the costs of the employer increase as well, since he has to spend more money on paying salaries to employees. (Palley, 2019). In the framework of neoclassical theory, if this value exceeds the equilibrium price established in the market, then the value of labour supply increases, becomes more than equilibrium and exceeds the demand. As a result, there is a "surplus" of

labour supply, that is, i.e. unemployment increases. The increase of MW means that it will be unprofitable for the employer to pay his workers. He will be forced to fire them, thereby reducing employment and increasing unemployment. Besides, the companies that employ low-paid workers are at the risk of being squeezed out of the market. (McCombie, 1988)

2. Growth of informal employment. With an increase of the minimum wage, there is a high chance of transition to informal sectors of the economy that are not subject to the minimum wage or in which the labour legislation is not respected. Also, those unemployed and dismissed from the formal sector will be employed in the informal sector. All this contributes to the development of informal employment. (McCombie, 1988)

3. Growth in labour supply. With an increase in the minimum wage, labour supply may increase due to the economically inactive population. (McCombie, 1988)

4. Growth of wages. Since one of the minimum wage functions is to equalize the income inequality, the employer raises wages not only for low-income workers but also for other groups of workers. Otherwise, low-income and higher-income groups would receive similar wages for different labour productivity. Subsequently, labour motivation would decrease, and inequality would progress. This increase in wages is called the spill over effect. Indeed, the belief that the minimum wage has only a positive effect is deceptive and misleading. The effect of its increase is contradictory and depends on the structure of the labour market, the development of the country's economy, labour legislation and other factors. Additionally, the minimum wage can also influence the level of poverty and the differentiation of the regions of the country. (McCombie, 1988)

1.3.2 Health and safety

The quality of life and health of the working population largely depends on the workplace's working conditions. The employment rate in harmful working conditions has an annual upward trend in many low-income countries (Fletcher, 2011). The rapid development of technologies harms the environment and health safety. Any production and technological process is associated with the use of various types of energy (social, physical, chemical, biological, electrical). Erroneous actions of workers can lead to an accidental release of any energy, a fire risk, death and injury of people, and the loss or damage of the equipment. Social and labour relations include the whole gamut of interactions between employers and employees - from organizational and managerial relations, sanitary and hygienic working conditions at each workplace to the principles of

social partnership, labour protection and the pension system. Thus, the company's safety measures are an integral part of the overall social and labour relations.

1.3.3 Discrimination

Discrimination is an inevitable part of labour law in all countries. Over the many centuries in all countries, there was, there is, and, no doubt, there will be the problem of "discrimination". This unpleasant phenomenon can occur in any sphere of public life: political, economic, social, etc. Undoubtedly, one of the most pressing contemporary problems of labour law is discrimination at the workplace. The word "discrimination" in our time is on everyone's lips; therefore, first, we need to understand the essence of this concept clearly. This word comes from lat. *discriminatio*, which means discrimination. According to Amnesty International, "discrimination occurs when a person is unable to enjoy his or her human rights or other legal rights on an equal basis with others because of an unjustified distinction made in policy, law or treatment" (Amnesty International, 2018)

The Stanford Encyclopaedia of Philosophy gives the following definition for it:

"discrimination consists of actions, practices, or policies that are—in some appropriate sense—based on the (perceived) social group to which those discriminated against belong and that the relevant groups must be socially salient in that they structure interaction in important social contexts.(Stanford Encyclopedia of Philosophy, 2011)

In a general sense, the term "discriminate" means to restrict rights, to deny equality. The principle of prohibition of discrimination at work is enshrined in Convention No. 111 of the International Labour Organization "Discrimination (Employment and Occupation) Convention". It says, "*All human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity*" (ILO, 1958)

Let us list the most significant, problematic and frequent types of discrimination at work:

1. Age-based discrimination. Most often, this type of discrimination affects young people, people of pre-retirement, and retirement age. (Johnson, 2013) Employers advocate that young workers lack knowledge and experience. Moreover, employees who combine work with study and employees under 18 are primarily subject to the statutory obligation to have a particular package of benefits (shorter working day, more extended leave). The category

of pre-retirement age workers includes people over 45 years old. Employers tend to think that people are already too rigid at this age, lack mobility, and have difficulties learning something new, although this is not always true. However, many researchers found out that in some cases, the problem is not an age. A candidate may feel that he is discriminated against by age, but he may be rejected due to a lack of professional skills. (Johnson, 2013)

2. Wage discrimination. Wage discrimination occurs when the employees in the same positions perform the same work simultaneously, with the same volume and complexity, receive different wages. Throughout the history of the development of labour legal relations, the so-called “traditional” types of wage discrimination have developed: racial one, gender one and the out-of-towners compared to residents. (Biddle, Hamermesh, 2013)

3. Gender discrimination. Women of childbearing age (up to 21–30 years old) or those with small or disabled children are mainly subjected to gender discrimination. Under the law, such workers are provided with additional guarantees and benefits, but in Tajikistan, employers try to avoid any additional costs in the current economic situation. This type of discrimination is directly related to wage discrimination since it was already noted above that women's wages might be lower than men's wages. There are, however, many cases when a man is discriminated against on a gender basis. Some experts also consider as gender discrimination the list of professions prohibited for women, among them - a steam locomotive driver, a carpenter, pilot, etc. (Williams, Dellinger, 2010)

There are many other types of discrimination, such as discrimination of disabled workers, foreigners, those released from prison, and depending on racial, ethnic or religious origin and sexual orientation. All of these types of discrimination are very relevant; they are closely related and reinforce each other. For instance, discrimination against a particular group of people reduces the level of its income and the ability to invest in human capital, which makes it challenging to access high-paid professions and, as a result, strengthens occupational segregation. Considering all of the above, we can conclude that discrimination can take place absolutely in any sphere of public life. However, the problem of discrimination at work has acquired a special significance. It requires a detailed study and a consistent fight against its manifestations in all spheres of social relations. (Meulders, 2004)

1.3.4 Labour regulations in Tajikistan

In Tajikistan, the right to work is enshrined in the Constitution in Article 35. Simultaneously, the Constitution also stipulates the social protection of working children and women, the rights of workers to unite in independent associations and conduct collective bargaining. Concerning labour laws, all applicable laws are presented on the website of the Migration Service of the Ministry of Labour, Migration and Employment of the Population of the Republic of Tajikistan. The entire set of labour laws is divided into four categories:

1. Employment relationships
2. Features of regulation of work of separate employee categories
3. Social partnership and the collective relation in the sphere of work
4. Safety and labour protection

Table 1 below provides a detailed description of the regime and accounting of working hours under the labour legislation of Tajikistan.

Category	Indicator	
Duration of working time	Hours per day	Hours per week
Normal working conditions	8	8/40
Harmful and dangerous working conditions		35
For workers from 15 to 16yo	5	
For workers from 16 to 18yo	7	
Maximum working days per week	6	
Overtime work		
For each employee the overtime work should not exceed 120 hours per year		
Annual paid leave	Days per year	
Normal annual paid leave	24 days	
Extended annual paid leave for workers of scientific organizations, libraries, educational institutes	28 – 56 days	
Extended annual paid leave for workers employed in sectors of culture and social protection	28 – 42 days	
Extended annual paid leave for nurses and workers of day-care centres	42 days	
Extended annual paid leave for permanent workers of forestries	28 days	
Extended annual paid leave for athletes	No less than 30 days	
Extended annual paid leave for journalists	No less than 30 days	
Extended annual paid leave for disabled workers	35 – 42 days	
Extended annual paid leave for workers employed in agricultural sector	28 days	
Maternity leave	70 days before and 70 days after	

Table 1. Regime of work and accounting of working hours in Tajikistan. Source: The Ministry of Labour, Migration and Employment of the Republic of Tajikistan

1.3.5 Labour regulations in Czech Republic

In the Czech Republic, the right to work is enshrined in the Labour code (No. 262/2006 Coll., „Zákoník práce“). The social protection scope in the Czech Republic is significantly broader, including the sickness benefit, allowances for persons caring for a sick family member, maternity and paternal leave, widowed ones, disabled ones, enrolled to study, etc. Below in table 2, we can see the regime of work in the Czech Republic.

