

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

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

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DIPLOMA THESIS ASSIGNMENT

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Thesis title

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

Objectives of thesis

The objective of this work is to find out whether there are significant differences between representatives of two different cultures (Czech and Russian), evaluating such parameters as motivation, job satisfaction, and also to assess the impact of the culture of each society on the individual values of its members.

Based on the results and any 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 the selected nationalities.

Methodology

The theoretical part of this thesis is based on a study of scientific works of Czech and foreign scientists in the field of organizational ethics, intercultural communications, and motivational theories. In addition, appropriate periodicals and proven online resources may be used.

The practical part is based mainly on the results of a questionnaire completed by members of the staff of Pfizer Czech republic, which will be thoroughly analyzed to test hypotheses formulated in such a way as to find the main cultural differences for the two selected countries.

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Approx 60 – 70 pages

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Cross-cultural management, Hofstede's dimensions, Ethics, Job satisfaction, Leadership and motivation, Czech Republic

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Declaration

I declare that I have worked on my diploma thesis titled "Motivation and job attitudes in the Workplace - Cultural differences between Czech and Russian employees" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 4th of April 2020

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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 jimž bylo možné udělat komparativní analýzu kulturních charakteristik, na základě Hostefedovích 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.

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1 Introduction

Humanity is going through a period of globalization, borders between countries cease to exist, many companies, expanding, enter the international market. Right now, the concept of cross-cultural communication is more relevant than ever.

International companies are characterized by the fact that their staff is formed by employees representing a huge variety of countries and the success of their joint work depends on how much attention is paid to improving intercultural communication. Managers in such organizations should have a number of special skills and constantly develop their knowledge and ideas about the socio-cultural characteristics of representatives of different nationalities. It is important to understand that those things that are considered common in one country may be completely unacceptable in another. The study of cross-cultural management is the basis for building a high-quality corporate infrastructure, which in turn leads to improved company performance. In addition, it is necessary for the development of organizational ethics, improvement of internal communication and helps to avoid conflict situations and misunderstandings.

An important contribution to the discipline of cross-cultural management was made by the Dutch sociologist Geert Hofstede. In the period from 1967 to 1973, he conducted a large study of the characteristics of national values and differences between countries around the world. He compared the responses to the same survey of 116,000 IBM employees from different countries. In the beginning, he focused his research on the 40 largest countries, and then expanded it to 50 countries and 3 regions, at that time, probably the largest sample of the cross-national database. Theory became one of the first quantitative theories that can be used to explain observed differences between cultures. His book *Cultures and Organizations: Software of the Mind*, written in collaboration with Bulgarian linguist Michael Minkov, was the main inspiration for this diploma thesis.

Nowadays, cross-cultural management is becoming an integral part of companies operating on the international market. The presence of strong skills in intercultural communication both on the part of the management and subordinates becomes necessary not only for a healthy climate in the team, but also for achieving the long-term goals of the enterprise.

2 Objectives and Methodology

2.1 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.

2.2 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 χ^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.

2.3 Selected Hypotheses

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.

3 Literature Review

3.1 Definition of Culture

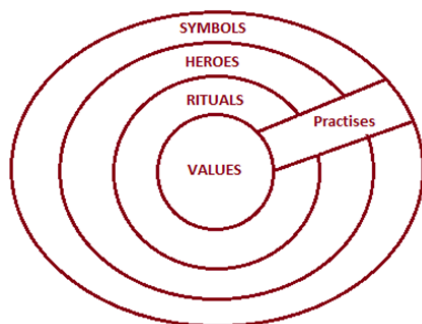
The word "cultura" is translated from Latin as "cultivation of the soil," but later, it began to be interpreted as "upbringing, education, veneration or development." This term has great importance in various areas of our lives and is the object of research in different scientific fields, including psychology, economics, linguistics, cultural studies, philosophy and many others. Culture is one of three levels of uniqueness in mental programming. That is what individuals are engaged in, their opinions, their standards of life, and their favourite books, conversations they participate in, gossips, disputes, sense of history, their values and the spirit of life they respect (Walter Lippmann, 1982).

Culture is concentrating the best social practices of many generations of people, acquires the ability to accumulate the richest knowledge about the world and thereby create favourable opportunities for its knowledge and development. All types of society that live on Earth today differ significantly, primarily on this basis. In the sphere of work, life, interpersonal relations, culture, one way or another, affects the behaviour of people and regulates their actions, and even the choice of certain material and spiritual values (Stafford Hood, 2005).

3.1.1 Concept of culture. Onion model

There can be many forms illustrating cultural differences. G. Hofstede in his book *Cultures and Organizations* (2010) shows the onion model with 4 main terms in there: *Symbols*, *Heroes*, *Rituals* and *Values* (see Figure 1).

Figure 1: The onion model of Culture



Source: Hofstede (2010)

Symbols are words, gestures or objects that carry a certain meaning that is recognized as such only by those who share the culture. Heroes are people, living or dead, real or imagined, who have characteristics that are highly valued in culture and thus serve as models of behaviour. Rituals are collective actions that are technically redundant to achieve the desired goals, but which are considered socially necessary within the framework of culture. Values - this is a broad tendency to give preference to one state of affairs to another. The practice shown in the figure means that the first 3 conditions can be seen by an observer from the outside (Geert Hofstede, 2010).

3.1.2 Cultural adaptability

Cultural adaptability is the willingness and ability to effectively recognize, understand and work in different cultures. It is assumed that such interactions will have successful results (tasks are completed, goals are achieved, and the people involved are satisfied with their professional relationships). The point for managers who want to be or remain successful is Clear. Cultural adaptability is an important competency for leadership in a global environment (Jennifer J. Deal, 2011).

There are 4 main parameters leading to the correct perception of cultural adaptability:

Cultural awareness - is the ability to understand for oneself that cultural difference exists and should be taken into account for successful communication or for example negotiating.

Cultural knowledge - is information about representatives of different ethnic groups that is separate from generally accepted stereotypes. Ability to take into account the similarities and differences of different representatives.

Cultural sensitivity - allows a person to be able to read certain signals of human behaviour and draw conclusions based on them about mistakes made in communication and measures to solve conflict situations.

Cultural adaptability - is the most developed human ability to communicate with representatives of different nationalities, the ability to establish communication channels, show mutual respect, manage such a team and achieve common success (Jennifer J. Deal, 2011).

3.1.3 The organizational culture

Organizational culture is a part of the general culture, which allows you to look at society in terms of values and human behaviour in the workplace. Corporate culture is what kind of views a particular company has, what type of philosophy it carries and instils for its employees. This is what forms the image of the organization and creates the right

mechanism from a group of people with common goals, characteristics, principles of behaviour the desire to correspond to the level of organization to achieve the tasks and maintain the necessary internal climate. This topic has become a prevalent topic in management literature since the early '80s with the term “excellence of organization”. Under this set of definitions, organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations (Neal M. Ashkanasy, 2011).

