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**Extended Abstract of Master Thesis**

**Motivation and job attitudes in the Workplace - Cultural differences between Czech and Russian employees**

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# Motivation and job attitudes in the Workplace - Cultural differences between Czech and Russian employees

## Abstract

This thesis is devoted to the definition of socio-cultural differences, as well as the features of motivation and job satisfaction between representatives of two nationalities working in one international company.

The theoretical part explains the importance of cross-cultural management in modern organizations, based on research and models developed by specialists in this field. In addition, various theories of motivation and their application in the corporate environment as well as job satisfaction and other aspects inherent to representatives of Czech and Russian culture are described in this section.

The practical part is based on a survey of employees of an international company representing selected nationalities with the aim of collecting data, which makes it possible to conduct a comparative analysis of cultural characteristics, according to Hofstede's dimensions and study the organizational motives and job satisfaction of Czech and Russian employees and subsequently prepare recommendations for the company's management, taking into account the information received.

**Keywords:** Cross-cultural management, Organizational culture, Hofstede's dimensions, Motivation, Job satisfaction, Job attitudes, Culture, Employee motivation, Cultural intelligence, Intercultural communication.

# Motivace a postoje na pracovišti. Kulturní rozdíly mezi Českými a Ruskými zaměstnanci.

## Abstrakt

Tato diplomova práce se zaměřuje na definici o socio kulturních rozdílech, podnětech motivace a spokojenosti v práci mezi dvěma zástupci obou národností v jedné mezinárodní společnosti.

Teoretická část vysvětluje důležitost mezikulturní managementu v moderních organizacích, podloženo výzkumem a modely vytvořených specialisty v tomto oboru. Navíc také různé teorie na téma motivace a jejich využití v korporátním prostředí a dále také pracovní spokojenost a další aspekty spjaté ze zástupci České a Ruské kultury budou obsaženy v této části.

Praktická část je podložena na průzkumu zaměstnanců jedné mezinárodní firmy reprezentující uvedené národnosti za účelem sběru dat a informací, díky jímž bylo možné udělat komparativní analýzu kulturních charakteristik, na základě Hofstedeových myšlenek a studií organizačních metod a spokojenosti práce Českých a Ruských zaměstnanců a následně připravit doporučení pro firemní management, bráno v úvahu informací zde nabitě.

**Klíčová slova:** Mezikulturní management, Organizační kultura, Rozměry Hofstede, Motivace, Uspokojení z práce, Pracovní postoje, Kultura, Motivace zaměstnanců, Kulturní inteligence, Interkulturní komunikace.

## **Objectives**

The objective of this work is to find out whether there are significant differences between representatives of two different cultures, evaluating such parameters as motivation, job satisfaction, and also assess the impact of the culture of society on the individual values of its members, and how these values affect their behaviour, using cultural dimensions developed by Geert Hofstede. Czech and Russian employees of an international company located in Prague were selected for the study. Based on the results and the differences found, a series of recommendations will be made with the aim of increasing efficiency in the workplace and improving communication, taking into account cultural and psychological differences between representatives of selected nationalities.

## **Methodology**

The methodological basis of the study was the scientific works of Czech and foreign scientists in the field of organizational ethics, intercultural communications, motivational theories, as well as the work of experts aimed at comparing cultural values, surveys and studies with similar topics. In addition, some periodicals and proven online resources were used. The descriptive method was used in this work with the aim of transmitting and disclosing the information underlined from sources.

To convey the necessary information, the author of the work used analysis and data collection, comparative methods based on observations and abstract thinking. The organization of the research begins with the collection of the necessary information for the questionnaire, selected based on theoretical knowledge from the relevant literature. Then, to obtain the necessary results, an analysis of the selected organization was carried out and a decision was made about which respondents possess suitable characteristics to increase the objectivity of the study. The next step is the competent preparation of the questionnaire and the search for distribution paths. The last point is the analysis of the answers received and the preparation of the necessary recommendations and conclusions to achieve the objectives of this thesis.

The questionnaire is based on the construction of the question in such a way as to most effectively compare the difference in the main parameters affecting the sociocultural differences between representatives of two nationalities. Motivational aspects, the level of job satisfaction, as well as the typology of Cultural Dimensions developed by Geert Hofstede were chosen as parameters. A five-point Likert scale was used to obtain more accurate data.

Analysis of the results of the questionnaire estimates showed that proportion of theoretical frequency of a certain answer is less than 5 in many cases. The use of  $\chi^2$  test in order to determine whether there is a statistically significant difference between respondents from Czech Republic

and Russian cannot be applied in this research, these criteria necessary for implementing the test are not met (Verma, 2012).

To confirm or refute the hypotheses put forward, the author displays the results of the survey in a numerical format, then, using indicators such as the arithmetic mean, frequency of a specific answer and net positive values, receives the necessary data to compare variables and graphically display the results for Russian and Czech survey respondents. Numerical indicators, indices, pivot tables and graphs obtained as a result of data analysis provide the basis for formulating a descriptive comparison of cultural and psychological values and characteristics of employees of the selected company. The data obtained from the previous steps provide the basis for formulating recommendations to company management regarding the nuances of organizational psychology of employees representing cultures analyzed in this academic work. It should also be noted that this analysis cannot provide the most accurate results since it is based on the results of a survey with a limited number of respondents and only within the organization selected by the author.

These hypotheses were formulated by the author on the basis of the selected parameters that affect the intercultural differences of employees:

H1. There are significant differences in Motivational factors between the Czech and Russian employees.

H2. There are significant differences in the Job Satisfaction index between Czech and Russian employees.

H3. There are significant differences between the Czech and Russian employees in Hofstede's individualism/collectivism dimension.

H4. There are significant differences between the Czech and Russian employees in Hofstede's uncertainty avoidance dimension.

H5. There are significant differences between the Czech and Russian employees in Hofstede's power distance dimension.

H6. There are significant differences between the Czech and Russian employees in the Hofstede's masculinity/femininity dimension.

## **Results**

The results obtained became the basis for the construction of special tables and graphs, as well as the calculation of indices, which in total allowed a detailed comparison of the cultural aspects of representatives of both nationalities. A separate chapter with recommendations is

addressed to the company's management and its purpose to help in finding the best motives for employees, to determine which aspects cause discontent among subordinates, reduce staff turnover and establish a general atmosphere in the team, taking into account the cultural characteristics of Czech and Russian company representatives.

As a result, of the six hypotheses, four were confirmed, and two were rejected. Based on these data, it would be a logical conclusion to state that significant differences between representatives of Czech and Russian culture working at the same international company were discovered and explained in this diploma thesis.

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