Category	Indicator	
	Hours per day	Hours per week
Duration of working time		
Normal working conditions	8	8/40
Harmful and dangerous working conditions		37,5
Uninterrupted rest period	Max 12h	
Uninterrupted rest period		35
Overtime work	Max 8h	
For each employee the overtime work should not exceed 120 hours per year		
Annual paid leave	Days per year	
Normal annual paid leave	4 weeks	
Extended annual paid leave for workers the employer of which are: the Government, a self-governing local area entity, a state fund	5 weeks	
Extended annual paid leave for workers of schools founded by Ministry of Education or municipality	5 weeks	
Extended annual paid leave for pedagogical and academic employees of universities	8 weeks	
Extended annual paid leave for workers doing particularly hard work (tunnelling workers, healthcare services providers, workers who adverse effects of ionizing radiation, etc)	one-twelfth of supplementary leave for every 21 days	
Maternity leave	28 weeks	

Table 2. Regime of work and accounting of working hours in Czech Republic. Source: The Ministry of Labour and Social Affairs, accessed at <https://www.mpsv.cz/web/en> on 25.02.2021

1.3.6 Comparison of labour regulations in the Czech Republic and Tajikistan

From the tables above, we can summarize that both countries have similar regulations for the standard duration of working hours – 8 hours per day and 40 hours per week. There is a slight difference in setting the norm for working in harmful and dangerous conditions – 35 hours in Tajikistan and 37,5 hours in the Czech Republic. However, in both countries, this

amount does not reach 40 hours. Both countries have the regulation that overtime work should not exceed 120 hours per year. In Tajikistan, the regular annual paid leave amounts to 24 days, whereas in the Czech Republic, the minimum is four weeks (20 days). However, as we see from the tables, there are various extensions of paid leave for different groups of workers. A significant difference is seen in maternity leave. In Tajikistan, it is allowed to have 70 days before and 70 days after; in total, it is only 20 weeks (140 days), meanwhile, in the Czech Republic, it is 28 weeks.

1.4 Culture and corporate culture

The primary goal of every business is to achieve success and prosperity; the company's overall corporate policy, its decision-making processes, and specific activities are derived from this. The concept of corporate culture is increasingly emerging in this goal. Business managers realised that corporate culture could be a source of competitive advantage, especially if it is considered valuable, rare, difficult to copy and embedded in strategic management. It is a combination of the strategic perspective of the company with human resource management. (Linnenluecke, Griffiths, 2010)

There is no exact definition of the corporate culture. However, according to Deshpande and Webster, it is "the pattern of shared values and beliefs that help individuals understand organisational functioning and thus provide them with norms for behaviour in the organisation" (Deshpande, Webster, 1989). Corporate culture exists in every company and is unique for each of them. In order to succeed, the company must be internally integrated, stable and credible. A strong corporate culture, which can have both positive and negative forms, significantly influences employees' work behaviour and performance. At the same time, it co-creates the original and unrepeatably image of the company. (Pinho, 2014)

Some company owners or managers often do not pay attention to the formation of a positive corporate culture. They underestimate the potential results of targeted work with people. They like to stick to a culture of power, which leads to frustration among the employees and, consequently, reduces the company's gaining profit. Nevertheless, on the

contrary, other managers recognize the importance of corporate culture for the development of the organization. Thanks to a well-built corporate culture, new employees can quickly adapt to the team and take responsibility for their assigned tasks. Corporate culture is seen as the most vital factor that unites the employees of the organization around common goals and value-based persuasions, ensuring the dedication to a common cause and making the team more cohesive. (Alvesson,1992)

The first mention of the term "corporate culture" dates back to the 19th century. German military leaders used it as a description of the relationship between army officers. In the event of a violation of corporate ethics, even a high military rank could be deprived. (Casey, 1999)

Academic works in the field of organizational culture have been actively appearing since the 30s of the 20th century. The scientists from the United States tried for five years to identify the influence of various factors on workers' productivity in an organization. (Haltiwanger, Lane & Spletzer,2013) At the first stage of work, it became clear that the ideas of "classical" management are often untenable; socio-psychological factors significantly influence the team. Even then, Elton Mayo made the first conclusions about the need for an individual to make sense of his existence in the organization. His work gave an impetus to many studies by scientists from the USA and Great Britain, who studied organizations as cultural systems. (Mayo, 1960)

Various groups of scholars differently defined the essence and typology of the corporate culture. There is no single and unified theoretical framework suitable for studying this phenomenon of corporate culture because it is unique in every organization.

Many modern researchers highlight the consistency of corporate culture. The interpretation of the term is extremely diverse. However, the general points are streamlined in understanding corporate culture as a system of material and spiritual values, principles and traditions that interact with each other. They are inherent to a particular company, reflect its individuality and perception in a public environment, and directly affect employees' behaviour and interaction. (Linnenluecke, Griffiths, 2010)

The formation of the corporate culture of an organization is a long and complex process. First of all, the organization manager needs to define the mission, core values and formulate the basic rules for the employees. For this, they introduce the documented corporate code of conduct, without which there will be no further development and positive changes. The well-integrated corporate culture is one of the crucial factors that

allow the employee to be fully involved in the organization, not only complying with all established norms but also adopting all corporate values.

1.4.1 Power of corporate culture

The strength of corporate culture is an indispensable indicator for determining how individual elements of corporate culture are shared between individual members of the organization. The more the elements of culture are accepted, the stronger is the corporate culture. With a weak corporate culture, employees accept the required patterns of behaviour to a small extent and prefer individual values to corporate values. A weak corporate culture indicates the need for change, including the change of the remuneration system according to performance or according to abilities, performance management processes, training and promotion management.(Armstrong, 1992)

According to Nový (1993), there are several advantages of a strong corporate culture:

- 1) It mediates and facilitates a clear view of the company and makes it clear and understandable for employees. It also allows employees to understand many formal regulations quickly and orient in non-standard situations evaluating and putting them into context smoothly.
- 2) It creates conditions for conflict-free communication. There is a clear informal communication network in a robust corporate culture, the signals are interpreted more reliably, and information is less distorted than during formal communication.
- 3) It allows to decide quickly. Common and unified communication, consistent preferential system, and a generally accepted idea of business goals make it much faster and easier to find agreement on how to deal with the situation, even at the company's different hierarchical levels. Therefore, the range of solutions is very quickly narrowed down to those in full compliance with the company's basic principles.
- 4) It accelerates the smooth implementation - all decisions, plans, projects, and programs based on a unified belief and general support are usually very quickly and effectively enforced and implemented.
- 5) It reduces the necessity to control employees - due to the relatively easy way to reach a compromise solution; it is possible to limit some elements of formal control. In general, however, it can be stated that in companies with a strong own culture; there are very few real reasons to control work behaviour.

6) It increases motivation and team spirit.

If an employee shares the company's vision, then it is a clear sign that he/she is ready and willing to engage for the company, for its target values, not alone but in cooperation with other employees. If the company is sufficiently successful and has a good public image, the employee is more eager to represent the company because it would increase his social status.

It ensures the stability of the social system. Shared goals and values reduce fear and bring self-confidence. Moreover, if particular corporate culture elements help achieve a good position and favourable image on the global market, then there is very little reason to leave the job. Consequently, low turnover is very often an accompanying phenomenon of a strong corporate culture. (Nový, 1993)

There are, however, several disadvantages of the strong corporate culture, according to Nový.

1) Unapproachableness tendency. Suppose the value system is extremely strongly and deeply internalized and stabilized in the long run. In that case, all external and internal signals, criticisms, and warnings contrary to the current corporate culture are overheard or deliberately rejected.

2) Focus on traditional patterns, lack of flexibility and block of new orientation. A strong corporate culture forms an emotional connection to the procedures and patterns of action that have become successful and rejects new ideas.

3) Collective efforts to avoid criticism and conflict. Employees are convinced of the correctness and efficiency of the current corporate culture only because it has proven itself in the past. It often leads to a collective effort to avoid critical self-reflection. (Nový, 1993)

1.4.2 Models of cultures in organizations and companies

According to Brooks (2002), we can distinguish the following types of existing corporate cultures:

Dominant type

Such a strategy requires the company to act in a unified manner and in the same way as the parent company in the various geographical areas of its economic activities.

Plural type

It is a strategy applied in companies that operate in several culturally diverse regions, and it is practically impossible to achieve the promotion of its own dominant corporate culture. The vision and business strategy are powerful, but their fulfilment depends on employees' flexibility and creative approach in various countries. The managers need to comprehensively understand the differentiated reality in particular countries and use it to develop the whole company.

Synergic type

This strategy uses the specific features of each national culture in order to create a common corporate culture. (Brooks, 2002)

1.4.3 Concepts of corporate culture

The interest to explore and study the corporate culture is growing with an increasing amount of knowledge about the conditions of organizational success. Current empirical research is most often based on the ideas of Edgar Schein.

1.4.3.1 Schein's model

Schein (2009) defines the organizations' culture as one of the most potent tools of managers. He divides the corporate culture into three separate, independent, but still interconnected groups:

- *Artefacts* (prominent and visible symbolic elements of culture, such as clothing, architecture, language, traditions, etc.)
- *Values* (enduring beliefs, how a person sees society's organization and based on which a person can act and orient. Business values are shared criteria for decision-making and serve as normative and moral guidelines for every person.
- *Assumptions* (they lie beneath the surface and are difficult to see unless a company wants to expose them. They may seem as not very attractive or even at some extent philosophical topic, but managers must understand them)

In his publication, Schein emphasizes the differences in understanding the artefacts and corporate culture itself and draws attention to the fact that the physical and social environment in the organization is only a visible element of corporate culture, but not the corporate culture itself. (Schein, 2009)

1.4.3.2 Johnson's model

Johnson, Whittington and Scholes (2011) gradually developed the idea of The Cultural Web. It identifies the elements of culture and presents the connection between those elements and roles in a particular company, as seen in Figure 1.