Organizational culture is not something that was initially laid down and always remained the same. The system is designed so that many factors or people entering the company influence changes in the organization’s philosophy, changes in goals or ways to achieve them, the scope of what is permitted at the workplace changes, just as the level of satisfaction from the work process is rarely a stable parameter (Frost, 1985).

Organizational culture concerns the way people and groups communicate with each other, with customers, with managers. Also, organizational culture may affect how much workers identify with their company. Transforming organizational culture is not an easy task. Employees often resist reform and can rally against a different culture. Thus, leaders have to convince their workers of the advantages of change and show through combined experience with new behaviours that the new culture is the best method to operate to yield benefit (Schein, 2006).

3.1.4 Dimensions in national cultures

National culture is a series of certain parameters that are characteristic of a particular cell in society, which are the basis for the fact that many countries or nationalities are so much different from each other. The set of standards, habits, feelings and values shared by the people of a sovereign state. Also applies to specific features such as language, rituals, ethnic and racial identification, and cultural history and attitudes. In the first half of the 20th century, sociologists studied the theory that all world communities in one way or another have the same problems that they face. The difference is that the solution to these problems differs depending on the type of society or cultural values (Ya-Ru Chen, 2006).

The main problems that were deduced from the survey made by A. Inkeles and D. Levinson in 1954 for English speaking countries:

- *Attitude to government and its actions, social inequality.*

- *The relationship between the individual and the public.*
- *The nuances of masculinity and femininity.*
- *Ways to solve problems and conflicts, expression of feelings.*

After 20 years, G. Hofstede studied a similar survey about the values of people among the employees of the IBM company from more than 50 different countries. Despite it was too small sample to draw any conclusions but the results were almost the same. So the outcomes of two surveys approximately show what is a basis of theory of dimensions of nations. Dimension is a perspective of a culture that can be determined relative to other cultures. The four dimensions observed have been named Power distance, Collectivism and individualism, Femininity versus masculinity, and index of Uncertainty avoidance. All of these terms existed already in some elements of the social sciences, and they looked to fit reasonably well to the primary problem area any dimension stands for. Mutually they create a four-dimensional model of diversity among national cultures. Each nation in the model is represented by a score on each dimension (Geert Hofstede, 2010).

3.2 Models of cultural diversity

There are many different ways to study the cultural differences of representative countries and their distribution depending on certain parameters. Different approaches allow specialists to compare characteristics and indices to present the necessary conclusions.

3.2.1 Hofstede's cultural dimensions theory

Geert Hofstede is a Dutch social psychologist and anthropologist who studies the interaction between cultures. He has been awarded many times for his intercultural studies around the world. One of his most significant achievements is the development of a theory of dimensions of cultures that provides a systematic basis for assessing differences between nations and cultures. The theory is based on the idea that value can be distributed across six dimensions of culture. These dimensions include power distance (equality against inequality), collectivism (against individualism), avoidance of uncertainty (against tolerance of uncertainty), the "masculine" type (against the "feminine"), strategic thinking and self-indulgence (against restraint). Hofstede obtained most of the information on world

cultural property from surveys conducted by IBM, an American technology and consulting corporation. He proposed a rating system on a scale of 1 to 120 (Geert Hofstede, 2010).

3.2.1.1 Power distance index

According to Hofstede, "*distance from power is the degree to which members of organizations and institutions (for example, families) with relatively lesser power expect and allow uneven distribution of power.*" This dimension does not characterize the level of distribution of power in a given culture, but rather analyses its perception by society. Low index of distance from power means that culture expects and accepts democratic relations with power, and members of society are considered equal. A high index of distance from power means that members of society with less power take their place and are aware of the existence of formal hierarchical structures. It displays the range of reactions found in the different countries to the fundamental question of how to manage the fact that people are unequal. It acquires its name from a study by a Dutch experimental social psychologist, Mauk Mulder, Into the emotional gap that separates subordinates from their supervisors. (Geert Hofstede, 2010).

In the original questionnaire, the distance of power was measured by the following parameters: How often are cultural representatives afraid to disagree with their leaders? (the respondents gave ratings on a scale from 1 to 5, where one is "very often", five is "extremely rare"); How do subordinates perceive the managerial style of their leader? (estimated the percentage of respondents who chose from the four techniques described descriptions of an authoritarian or paternalistic management style as the most characteristic of their boss); What style of management and decision making do subordinates prefer? (the percentage of respondents who chose the authoritarian or paternalistic style as the preferred one, or decision-making by a majority of votes, but not the advisory style) was estimated (Geert Hofstede, 2010).

The high power distance index in culture is associated with the rigidity of the social structure and significant social inequality. In such cultures, each member of the society is assigned his place in the social hierarchy, and the amount of authority corresponding to this place and the fact of such a regime is taken by default, is not questioned, and does not need additional justification. Such societies, according to the conclusion of Hofstede and his colleagues, are characterized by centralized power, authoritarian leadership, a large number of levels in the social hierarchy, the adoption of the inherent privileges of power

for granted, the readiness of members of the society for inequality of authority. In the management of organizations, a high index of the distance of power is manifested, for example, in a large number of employees with a control and supervision function, a vertical management structure, and a paternalistic management style. Countries with such crops include, for example, Malaysia (104), Philippines (94), Russia (93), Mexico (81), Iraq (80). (Geert Hofstede, 2010).

3.2.1.2 Individualism and Collectivism

This dimension reflects a degree to which members of society tend to form groups. This dimension is not related to politics and concerns more groups than individuals. Cultures that are characterized by individualism attach greater importance to the achievement of personal goals. In societies characterized by collectivism, social goals and welfare are placed above personal ones. Individualistic cultures encourage and value individuality and uniqueness of a person, hierarchical power and social differences are minimized here; universal equality is proclaimed. Collectivist cultures value group interests; individuals are determined more through group membership than through their qualities. In such a society, hierarchical differentiation and vertical connections are maintained, and the role, status and behaviour of a person are determined by his position in the hierarchical structure (Schwartz, 1994).

Individualism pertains to communities in which the links between people are cut: everyone is supposed to look after him- or herself and his or her immediate relatives. Collectivism, as its contrast, pertains to societies in which personalities from birth forward are integrated into powerful, cohesive in-groups, which throughout people's existence continue to defend them in exchange for unquestioning support. (Geert Hofstede, 2010).

IDV index in different countries can be found on figure (see Figure 2).