The main elements of Johnson's cultural web are:

- control systems (serve to measure, monitor and direct the behaviour of employees according to the values that are crucial for the company (planning, budgeting, reporting, remuneration));
 - Organizational structure (influences the Corporate culture by its own nature (hierarchy, centralization, simplicity/complexity, responsibility));
 - Routines (reflect the way activities and processes are performed in the company and at the same time determine how employees behave towards each other;
 - Rituals (include employee appraisals and promotions, training programs, customs and habits for rewarding successful employees)
 - Power structures (closely related to management groups within the company (authority, approvals)
 - Stories (support a healthy business atmosphere and underline what seems to be key to success (stories, significant successes and failures, important personalities associated with the company);
- Symbols (signs that express a position in the company, prestige, and work style. They can be seen in the appearance of company cars, logos, and the workers' style of clothing). (Johnson et al. 2011)



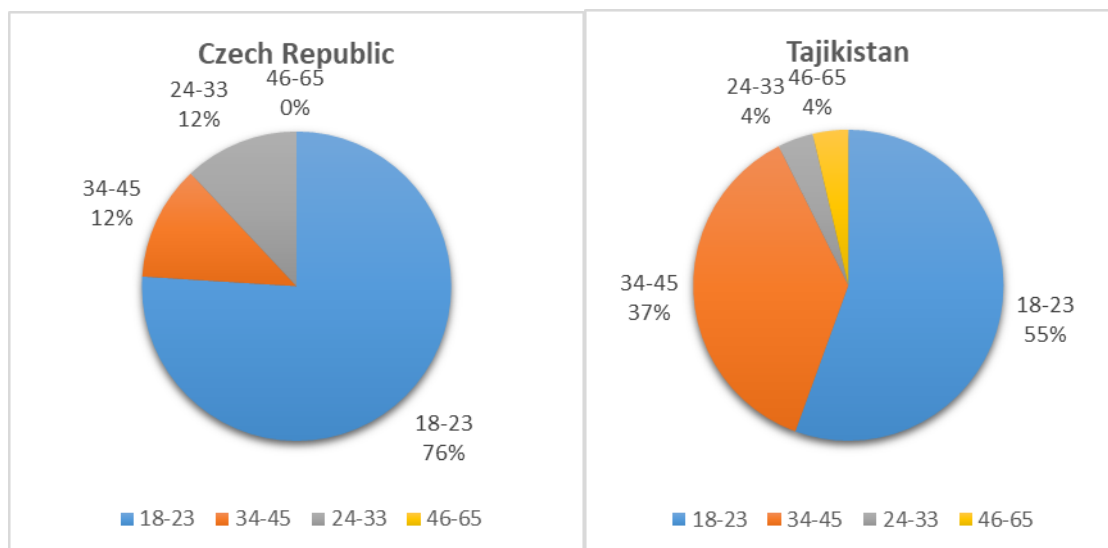
Figure 1. The paradigm of Cultural web. Source: G. Johnson, R. Whittington, K. Scholes. *Fundamentals of Strategy, 2nd edition, Financial Times/ Prentice Hall, 2011*

2 Practical part

The aim of the questionnaire survey is to compare the elements of corporate culture and HR management in Czech Republic and Tajikistan, to see differences in perception of corporate culture in both countries. The questionnaire survey consists of 15 questions and is conducted among working-age population in Czech Republic and Tajikistan. First 3 questions define the respondents' age, gender and sphere of work. The rest of questions reflect the attitude of the respondent to many components related to the HR regulation and Corporate culture. There were 52 respondents in total.

2.1 Age

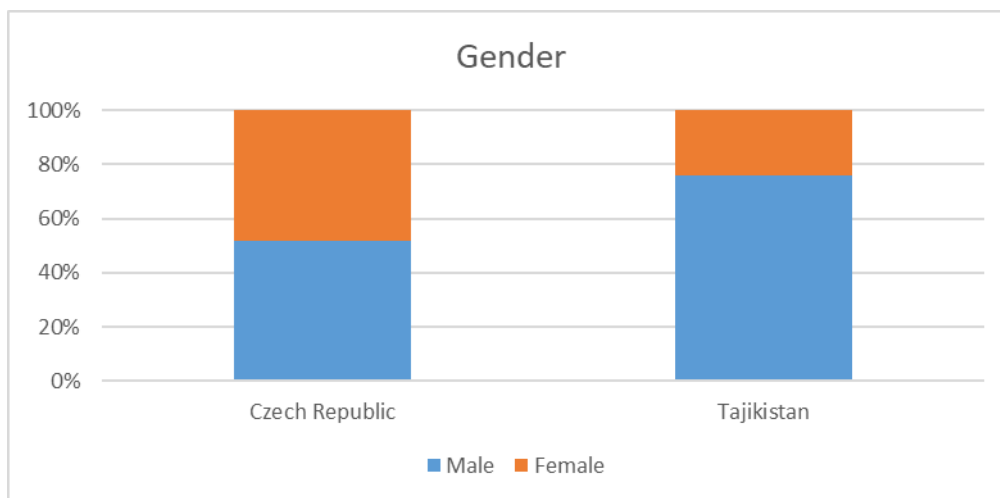
The question in the survey was formulated as follows: „*How old are you?*“ The two charts above represent the division of respondents according to age. A statistical test of Mann-Whitney was performed with a critical value of 5% resulting to $u\text{-stat} = 8$, it is higher than the $u\text{-critical}$, which means there is no statistically significant difference between the age of respondents in both countries. From the results, we can see that younger workers responded more than elder ones, having almost 88 per cent of people from 18 to 45yo in the Czech Republic and 92% in Tajikistan.



Graphs 1 and 2. Age of respondents. Source: own processing

2.2 Gender

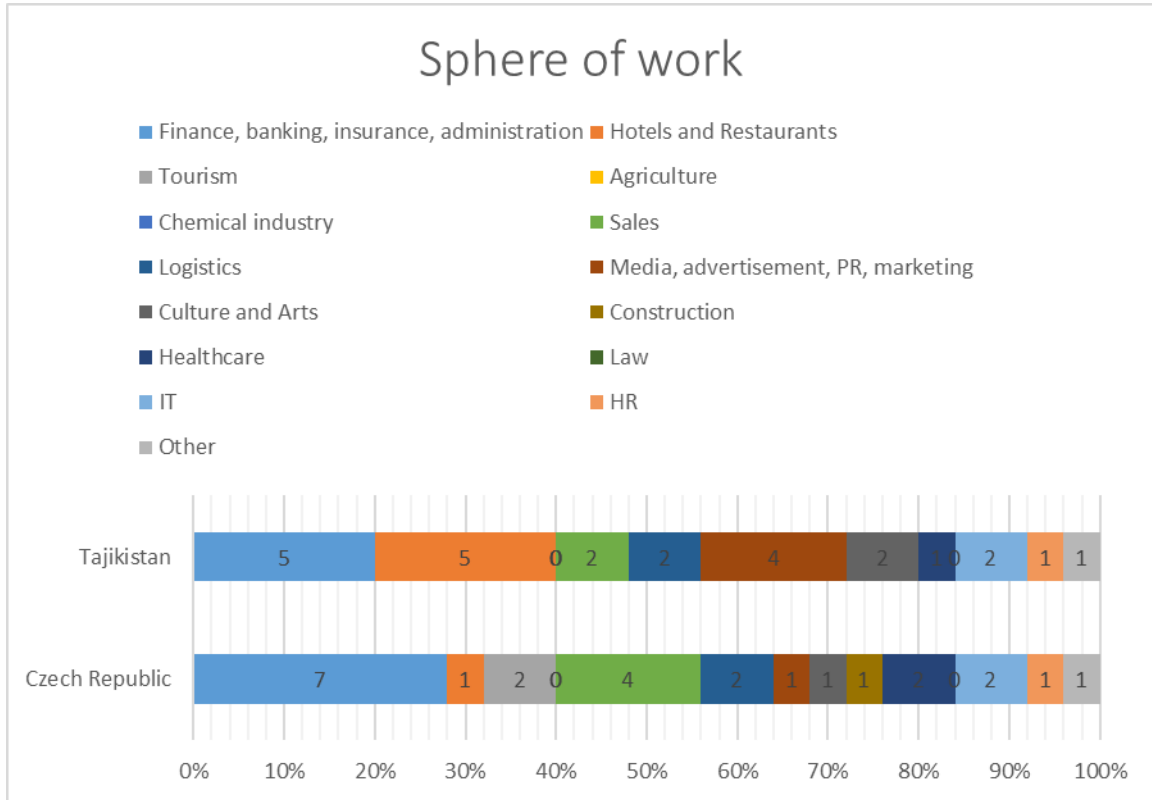
The question in the survey was formulated as follows: „Your gender? “. Graph 3 shows the division of respondents according to gender. The results show a prevalence of men in Tajikistan - more than 70%, whereas, in the Czech Republic, the gender division is more balanced. A statistical analysis resulted to a p-value 0.902, which is greater than the significance level 0.05. There is no significantly big difference in gender of respondents between Tajikistan and Czech Republic.