Figure 2: IDV index in various countries

Some Individualism Index
(IDV) scores, out of 76

High	Low
91 USA	51 Spain
90 Australia	48 India
89 Britain	46 Japan
80 Netherlands	39 Russia
74 Denmark	38 Arab ctrs
71 France	30 Mexico
67 Germany	20 China

source: PPT Individualism/Collectivism in 10 minutes - Geert Hofstede.

3.2.1.3 Masculinity and Femininity

The distribution of emotional roles between the sexes. This dimension characterizes the level of importance of traditionally male values, such as assertiveness, ambition, a desire for power and materialism, and traditionally female values, such as human relationships, for culture. Cultures with a high masculinity index are usually characterized by more explicit differences between the sexes and are prone to rivalry and achievement of goals. A lower index in this dimension means that the culture is characterized by less significant differences between the sexes and a higher value of the relationship. Highest masculinity index can be found in Japan and Austria, lowest - in Sweden. The masculine side of this dimension is a preference in society for achievements, heroism, self-confidence and material rewards for success. Society, as a whole, is more competitive. Its opposite, Femininity, prefer cooperation, modesty, concern for the weak and quality of life. Society as a whole is more oriented to consensus (Geert Hofstede, 2010).

3.2.1.4 Uncertainty Avoidance index

Tolerance of society to uncertainty and deviation. This dimension characterizes the reaction of community to unfamiliar situations, unforeseen events and the pressure of change. Cultures for which this index is high are less tolerant of change and tend to avoid the anxiety of the unknown by establishing strict rules, regulations, and / or laws. Societies with a low index are more open to change and use fewer rules and laws, and their customs are less strict. This index identifies and shows the level at which a society considers itself at risk due to an uncertain or ambiguous situation. The higher this index, the stronger the attempts to avoid these situations due to maximum stability in a professional career, the creation of formal rules, intolerance of dissent and deviant behaviour, the belief in the presence of absolute truths. At the same time, in such societies, a high level of aggression and anxiety is observed, which creates a strong internal desire for hard work. High uncertainty avoidance countries include Greece, Portugal, Guatemala, Uruguay, Belgium, Japan, France. Countries such as Sweden, Singapore, Ireland, Great Britain, India, USA, Norway, etc. are among cultures with a low level of uncertainty avoidance (Geert Hofstede, 2010).

Uncertainty-oriented people are engaged in reducing uncertainty, and certainty-oriented individuals attempt to bypass looking at uncertainty when it is near. A certainty orientation at the personal level prevails in high uncertainty avoidance societies. An uncertainty orientation, in contrast, dominates in low uncertainty avoidance societies. (Gudykunst, 2003).

3.2.1.5 Long-term and Short-term orientation

Short-term and long-term orientation to the future. This dimension describes the time horizon of society. Short-term cultures value traditional methods, devote a lot of time to developing relationships, and generally consider time as a vicious circle. This means that the future and the past are interconnected for them, and what cannot be done today can be done tomorrow. The opposite of this approach is a long-term orientation to the future, in which time is seen as a vector, and people tend to look into the future more than being interested in the present or recall the past. Such a society is focused on achieving goals and appreciates the results, the new fifth dimension is referred as Confucian Dynamism, which is a study of twenty-three cultures using Chinese Value Survey rating. With a long-term orientation, the existence of not one but several truths are allowed, depending on the context of the events taking place, traditions are also not unshakable, they can be adapted to modern reality. The relationship between people is primarily determined by their status, which is generally respected. However, there are certain limits to comply with obligations related to status and social status. In society, they attach importance to such values as perseverance, patience, frugality, prudence, accumulation, pragmatism. Long-term orientation is characteristic of the national culture of the countries of the East - China, Japan, Hong Kong, etc. (Geert Hofstede, 2010).

In the short-term orientation cultures, the bygones are highly valued and focus on the present time. Fundamental are values such as traditions, the fulfilment of public duties and compliance with accepted social norms. Because of the normal pressure of society, there is a strong desire to live better than other people do. There is a constant need to have the truth, and people are focused on quick results. Savings are not encouraged. Countries with a short-term orientation include the United States, Germany, and France. Hofstede reviews the connection between this fifth orientation and Confucianism. This dimension seems to be based on matters implicative of the schoolings of Confucius, on both shafts. It

faces long-term over short-term perspectives of Confucian study: persistence and thrift to individual balance and reverence for tradition (Larry A. Samovar, 2016).

3.2.1.6 Indulgence and Restraint

This dimension characterizes the ability of culture to satisfy the immediate needs and personal desires of members of society. In societies where restraint is a value, strict social rules and norms prevail within which the satisfaction of personal desires is restrained and discouraged (Geert Hofstede, 2010).

In indulgent societies, there leads to be a larger rate of pleased people, the higher value put on freedom and friends, more extroverted individuals, and the lower death degree from cardiovascular illnesses. In private life, there is more pleasing family time, more engagement in sports, and loosely designated gender roles/ Indulgent societies support enjoying life and having fun. In restrained cultures, there performs to be a more moderate rate of happy people, a perception of weakness, cynicism, numerous neurotic personalities, more melancholy and more crucial death rates from cardiovascular illnesses. Personal life is described by family life being less pleasant, less engagement in activities, more rigidly prescribed gender functions and preference given to maintaining order in the country (Jandt, 2010).

3.2.1.7 Weaknesses and Criticism of Hofstede's model

Although the Hofstede model is generally accepted as the most comprehensive basis of national cultural values, it has been widely criticized.

In a 2008 article in the Academy of Management's flagship magazine, *The Academy of Management Review*, Galit Ailon deconstructed Hofstede's book *Cultural Consequences* by mirroring it against its own assumptions and logic. Ailon finds inconsistencies at the level of theory and methodology and warnings against the uncritical reading of cultural dimensions (Ailon, 2009).

Hofstede admits that he defined cultural aspects as theoretical constructs. They are tools designed for use in practical applications. Generalizations about the culture of one country are useful, but they should be considered as such, that is, as a guide for better understanding. They are a measurement at the group level that describes the average of the population as a whole. The cultural aspects of Hofstede allow users to distinguish between countries, but this does not apply to differences between members of society. As in all

studies of national cultures, it is assumed here that the national territory and cultural boundaries coincide (Erdman, 2018).

But cultural homogeneity cannot be considered in countries that include several cultural groups or in which there are socially dominant and subordinate cultural groups, as is the case in the USA, Italy (contradictions between north and south), Belgium (French and Flemish cultures) and Spain (Basque, Catalan and Castilian cultures). The collapse of Yugoslavia in the 1990s. demonstrated the impossibility of trying to create close political units from disparate national cultures. Hofstede respondents worked in the same industry (IT) and in one multinational company. This can be misleading for two reasons. In any country, the values of IBM employees are typical only for a small group (educated, usually middle class, urban residents); other social groups (for example, unskilled, manual workers, public sector employees, family business representatives, etc.) are not covered to some extent by the research (Erdman, 2018).