Graph 3. Gender of respondents. Source: own processing

2.3 Sphere of work

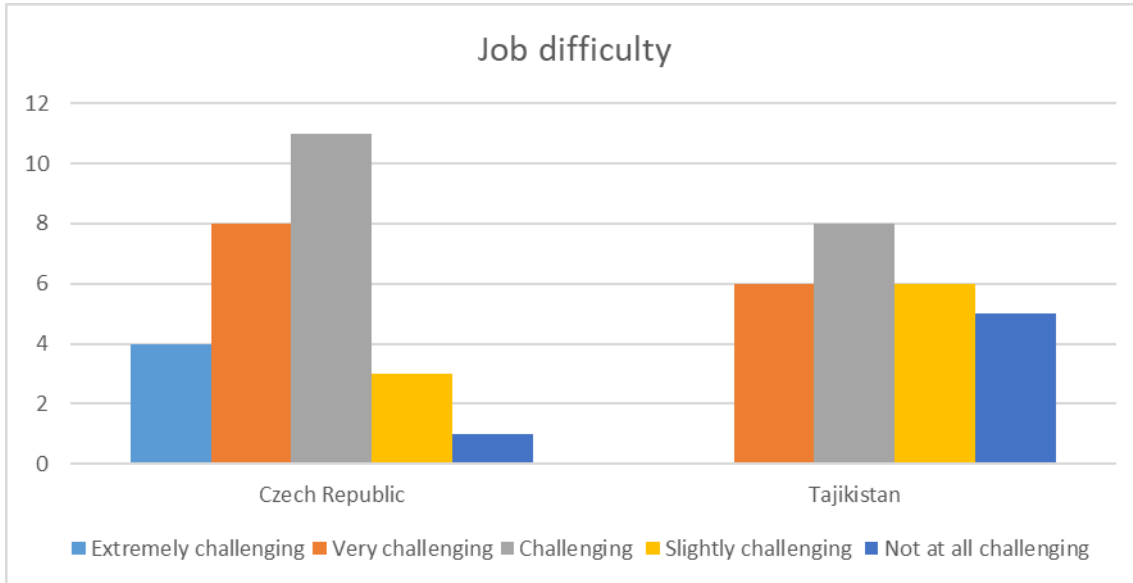
The question in the survey was formulated as follows: "In which sphere do you work?" Most of the respondents in Tajikistan are employed in the sphere of finance, banking, insurance, administration, hotels & restaurants and media, advertisement, PR and marketing, totalling more than 60%, whereas in the Czech Republic, the prevalence of respondent was in finance, banking, insurance, administration and sales. A Man Whitney test using a significance level of 5% shows us that there is no significant difference in sphere of work of participants, because u-stat value = 89 is higher than the u-critical value = 64.



Graph 4. Sphere of work. Source: own processing

2.4 Job difficulty

The question in the survey was formulated as follows: “*How challenging is your job?*” It is important that the workers feel that they are able to cope with the entitled work. One of the main tasks of the company is to maximize the profit. In this regard, in order to achieve it, they have to maximally arrange the comfortable conditions and not to excessively burden the worker. A statistical test of Mann-Whitney was performed using a given data resulting to u-stat value of 14.5, as this value is bigger than the u-critical value it shows that there is no significant difference in the answers of participants to this question in both countries. The answers to the statement of how challenging the respondent find his work duties show that in both countries, the respondents find their duties as challenging. In Tajikistan, 0 respondents evaluated their duties as extremely challenging, whereas four respondents evaluated their duties as extremely challenging in the Czech Republic. This also might be because they all work in different sectors.

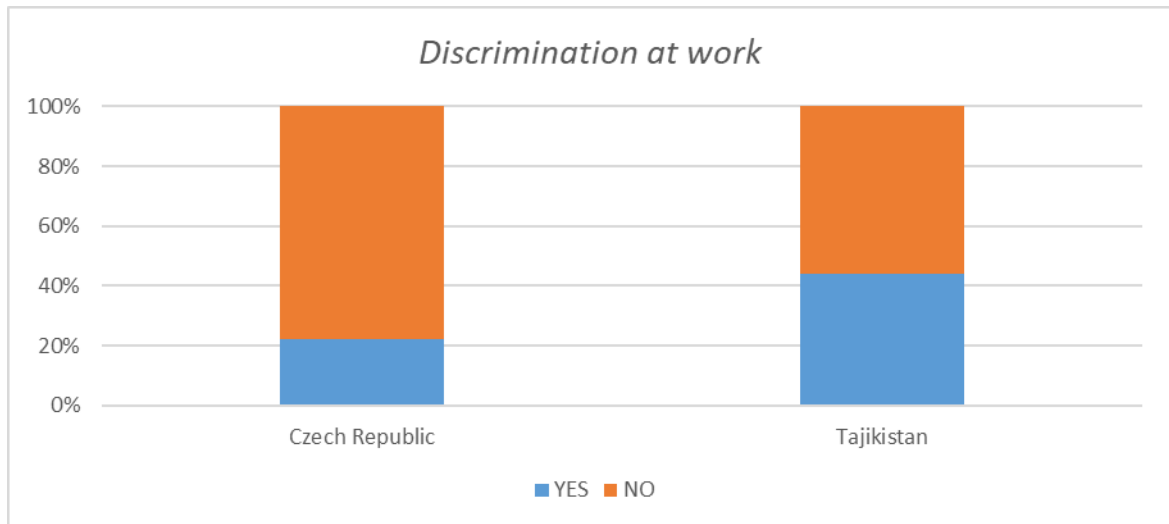


Graph 5. Sphere of work (number of respondents). Source: own processing

2.5 Discrimination at work

The question in the survey was formulated as follows: "Have you ever experienced any discrimination towards you at the workplace?" From Graph 5, we can see that respondents in the Czech Republic feel way less discriminated, amounting to only 20% compared to Tajikistan, where merely 50 % of respondents feel discriminated to some extent. If we take only those who are aged from 18 to 23, we can see that according to their subjective feeling only. By comparing these groups with statistical analysis, we have the chi-square value that is 2.79. The p-value is 0.094; the result is not significant at $p < 0.05$.

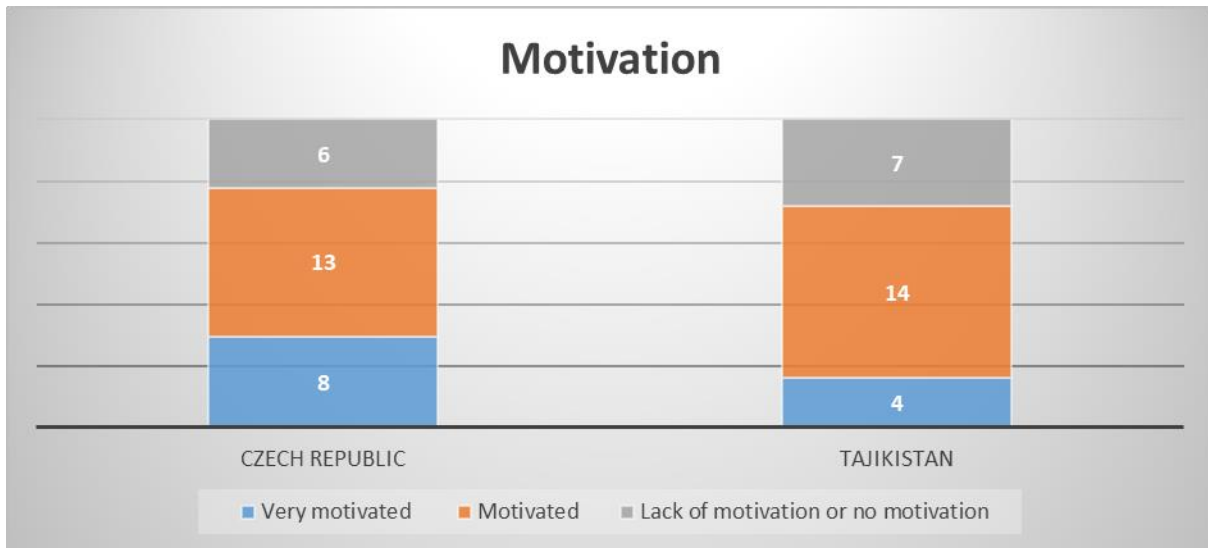
It might include all kinds of discrimination – gender-based, age-based, wage-based, etc. It can be explained by many macroeconomic factors and domestic problems in Tajikistan, starting from the global economic crisis, COVID-19, authoritarian regime, corruption and many others. Compared to post-Soviet countries, European countries usually experience less discrimination at work because the national and international law better protects the workers' rights. (Morando-Foadi, 2010)



Graph 6. Discrimination at work. Source: own processing

2.6 Motivation

The question was formulated as follows: "Do you feel motivated at your work?". Graph 6 below shows the level of motivation of respondents in each country. As we can see, the percentage of those who feel motivated is slightly higher in in Czech Republic - 29% than in Tajikistan - 16%. Thus, it amounts to precisely half of the respondents in the Czech Republic, whereas in Tajikistan, it is slightly more than half. However, the share of those who are very motivated in the Czech Republic is twice more than in Tajikistan. It can be explained, for example, by respondents' occupation, since many respondents were dealing with sales in the Czech Republic. However, according Chi-square analysis the p-value is equal to 0.503 that is higher than the significance level – 0.05; we can state that motivation level is almost the same in both countries.