The meaning of the parameters can be different in different cultures - for example, collectivist behaviour, perceived somewhere positively, in another place can lead to negative consequences. A vivid illustration of this is Japanese collectivism based on duty to the organization, and Chinese - based on duty to the family. According to Japanese concepts, a Taiwanese employee who puts the interests of his family over the interests of a Japanese multinational company is not betrayed by her, and he cannot be completely trusted (Erdman, 2018).

Hofstede is not perfect. But he involved many people in the discussion of these topics. The model he proposed was not useless, although probably not sufficiently differentiating. The processes of globalization blur cultural differences, as well as lead to the disappearance of some languages.

3.2.2 Trompenaars' model of national culture differences

Alfonso (Fons) Trompenaars (b. 1953) is a Dutch researcher in the field of organization theories, a consultant on cross-cultural communications, known as the creator of Trompenaars' models of national differences. In 1999, Trompenaars became one of the five best business consultants in the world (according to Business magazine). In 2011 and 2014 he was among the 50 most influential management thinkers currently living (according to HR Magazine).

Trompenaars conducted questionnaires for more than 15,000 managers from 28 different developed and less developed countries. He was using seven dimensions that were based on the five indices created by Geert Hofstede (David Ahlstrom, 2009).

1. Universalism / particularism.

Representatives of a universalist culture value first of all the expectations of society, are supporters of compliance with laws adopted in society, and generally accepted rules of behaviour. Representatives of particularistic culture appreciate, first of all, the relationships between people (in the family, in their social circle of communication, in work) (Hopkins, 2016).

Countries with Universalism/Particularism qualities can be seen on a picture (see Figure 3).

Figure 3: Universalism versus Particularism by Trompenaar

Moderately particularist to strongly so	Moderately particularist to more so	Moderately universalist to less so	Most universalist to less so
Singapore	United Kingdom	Germany	Canada
Spain	Mexico	Sweden	United States
China	Thailand	France	Australia
Russia	Bulgaria	Netherlands	Japan
Venezuela			

Source: (Hopkins, 2016).

2. Achievement / ascription

For what a person is appreciated and respected. What results he achieved in his life, or what kind of common words he represents, his social background. In the case that a culture of achievement dominates in society, the status of a member of the community is determined by his personal successes, the results of his activities and the success of his functions. If the culture of ascription prevails in society, the status of a person is determined by his belonging to a particular social group of people according to a family or professional basis (Fons Trompenaars, 2009).

This dimension defines the techniques used to get status. In achievement society, an individual is given a status based on how strong he/she does his/her functions. Status depends on performance. In Ascription society, status is allocated based on who or what an individual is, his age or friendly relationships (Aswathappa, 2008).

3. Individualism / Collectivism

Individualism's characteristics, first of all, about achieving personal well-being, or well-being of members of a family, as well as about self-development. The individual feels himself a unique, self-sufficient person, the predominance of private interests over the public, making decisions individually. In cultures where collectivism is presented, the most important thing is taking care of your loved ones. Caring for them improves the lives of others. A feeling of involvement in the group, predominance of public interests over private ones, decision making by a team, a group of people (Fons Trompenaars, 2009).

This connection follows one of Hofstede's dimensions, but the conclusions were slightly different. Trompenaars discovered Japan to be significantly further towards the collectivist limit, Mexico and the Czech Republic, which Hofstede determined to be higher collectivist, direct to individualism according to Trompenaars. This decision could be interpreted by the later time of the study data, indicating the advancement of market economies in both countries: the influence of Nafta in Mexico, and the post-communist transformation in the case of the Czech Republic (Morrison, 2011).

4. Emotionality / neutrality.

Representatives of emotional cultures are not inclined to restrain their emotions in communication. In neutral cultures, emotions are usually controlled. Representatives of these cultures endure difficulties, using all their composure, and do not show their feelings. Neutrality represents a moderate intensity of expressed emotions or a lower rate of expressed gesticulations, facial action as well as a calm speaking voice. Opposed to this feeling that seems to be more disciplined, "emotionality" presents the impression of impulsiveness and instead of applying to human relationships than to facts (Achouri, 2012).

5. Specific / diffuse

Representatives of a specific culture are characterized by a clear distinction between public and personal space. Representatives of a particular culture quickly come into contact, strive to increase the circle of people included in their open space. They do not allow "strangers" into their private lives, strictly protecting their space from strangers. Representatives of diffusion culture tend to combine public and personal spaces. Representatives of this type of culture are less rigidly securing their public space, access to it is probable and even to some extent desirable for strangers. (Fons Trompenaars, 2009)

This dimension describes the level of involvement people are satisfied with in dealing with others. In more distinct societies, such as those of the USA and the United

Kingdom, people favour having ample public space and a smaller private one. This individual life is held very separate and secured strictly. In diffuse cultures, for example, in Germany, the 'private' space is normally more open while the public area is shorter and more secure. Specific and diffuse societies are seldom also proclaimed low-context and high-context (Hilary Harris, 2003).

6. Environment: external control / internal control

The attitude to the environment can be determined through the prism of the degree of control (externally and internally controlled cultures). In "externally managed cultures" there is a belief of people that there is the possibility of control over the results of their activities and the rational management of internal (including natural) resources. Representatives of "internally managed cultures" believe that the course of events cannot be changed, and tend to adapt to environmental changes (Fons Trompenaars, 2009).

Where people think that they have control over consequences, they are supposed to be supporters of internal control. Alternatively, if they presume that they do not have control over the outcomes, this kind of people deem to reflect the views of external locus of control. Thinking in issues is, according to Trompenaars, dealing with the circumstances. Poland and Greece are two nations, whose citizens maintain extreme internal locus of control, but for example, Ethiopians and Chinese used to be externals (Aswathappa, 2008).

7. Time perspective: sequential / synchronous

The dimension of time perspective links to the effect that different cultures connect to the past time, present and future, as shown in the choices they make, and the steps which are taken. This orientation concludes whether society looks at time as it is sequential or synchronic, interrelated, and the present life is defined by ideas about the future and by past recalls (Smit, 2007).

With regard to time as a homogeneous stream that flows from the past to the future, each moment in time is unique. A consistent approach to time dictates the rules for people to do their work: at each moment people strive to do only one thing, draw up detailed, accurate action plans and follow these developed plans, it is not customary to be late for business meetings. In cultures with a synchronized approach to time, the concept of time cycles dominates, which assumes that all events repeat sooner or later, time is not an extremely important resource, and if the goals are not achieved, there is always a chance

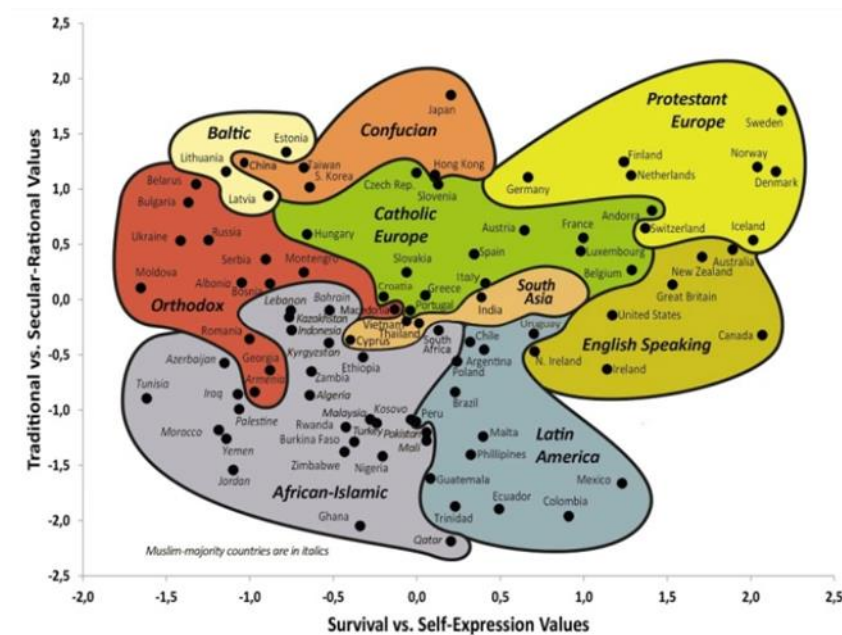
that they can be delivered later. Representatives of cultures with asynchronous approach to time tend to do several things in parallel. It is considered acceptable to be late for business meetings; the time of these meetings often varies depending on "unforeseen" circumstances. Personal and social relations are put at the forefront, and not the material and financial results that a person intends to obtain (Fons Trompenaars, 2009).

3.2.3 World Values Survey, WVS - Ronald Inglehart

The World Values Survey is a study of sociocultural and political changes on a global scale that is carried out by a network of social scientists from universities and research centres around the globe.

To date, in several surveys (1990, 1995, 2000, 2005, 2010-2012) organized as part of the World Survey of Values, scientists have studied the value attitudes of residents of more than 80 countries on all inhabited continents. The results of the polls make it possible to judge both the specifics of various countries and societies, as well as the direction of changes in their inherent values. On their basis, scientists are trying to draw conclusions about the causes of cultural changes, about possible ways to stimulate positive changes. Research began by sociologist Ronald Inglehart. The value chart has come to be known as the Inglehart chart (Halman, 2008).

Figure 4: Inglehart Chart 6th edition



Source: World Press Survey 2017 (6th edition of a chart).

The horizontal axis of the diagram reflects the opposition survival value versus values of self-expression. The vertical axis reflects the opposition of traditional and secular-rational values (see Figure 4). Researchers compare countries based on the classification of values into two broad categories:

Survival / Expression Values, where survival values are economic and physical security, material values, xenophobia, a low assessment of freedom and human rights, a willingness to accept authoritarianism, humility, a tendency to believe in the omnipotence of science and technology; and the values of self-expression - high ratings of the individual, freedom, human rights, material wealth, success, concern about economy, gender equality. For example, the values of survival are close to the post-communist East European countries, as well as the countries of Asia and Africa, the values of self-expression are similar to the inhabitants of Western Europe and English-speaking countries. Researchers also believe that there is a connection between the expression in the country of the values of self-expression and the level of its well-being. *Traditional / Secular-rational values* where traditional values belong to religion, family, reverence for power, absolute standards, social conformism, consent is preferred to open political conflicts; secular-rational - rational behavior, success, the preference of a secular state, the low role of religion. For example, Russia, on the one hand, is close in value to the pole of survival, on the other hand, it is rationalistic, like Germany, Norway, and Denmark. Examples of countries with pronounced traditional values are the USA, Ireland, almost all Latin American countries, and India (Douglas Jondle, 2017).

Evolutionary modernisation theory believes that constant increase of existential safety is favourable to a transformation from Traditional values toward Secular(Rational) values, and of survival ones to the values of self-expression. Practically all high-budget nations rank very high on both dimensions, dropping into the upper-right area of the table. In contrast, most of the low and lower-moderate-income countries are weak on both dimensions, coming toward the lower-left quarter of a chart. National averages report only a small part of the data; tests of variance and skew are very informative too. After examining them, it can be concluded that the most impressive statistical features of subjective orientations are the diversity in country-level means. One can visualise a system in which everyone with a high-level degree has modern values, putting them closer to the upper-right-hand angle of the chart. Those who are not well-educated grouped closer to the

lower-left-hand corner of the graph. That will mean that humanity lives in a big village where citizenship does not mean anything. Some day that is possible, but now the reality is very different (Inglehart, 2018).

3.2.4 Dimension of Cultures by Schwartz

Professor at the Jerusalem University. Ex-president of the International Association of Cross-cultural Psychology, Jerusalem, Israel.

Over the years, Schwartz conducted a series of mass surveys among residents of 63 countries and collected large statistics. In a study (Schwartz, 2001) authors offered respondents a self-completion questionnaire, where each of 57 values had to be evaluated on a 9-point scale. To increase the honesty of the respondent, it was also proposed to choose a variant of behavior in projective situations that would confirm or not confirm the previous choice on the questionnaire. Schwartz claims to have received a correspondence between behavioural models and questionnaires. Schwartz summarized data on countries and regions, adjusted for the coefficient of “weight” of the region according to Murdoch’s classification, obtaining a “general cultural profile of humanity”.

According to Schwartz (2001), the “general cultural profile of humanity” in decreasing order of rank value of types of values is as follows: *benevolence, self-direction, universalism, security, conformity, achievement, hedonism, stimulation, tradition, power*.

One of the objectives of the study was to clarify the similarities and differences between the hierarchies of values in different cultures. Schwartz found that the vast majority of cultures demonstrate exceptional consistency in the ranking of values, placing benevolence, self-direction and universalism in the first place, and hedonism, stimulation and power in the last. Schwartz explains the universality of the order of ranking values by the fact that this order corresponds to the cost of these values for "the best functioning of society": for the community, the desire for cooperation is more important than the desire for power. Schwartz calls this similarity of hierarchies striking and concludes that if earlier researchers tried to determine the difference between cultures, now behind the visible difference in value systems, a hidden uniformity of the world is suddenly revealed (Schwartz, 2001).