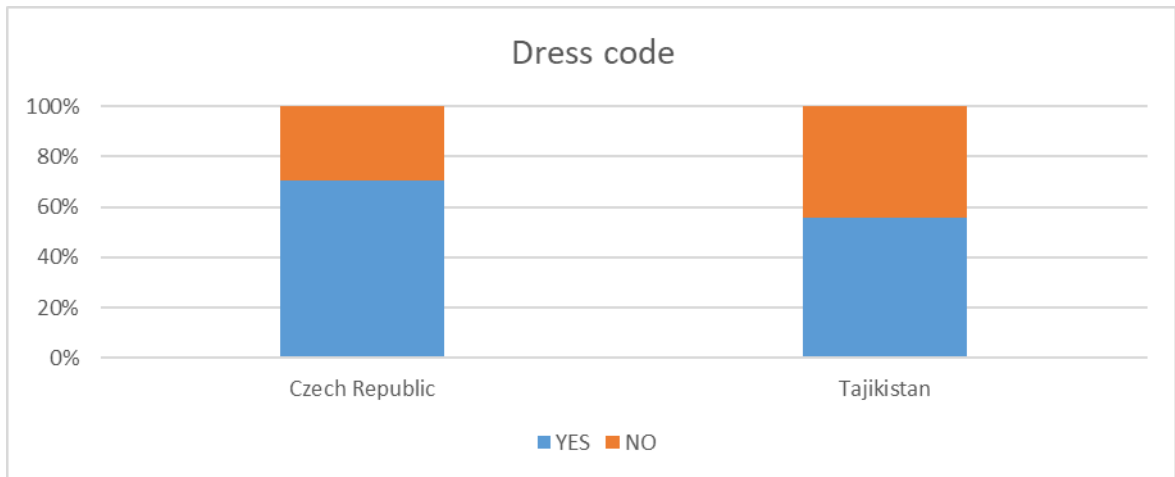
Graph 7. How strong you feel motivated at work? Source: own processing

2.7 Dress code

The question was formulated as follows: "Do you have a dress code at your work?" As we know, many companies set their own rules according to which their employees should be dressed at work. Young people, as a rule, are eager to object to any dress codes, whereas the older generation is embarrassed by the excessively freestyle of clothing of young colleagues.

The need for a dress code directly depends on the company's activities and the employee's status. If a person works in the bank, then he cannot come in ripped jeans.

The tendency to follow the dress code rules is more developed in Tajikistan than in the Czech Republic. European companies are eager to loosen the dress code restrictions, whereas in Tajikistan, the strictness is still kept. It also may be affected by the fact that the sphere of work of respondents in Czech Republic and Tajikistan differ. After providing a Chi-square statistic test we can claim that there is no statistically significant difference between participants in the way people follow dress code at work. The Chi-square value is 1.156 and the p-value is 0.28, which is bigger than the significance level 0.05.

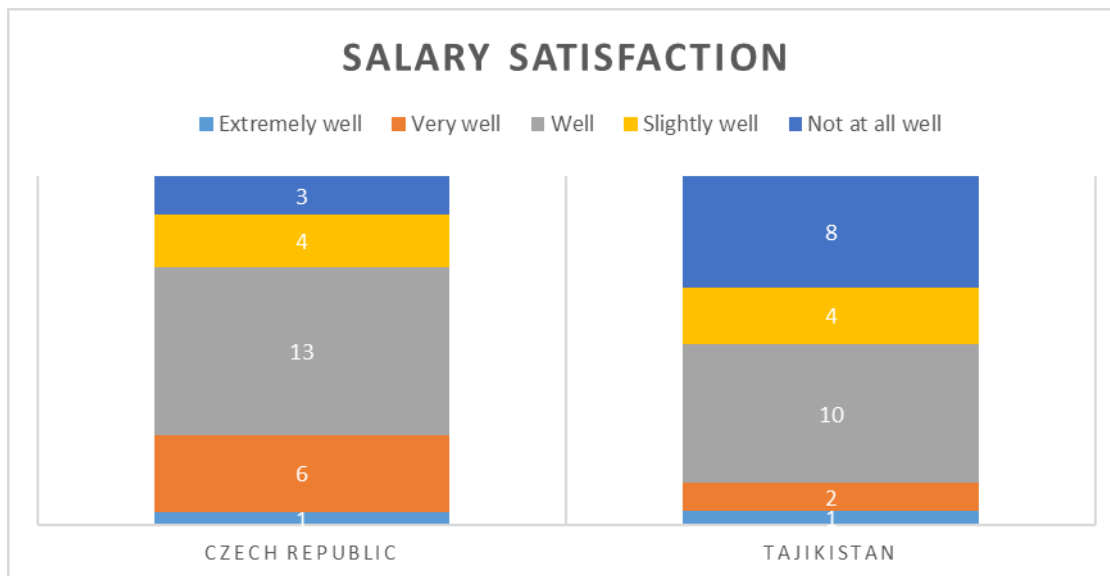


Graph 8. Do you follow dress-code rules at work? Source: own processing

2.8 Salary satisfaction

The question was formulated as follows: "How well do you feel you are paid for the work you do?" We can expect that the salaries in Tajikistan and the Czech Republic differ a lot. As described in the theoretical part, we can even be sure that the minimum wage and the living wage in both countries also differ significantly. In the Czech Republic, the minimum wage exceeds the living wage, which is a good trend. In comparison to that, in Tajikistan, as described in the theoretical part, the living wage exceeds the minimum wage. It is an alarming trend; it does not ensure a worker that his salary will cover his basic needs.

Graph 8 below shows that in Tajikistan, almost one third (30%) of the respondents did not find their salary satisfying at all. In contrast, in the Czech Republic, this response amounts to only 10% of respondents. The majority of respondents, however, in both countries chose the response "Well". The result of Mann Whitney test equals to $u\text{-stat} = 12$, which is bigger, than the $u\text{-critical} = 2$. We accept a null hypothesis that there is no significant difference in salary satisfaction between the groups.

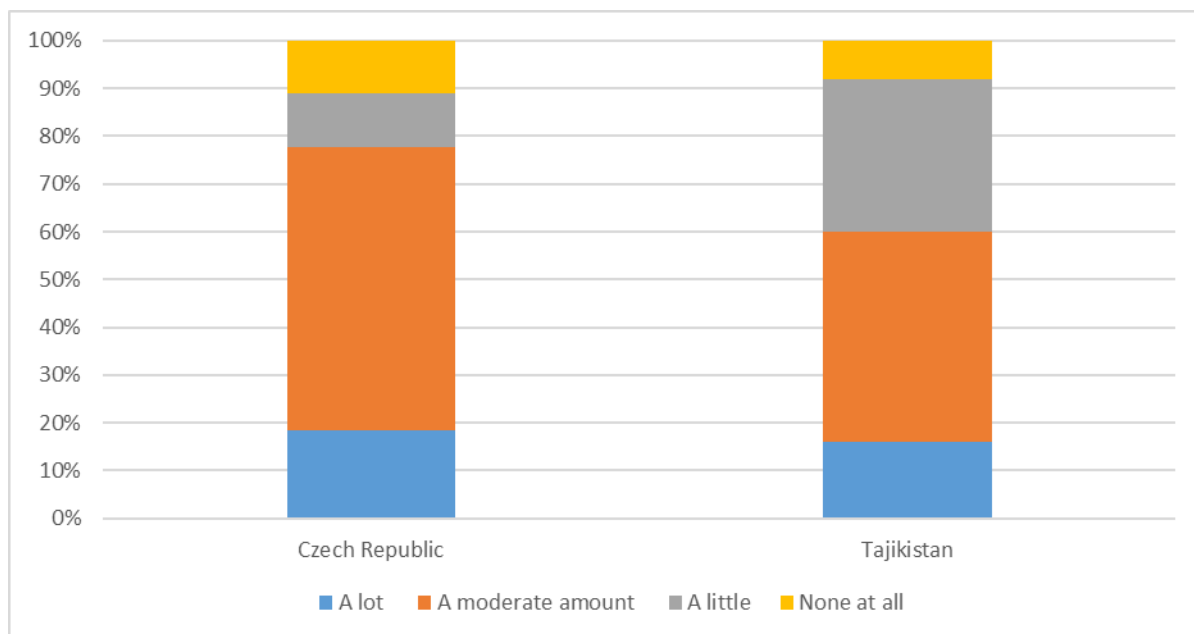


Graph 9. Salary satisfaction. Source: own processing

2.9 Importance of opinions at work

The question was formulated as follows: "How much do your opinions in the workplace matter to your manager?" Effective feedback - both positive and negative - are very helpful. Opinions are valuable information that must be used to make crucial decisions at work. The best companies practice this because they are continually looking for ways to make their work even better. For leading companies, continual improvement means more than a catchphrase. It focuses on what matters, based on the opinions of the entire organization: customers, employees, suppliers, and other stakeholders (Moore, 2016)

Graph 9 shows that 10% of respondents from the Czech Republic feel that their opinion at work does not matter at all. In Tajikistan, this response got slightly fewer responses. According to statistical test of Mann-Whitney, which was performed with the given data, the u-stat value equals to 8 and because this number is higher than the u-critical value we know that there is no statistically significant difference in importance of opinions between countries. Majority of respondents in both countries opted for "A moderate amount", which evidences that the integration level is quite decent in companies in the Czech Republic and Tajikistan.

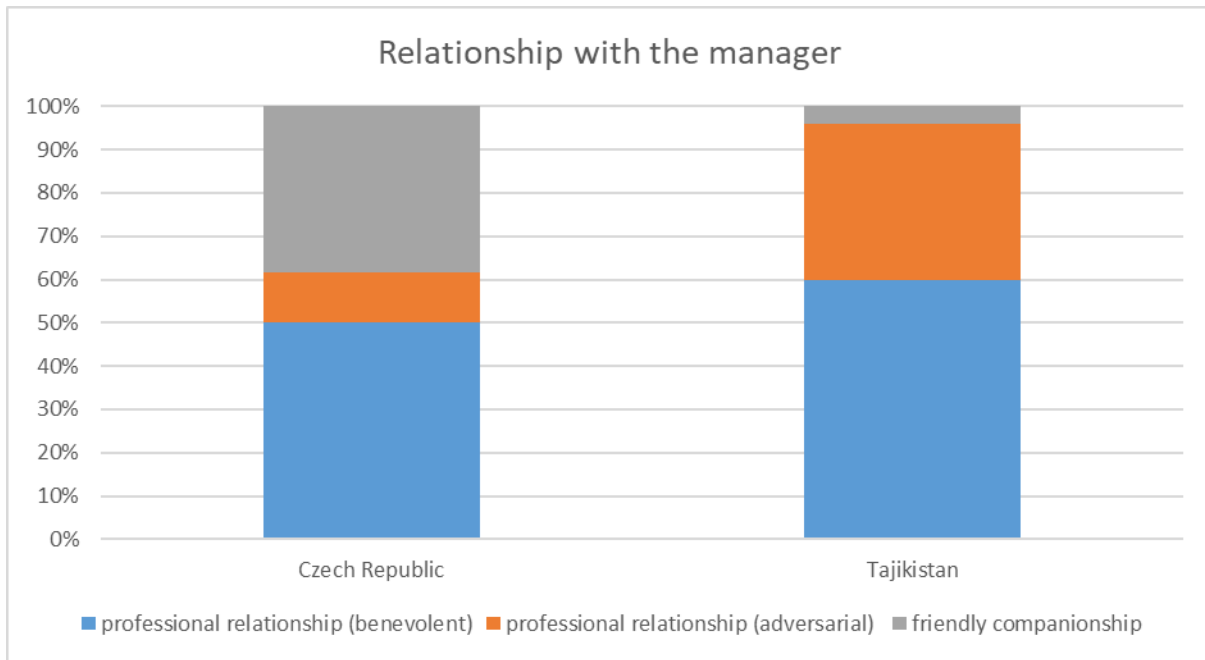


Graph 10. Importance of opinions at work. Source: own processing

2.10 Relationship with the manager

The question was formulated as follows: “*What are your relationship with your manager?*”. Each person has his own system of values (establishing harmonious relationships with other people, achieving personal well-being, realizing his potential, etc.). Each company has its own value system (maximizing profits, developing relationships with customers, promoting new technologies, etc.). An employee will be loyal to the organization and will be satisfied with the work in this company if these value systems are consistent and coincide in key positions. A well-built employee-employer relationship is crucial, it contributes to a healthy work environment, increased employee motivation, and therefore increased profits for the company.

Graph 10 shows the respondents’ employee-employer relationship. The statistical analysis shows that chi-square statistic is 10.49. The p -value is 0.0052. The difference in relationship with the manager is statistically significant between the participants from Tajikistan and Czech Republic. In case of the Czech Republic, we can see that only 11% of respondents have adversarial professional relationships, whereas in Tajikistan this response amounts to 37%. In Czech Republic overall we see the good tendency of relationship, which evidences about well-built and mature corporate culture in companies. In Tajikistan, there is a space for growth in this sphere.

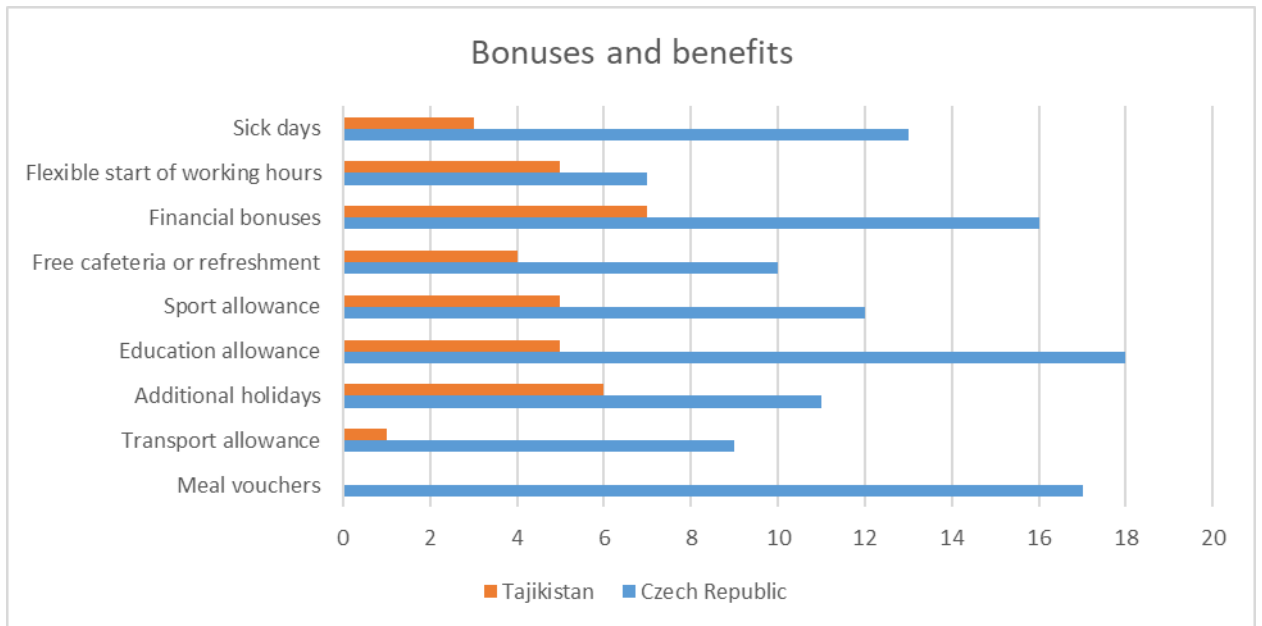


Graph 11. Relationship with manager. Source: own processing

2.11 Bonuses and benefits

The question was formulated as follows: "*Please choose the bonuses that you have at your work*". It is a multiple-choice question. Many managers believe that bonuses and benefits help keeping the balance of interests of employee and employers and making the work more effective and pleasant. Some researches show that money are not really the main motivating factor. However, additional bonuses and benefits might play a crucial role in motivating the workers.

Graph 11 shows us that in general the bonus system in Tajikistan is not that developed as in the Czech Republic. According to Mann-Whitney statistical analysis we can state the difference for bonuses and benefits is significantly different between the countries in this sample, because u-stat value equals to 1 and u-critical is 17. In this case, we accept the alternative hypothesis. For instance, they have no meal voucher system in Tajikistan. It can be explained by the absence of relevant companies providing such services and the absence of big companies compared to the labour market in the Czech Republic. In addition, as seen from the Graph, companies in Tajikistan do not provide the transport allowance for the employers with very rare exception. In Czech Republic, the system of compensation of expenses for the public transport is very common.