Schwartz speaks of the unified "hidden hierarchy" he discovered behind the visible differences. In fact, Schwartz did not study the hidden, but the explicit level of culture - the values that are recognized and approved in this society. There is no doubt that, to a certain

extent, the functioning of a nation depends on the fact that this particular society thinks for itself what the members of this society believe in. Schwartz's merit lies in the fact that he showed that the intelligent system of values and their hierarchy in most modern societies are approximately the same (Schwartz, 2001).

Figure 5: Cultural value orientations



Source: (Neal M. Ashkanasy, 2011)

The system defines three cultural dimensions that describe alternative decisions to each of three objections.

- *Affective and Intellectual anatomy - Embeddedness*
- *Mastery – Harmony*
- *Hierarchy – Egalitarianism*

Accent on the cultural familiarisation at one shaft of a dimension typically brings a deemphasis on the extreme orientation with which it performs to conflict. Value orientations that yield compatible premises are near in the circle, whereas values that show contradictory assumptions are in opposite states. Such conflicts and harmonies generate the round order of orientations (see Figure 5), particularly: autonomy, egalitarianism, harmony, embeddedness, hierarchy, mastery, and back to autonomy (Neal M. Ashkanasy, 2011).

3.3 Motivation

The word motivation first performed in the psychological language at the beginning of 1880. Before that date, philosophers were using the simpler concept the "will" when explaining the forerunners of effortful purposeful behavior of people. Functionalist scholars used the word to tell voluntary activity - behaviors that display direction. At the

beginning of the 20th century, motivation has become more connected to drive explanations, decreasing importance for the psychology of conscious thoughts (Joseph P. Forgas, 2014).

3.3.1 Types of motivation

External motivation (extrinsic) - motivation that is not related to the content of a certain activity, but due to circumstances external to the subject. Extrinsic motivation relates to behaviours striving to win a reward or profit than for the satisfaction of the process (Deci, 2012).

Internal motivation (intrinsic) - motivation associated not with external circumstances, but with the content of the activity itself. Intrinsic motivation indicates the engagement of a person in the process of action. Natural pleasure and enjoyment obtained from being a part of it (Deci, 2012).

Motive (lat. Movere - lead, push into motion) - these are thoughts, aspirations, feelings of a person associated with the awareness of certain needs, prompting him to work. Motives apply to either the purpose or the emotional starter. To state that somebody has motives means that this person wants to reach something or that particular psychological circumstances incite him to perform (Kattsoff, 2012).

In psychology, there are several views on the essence of motive as a psychological phenomenon. The motive is considered in the following angles. The most common and accepted point of view is understanding motive as a motivation. Most psychologists believe that motive is not any, but a conscious motivation that reflects a person's willingness to act or act. Thus, the motivator is the stimulus, and the act is motivated by internal conscious motivation. Motive as a need. This point of view on the motive gives an answer to the question of why a human activity is carried out, since the need itself contains an active desire of a person to transform the environment in order to satisfy needs. Thus, the source of energy for volitional activity is explained, however, it is impossible to get answers to the questions "why" and "why" a person shows this activity. Motive as intention. Based on the fact that intention is an incentive force, a volitional act, we can assume that it is closely related to motivation and motive. Motive as a property of personality. Psychologists adhering to this point of view, believe that stable personality traits (preferences, inclinations, attitudes, values, worldviews, ideals) determine behavior to the same extent as external stimuli. Motive as a state. Under the motive is understood

any state of a person that forces him to act or inaction. Motive as contentment. Contentment is a positive emotional state, which is one of the factors influencing the continuation of activity (Zelick, 2007.)

The drive is a sense of urgency. The drive is a force pushing us to do something but leaving us the opportunity to choose freely. If something pushes us without leaving a free choice, this is called coercion. The drive is a variant of positive motivation, and it differs from various options of negative motivation when the desire to do something is caused by pain or fear (Rajamanickam, 2007).

3.3.2 Motivation in an organization

At present, there is no doubt that the fact that human resources play a more critical role in the development of the economy than material resources, that working with personnel is one of the main functions of the company's management and business policy. In order to effectively use the human resources available to the organization, it is necessary to create an incentive system in the organization, using which it is possible to influence the behaviour and motives of the organization's personnel, directing employees' behaviour in the direction necessary for the organization.

Motivation is the drive within the person that guides his behaviour. Motivation originates from inside the personality. Supervisors are not able to motivate their subordinates directly. However, they can create an atmosphere that maximizes the growth of individual potential. Management assistance, collegial connections and the cooperation of people in the workplace can produce a synergistic impact on motivation. A manager needs to identify those elements and increase them trying to maximize impulse at the section level. High motivation of the staff is an essential condition for the success of the organization. No company can succeed without the commitment of employees to work with high returns, without a high level of commitment of the staff, without the interest of members of the organization in the final results and without their desire to contribute to the achievement of their goals. That is why the attention of managers and researchers involved in management in studying the reasons that force people to work with full commitment in the interest of the organization is so high. And although it cannot be argued that the work results and working behaviour of workers is determined solely by their motivation, the significance of motivation is still very high (Bessie L. Marquis, 2009).

The subject of performance motivation is popularised in communications. However, it often arises in hidden forms as writers, experts, critics and theorists examine existing or supposed unique features in subordinates' work style and attitudes, job satisfaction. Work is a significant institution in daily experience, it is undoubtedly a subject of meaningful debate and even dispute. Most people think that they are specialists when any phase of work raises for review and analysis (Pinder, 2014).

3.3.3 The impact of cultural diversity on motivation within organizations.

The development of globalization inevitably leads to the fact that future leaders will have to act in a multicultural context, involving a variety of approaches to leadership and production, personal behaviour and values, and the relationship between races and genders. They should be aware of not only economic and legal differences but also the diversity of a social and motivational nature that exist in the world of work. Consideration should be given to both more and less significant components of a particular culture. Motivation strategies that are effective in one cultural environment can be offensive in another. Many management articles believe that subordinates are motivated by the same things and offer same solutions that are aimed to increase work efficiency. The reason is that most opinions about motivation came from the same cultural view and are fully connected to individual values of people (Hopkins, 2016).

Unfortunately, many of today's leaders lack such skills, and often they don't even consider them essential. Global thinking, partnership-oriented, leadership-sharing ability, mastery of modern technology and cultural diversity are qualities that many current leaders do not possess and whose values they sometimes don't even understand. But these are precisely the qualities that are absolutely necessary for most future leaders, which should be perceived as integral attributes of successful development (Locke, 2003).

The leadership of multinational companies needs to approach the choice of a particular method of motivation carefully. Thus, the process of motivation cannot be unified; when creating a management system, it is necessary to take into account the cultural environment, historical and social experience that influence the formation of the employee's personality, his needs and values, which affect individual labour motivation.

Administrators who don't forget of their cultural aspects and incentives can use this information to improve the perception of values and motivations of their subordinates. As soon as they identify the social issues of representatives of different cultures, they can

generate a more reliable conclusion of how employees in various cultures would behave in different situations (Miriam Erez, 1993).

3.4 Motivation theories

Theories of motivation analyse factors that influence motivation. To a large extent, their subject is concentrated on the analysis of needs and their impact on motivation. These theories describe the structure of needs, their content, and how these needs are related to a person's motivation for action. In these theories, an attempt is made to understand what motivates a person to work.

To describe the motivational process in economics and management, it is customary to use motivation models (theories) that can conditionally be classified as follows:

- *Content*
- *Process*

Motivation Theories ease to explain how people are motivated and are classified as content and process theories. Content ones answer the question of what are the motives. Mainly, these theories assist in understanding the setting of what does motivate individuals. Process theories review processes of motivation action (Fiore, 2013).

3.4.1 Content theories

Content theories of motivation focus on human needs, as the factors underlying the motives that motivate a person to do something. Content theories of motivation study what needs drive a person to this or that activity, what their structure is, what needs are primary, and what are secondary, in what order they are satisfied. They study the goals that a person strives for, in contrast to the procedural theories of motivation, paying more attention to the process of achieving the goal and satisfying the corresponding need (Thompson, 2013).

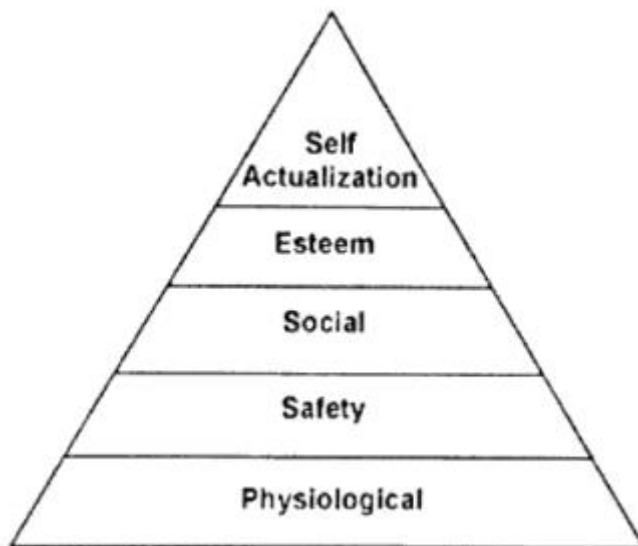
3.4.1.1 Maslow's Hierarchy of Needs Theory

In 1943, the journal Psychological Review published an article by Abraham Maslow with the title "A Theory of Human Motivation". Within the boundaries of these reflections, Abraham Maslow tried to develop a formulation of the motivation of the individual, which would be based on his needs. The difference between Abraham Maslow's theory of motivation and the work of famous psychological experts at that time,

such as Skinner and Freud, whose conclusions were mostly based on the habits of animals, was that it was based on experiments with individuals in hospitals.

People constantly feel some kind of needs; People experience a certain set of strongly expressed needs that can be combined into separate groups; Groups of needs are in a hierarchical arrangement in relation to each other; Needs, if they are not satisfied, encourage a person to act, satisfied needs do not motivate people; If one need is satisfied, then another unmet need takes its place; Usually a person feels simultaneously several different needs, which are in a complex interaction with each other; Needs that are closer to the base of the "pyramid" require primary satisfaction; Needs of a higher level begin to act actively on a person after the needs of a lower level are generally satisfied. A. Maslow, recognizing the diversity of human needs, proposed their classification into the following five categories (see Figure 6) (Abraham H. Maslow, 2019).

Figure 6: Hierarchy of needs by Maslow



Source: (Army, 2006)

According to Maslow's theory, people are always motivated to fulfil a basic kit of unfulfilled needs. If people's psychological and security requirements were satisfied, then a person would disburse power striving to achieve their belonging needs. When those needs were satisfied, a person starts being motivated by factors that used to fulfil his esteem needs. If a low-level need that was already met before re-emerge, this individual will instantly return to procedures that should satisfy those previous needs (Jeffrey M. Conte, 2019)

Maslow concluded that the needs of a lower level apply equally to all people, whereas higher ones are applied in different ways. For this reason, the higher needs

differentiate individuals. At the same time, the higher the level of needs, the more important the role of the individual in their conscious education. An individual driven by needs, in turn, creates their content. All needs act cyclically, thus repeating once again, but at a higher level (Abraham H. Maslow, 2019).

Model developed by Maslow provides the person as a computer comparison. The behaviour of a person is heedless and intuitive. He will reply to everything that serves low-level needs. As Maslow suggests, all people act in the same style and approach is universal. Maslow's theory is rarely explicitly used by companies nowadays, the appropriation of a rewards and benefits list in many companies shows that approach definitely has had an impact on recent organizational systems. Subordinates are allowed make a choice among different rewards and bonuses, which is similar to various needs approach (Jeffrey M. Conte, 2019).

3.4.1.2 Herzberg's Two-Factor theory

F. Herzberg and his colleagues developed this theory on the basis of studies of two hundred engineers and office workers of a large paint and varnish company conducted in the late 1950s. The aim of his research was to find out the factors that have a motivating and demotivating effect on employees that affect their sense of satisfaction. The employees were asked two questions: "Can you describe in detail when you felt especially well after performing duties at work?" and "Can you describe in detail when you felt especially bad after doing your job?" (Herzberg, 2017).

As a result of the research, two groups of factors were determined that differently affect labour motivation. Hygiene factors, or "health" factors, are related to the environment in which the work is carried out. These include wages, safety and conditions at the workplace (noise, lighting, comfort, etc.), status, rules, routines, working hours, quality of control by management, relationships with colleagues and subordinates. By themselves, they do not cause satisfaction among workers, but their deterioration or absence leads to dissatisfaction with work and demotivation (Herzberg, 2017).

Payments belong to hygiene factors because Herzberg thought that in the long-term, it is not a motive. Money for the completed work blocks dissatisfaction but not always produce satisfaction. Herzberg considered this system work only if pay method is fair (Heldman, 2013).

Motivators are associated with the nature and essence of the work. They directly cause job satisfaction, a high level of motivation and labour achievements, are stimulants of effective labour. Motivating factors include achieving goals, the possibility of success and recognition, the interesting content of work, a high degree of independence and responsibility, professional and job growth, the possibility of personal fulfilment (Herzberg, 2017).

These factors arise from individuals need to effectuate their personal potential for supremacy and involve recognition, progress and opportunity of career advancement and usually boost job satisfaction and willingness to work. The more their work becomes difficult and provides chances to move a step forward, the more motivated people become (Dzimbiri, 2009).