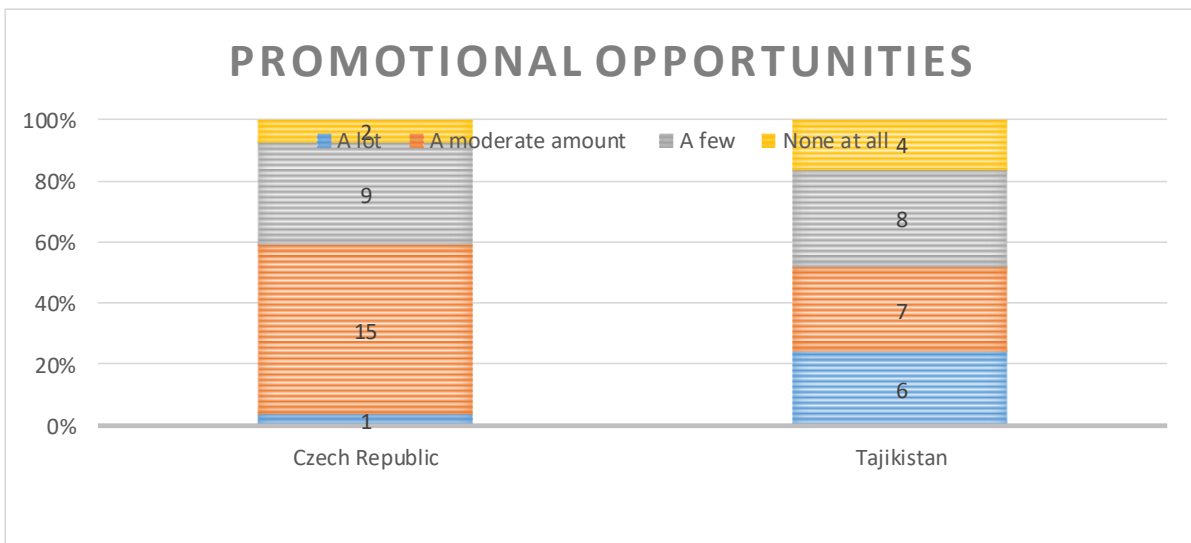


Graph 12. Bonuses and benefits. Source: own processing

2.12 Promotional opportunities

The question was formulated as follows: "*How many promotional opportunities do you get where you work?*" The possibility of having promotional opportunities is also one of the motivating factors for the employee.

We see from the chart that only one respondent sees many promotional opportunities in the Czech Republic, whereas, in Tajikistan, there are six respondents. It might be because the respondents' spheres of work in both countries differ. Nevertheless, still few people do not see any opportunities in the Czech Republic; in Tajikistan, more respondents see no opportunities at all. The majority of respondents in both countries replied either "a moderate amount" or "a few", amounting to 88% in the Czech Republic and 61% in Tajikistan. A statistical test of Mann Whitney shows us that the difference between two groups is not statistically significant, as the u-stat value is 8, which is bigger than the u-critical value 0.



Graph 13. Promotional opportunities. Source: own processing

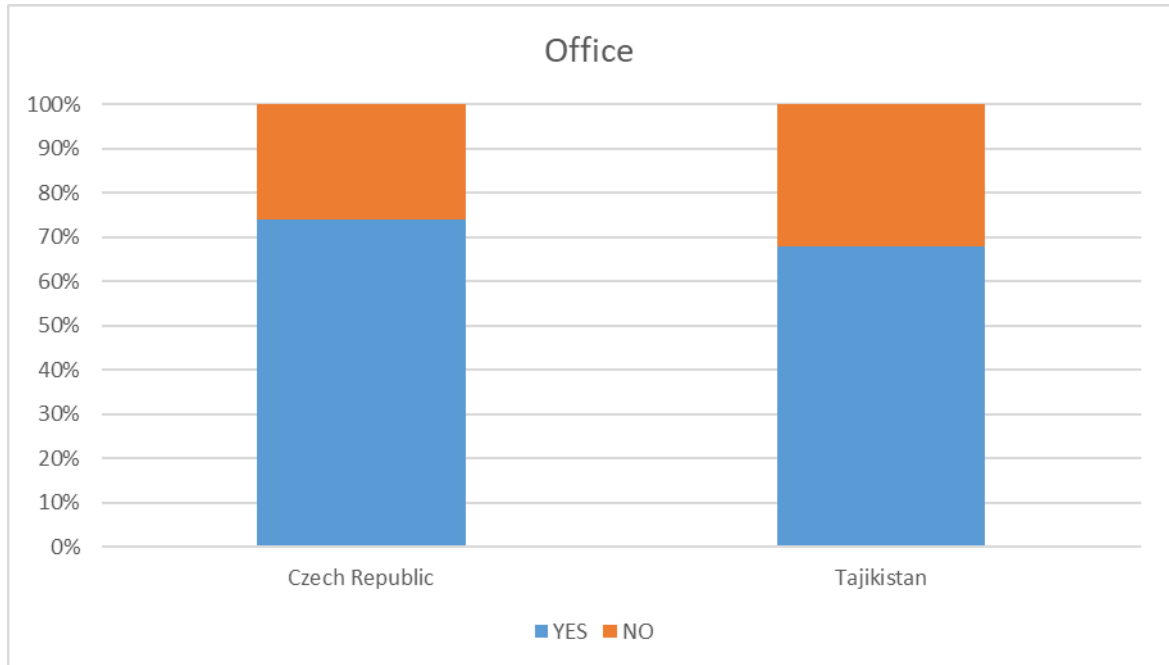
2.13 Office

The question was formulated as follows: "Do you like the office of your company?" According to a study by American office furniture giant Haworth (2016), it is more important to focus on organizational culture than efficiency and ergonomics when creating office design. "It remains a critical challenge for workplace design to bring together different - and sometimes competing - human cultures, values and behaviours to achieve company goals," says the study's report. The study emphasizes that the workplace is generally viewed as an expense rather than a productivity incentive, emphasizing factors such as compaction of the placement of employees and the establishment of homogeneous working places. However, in this way, employers lose their trump card since office space design can help companies create a corporate culture. The study says architecture, interior design and furniture provide a tangible opportunity to support - or even change - an organization's culture.

The researchers Jarrat and O'Neill comment that "a company may gain a temporary competitive advantage through a product or innovative service, but the lifespan of that advantage is ultimately short". Competitors can copy ideas and enter the market. Culture is the only lasting advantage because it cannot be copied, unlike a product or an innovative service. (Jarrat and O'Neill, 2002)

We can see from Chart 13 that both in the Czech Republic and Tajikistan the majority of respondents like their office. Only around 30% don't like their office for various reasons (it may be due to location, size, furniture, lockdown, etc.). A Chi-square test was performed

using provided data resulting to Chi-square value of 0.233. The p-value is 0.63 which is lower than the significance level 0.05. We can state that there is no statistically significant difference between the answers of participants.

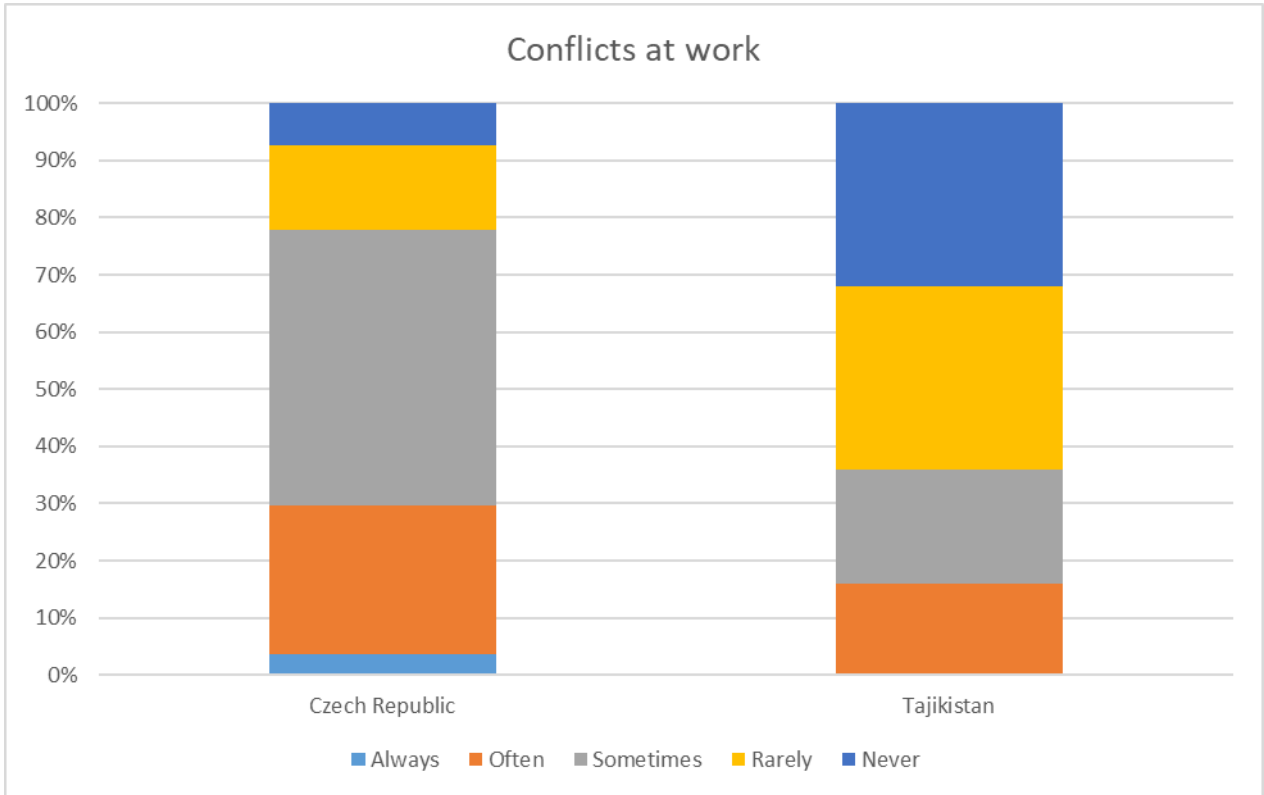


Graph 14. Office. Source: own processing

2.14 Conflicts at work

The question was formulated as follows: "Are there many conflicts at your work?" An organization's ability to neutralize socially destructive conflicts is an indicator of a robust corporate culture. When forming a healthy corporate culture in an organization, team members are not afraid to discuss emerging conflicts and identify the subject of contradictions and problems while developing new cultural patterns of conflict interaction with each other. Moreover, conflicts make it possible to test the strength of the management team and the principles of corporate culture in the organization, the values of the team and the leader. Strategically, an organization wins and develops where conflicts are treated calmly and professionally, one might say with expectation.

Graph 14 shows that the respondents from Tajikistan face conflicts more often than those from the Czech Republic. It may indicate that the corporate culture is less developed in Tajikistan. However according to Mann Whitney test resulting to a u-stat value = 11 and u-critical value = 2, we can state that there is no significant difference in facing conflicts at work between the countries.



Graph 15. Conflicts at work. Source: own processing

3 Results and Discussion

The questionnaire survey aims to compare the corporate cultures in Tajikistan and the Czech Republic, the differences in various components of the corporate culture among employees and managers in both countries. There are clearly some elements of the corporate culture present in Tajikistan. However, we must say that corporate culture in Tajikistan is still in the developing stage. The survey demonstrated that workers in the Czech Republic feel less discriminated against than workers from Tajikistan. Motivation level is merely on the same level in both countries. Fewer respondents in the Czech Republic follow the dress code compared to respondents from Tajikistan. More people in Tajikistan are not satisfied with their salaries; however, some respondents were not satisfied in the Czech Republic too. The majority of respondents in both countries think that their opinions matter in the decision-making process in the company. Overall, in the Czech Republic, we see the good tendency of relationship, which evidences about well-built and mature corporate culture in companies. In Tajikistan, there is a space for growth in this sphere. I also noticed that the system of bonuses and benefits is much more developed in the Czech Republic than in Tajikistan. The majority of respondents in both countries see a similar amount of opportunities for getting a promotion. In addition, both in the Czech Republic and Tajikistan, the majority of respondents like their office. Respondents from Tajikistan face conflicts more often than those from the Czech Republic. It may indicate that the corporate culture is less developed in Tajikistan. Thus, based on the questionnaire, we can conclude that the corporate culture is more developed in the Czech Republic than in Tajikistan.

4 Conclusion

As a rule, the causes of the success and failure of any company are directly or indirectly related to its corporate culture. (Deal, Kennedy, 1982)

Relationships and psychological climate within the team, the existing image of the organization, the conflicts at the workplace, promotional opportunities, even the office design - all this can influence the financial results of any enterprise. At the root of any successful business is a healthy, values-based corporate culture. It determines people's

attitude to work, their relationship with the management, satisfaction with the salary, relationships between employees, relationships with customers and partners, and, ultimately, the success or failure of the company.

This thesis studied the distinctive features of corporate culture elements in both Tajikistan and the Czech Republic. The theoretical part described basic concepts of what labour is, what are the main components and elements of the labour law, its social and legal aspects, the norms of minimum wage and a living wage, health and safety, discrimination issue and the labour regulation in both Tajikistan and the Czech Republic.

The second part described the theoretical basics of the corporate culture itself, the power of corporate culture and models of cultures in organizations and companies.

The practical part of the work provides a sociological survey of employees in the Czech Republic and Tajikistan, aiming to compare some aspects of the corporate culture in both countries. Furthermore, the work continues by evaluating and comparing the results of the survey. Based on the survey performed among the workers in both Tajikistan and the Czech Republic, we can conclude that the corporate culture is more developed in the Czech Republic than in Tajikistan.

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6 Appendix

Employee Satisfaction Survey

1. How old are you? Сколько Вам лет?*

18-23 34-45

24-33 46-65

2. Your gender / Ваш пол*

Female / Женщина

Male / Мужчина

3. In which country do you work? / В какой стране Вы работаете?*

Tajikistan / Таджикистан

Czech Republic / Чешская республика

4. In which sphere do you work? В каком секторе вы работаете?*

Finance, banking, insurance,
administration / Финансы, банки,
страхование и администрация

Media, advertisement, PR, marketing /

Медиа, реклама, ПР, маркетинг

Hotels and Restaurants / Гостиничный и
ресторанный бизнес

Culture and Arts / Культура и искусство

Construction / Строительная

Tourism / Туризм

промышленность

Healthcare/ Медицина

Agriculture / Аграрная промышленность

Law / Юриспруденция

Chemical industry / Химическая

IT

промышленность

HR

Sales / Продажи

Other

Logistics / Логистика

5. How challenging is your job? / Насколько тяжелая Ваша работа?*

Extremely challenging / Чрезвычайно
тяжелая

Slightly challenging / Несколько
тяжелая

Very challenging / Очень тяжелая

Not at all challenging / Вообще не

Challenging / Тяжелая

тяжелая

6. Have you ever experienced any discrimination towards you at the workplace? /

Сталкивались ли с дискриминацией в отношении себя на работе?*

YES / ДА

NO / НЕТ

**7. Do you feel motivated at your work? / Чувствуете ли вы себя достаточно
мотивированным на работе?***

Very motivated / Очень мотивирован(а)

Lack of motivation or no motivation / Не

Motivated / Мотивирован(а)

хватает мотивации или вообще не

мотивирован(а)

8. Do you have a dresscode at your work? / Соблюдаете ли вы дресс код на работе?*

Select one answer

Yes / Да

No / Нет

**9. How well do you feel you are paid for the work you do? / По вашему мнению,
насколько хорошо оплачивается ваш труд?***

Extremely well / Превосходно

Slightly well / Нормально

Very well / Очень хорошо

Not at all well / Не очень хорошо

Well / Хорошо

10. How much do your opinions in the workplace matter to your manager? /

Насколько важно ваше мнение для начальства?*

A lot / Очень важно

A little / Немного важно

A moderate amount / Умеренно важно

None at all / Вообще не важно

**11. What are your relationship with your manager? / Какие у вас отношения с вашим
непосредственным начальником?***

professional relationship (benevolent)
/профессиональные
(доброжелательные)

professional relationship (adversarial) /
профессиональные
(недоброжелательные)
friendly companionship / приятельские
(дружественные)

12. Please choose the bonuses that you have at your work / Выберите какой из этих бонусов на работе у вас есть?*

Meal vouchers / ваучеры на еду
Transport allowance / проездной или
компенсация транспортных услуг
Additional holidays / дополнительные
отпускные
Education allowance (incl. University
tuition fees, seminars, language courses,
etc) / Компенсация на обучение
(университет, семинары,
образовательные курсы, тренинги итд)

Sport allowance / Пособие на спорт
Free cafeteria or refreshment in the
workplace / Бесплатный кафетерий или
закуски и напитки на работе
Financial bonuses X Финансовые
надбавки и финансы
Flexible start of working hours / Гибкий
рабочий график
Sick days / Оплачиваемый больничный

13. How many promotional opportunities do you get where you work? / Много ли возможностей для продвижения в вашей компании?*

A lot / Много
A moderate amount / Среднее
количество

A few / Мало
None at all / Вообще нет

14. Do you like the office of your company? / Нравится ли вам офис вашей компании?*

Yes / Да

No / Нет

15. Are there many conflicts at your work? Часто ли бывают у вас конфликты на работе?*

Always / Всегда
Often / Часто
Sometimes / Иногда

Rarely / Редко
Never / Никогда