Some parallels with the Maslow pyramid can be drawn between the two-factor theory of F. Herzberg: hygiene needs correspond to the lower level of Maslow's needs, and, accordingly, motivator factors correspond to higher levels of needs. Herzberg's two-factor motivational theory is a new explanation of the mechanisms of motivation of people in the process of their labour activity. Previously, to increase the motivation of subordinates, attempts were made to improve working conditions, increase wages, provide special benefits, in other words, attention was focused on hygiene factors. But such attempts and solutions did not give the necessary results, since they did not affect the motivation of employees. Many organizations subsequently began attempts to apply the basic principles of Herzberg's theory, which in practice have shown their effectiveness. Herzberg stresses the requirement for businesses to add motivators into their working environment. To promote this, he suggests that manufacturing relationships departments should be organised into two main departments, one has to control hygiene factors and the second one with so-called motivators. Considering that most businesses are mainly focused on hygiene, he dedicates primary importance to anything that would be added with the division treated with motivator factors. The ideas suggested are re-education of group members to a new (motivator) orientation, job expansion, corrective activity in the divisions of technology, lousy worker performance, and organisational mistakes (Miner, 2015).

3.4.1.3 ERG Theory by Clayton Alderfer

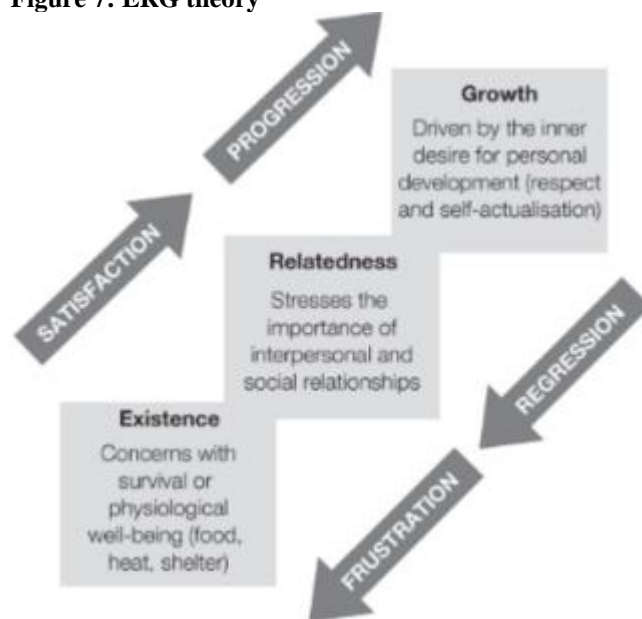
When creating his theory, Clayton Alderfer proceeded mainly from the fact that all the needs of people can be systematized into separate groups, which may resemble the pyramid of needs of Abraham Maslow. Therefore, by the way, they are often compared. But Alderfer's theory differs from Maslow's pyramid in that, according to it, there are only three groups of needs.

Existence - the needs of existence, which include physiological needs and security needs.

Relatedness - communication needs that reflect the social nature of a person. This may include the desire of a person to occupy any place in the world around him, the need for self-affirmation, recognition, the presence of subordinates or bosses, colleagues, enemies, friends, to have a family and be part of it;

Growth - growth needs, which include the needs of a person associated with his desire to develop and grow personally (Ricky W. Griffin, 2011).

Figure 7: ERG theory



Source: (Jim McGrath, 2013)

Based on the ERG theory, the hierarchy of needs reflects the ascent from more specific needs to less specific ones. Alderfer believes that whenever a need is not satisfied, the attention of a person switches to the satisfaction of a more specific need. And it is this downward movement that determines the movement from top to bottom (see Figure 7). In Alderfer's theory, an upward movement along the steps of needs is called satisfaction of

needs, and a downward movement is defined as a process of frustration, a person's failure to satisfy a need (Alderfer, 1972).

One of the differences difference with Maslow's theory is that ERG theory proposes that two types of needs can be motivators at the same time. A significant similarity is that the ERG theory also covers satisfaction-progression and frustration-regression elements. The first one infers that after one level of need is satisfied, an individual goes to a further level. However, Maslow's theory supposes that a person remains at one level until he or she meets all needs that belong to this level. In opposition, the frustration-regression element of Alderfer's theory proposes that an individual who is disappointed by trying to get to the next level finally will go down to the previous one. Due to the presence of two directions of movement along the steps of needs, new additional opportunities appear for motivating ideas in the organization. If, for example, a company does not have sufficient capabilities to satisfy a person's need for growth, then, guided by this, he can with great desire and interest switch to meeting the need for communication. And in this situation, the company can already provide this person with the opportunity to satisfy such a need, whereby its potential in motivating another person increases (Ricky W. Griffin, 2011).

3.4.1.4 McGregor's Theory X and Theory Y

Theories X and Y are the main theme of McGregor's classic book, *The Human Side of Enterprise*, published in 1960. Theory X says: the average person does not like to work and avoids work whenever possible. Consequently, management is forced to resort to hard (total control and punishment system) and soft (persuasion and encouragement) forms of coercion. But both of these methods are wrong, because they overlook the reason for unwillingness to work: the fact is that a person does not need the usual remuneration for labour, he needs the possibility of self-realization, and any form of coercion prevents this. Theory Y says that it is as natural for a person to spend moral and physical strength on work as to relax or play. This means that a person can be encouraged to work, if you give him the opportunity to fully open up, take responsibility, feel his importance to the organization. Unfortunately, says McGregor, in a modern industrial society, the intellectual potential of a person is not fully utilized. MacGregor argued that in some situations (for example, mass production) only theory X is suitable, and in others only theory Y. Realizing that it is impossible to fully implement his theories in practice, MacGregor tried

to convey to managers the idea that employees can do much more for the organization if they are treated as valuable and responsible employees (McGregor, 2006).

Until his death in 1964, McGregor worked on the theory of Z, in which he tried to combine the needs and aspirations of the corporation and the individual. This unfinished work was continued by William Ouchi, who took it as the title of his book, where he tried to formulate the lessons of Japanese management. In the theory of Z organizations proposed by Ouchi, the central provisions are lifelong employment of employees, caring for employees, including their social life, decisions made by consensus, slow career advancement, excellent communication, company loyalty and active concern for achieving high quality (Ouchi, 1993).

3.4.2 Process theories

Another large group of theories that study factors affecting a person's achievement of his own goals and the goals of other people (organizations) is called process theories of motivation. Unlike content motivational theories, they consider the issue from a completely different point of view. While content theories focus on analysing the needs underlying motivation, then process theories focus on how a person makes efforts to achieve goals and what type of behavior he chooses. Process theories of motivation in management occupy a special place, as they are closely related to personnel management (Fiore, 2004).

3.4.2.1 John Stacey Adams' Equity theory

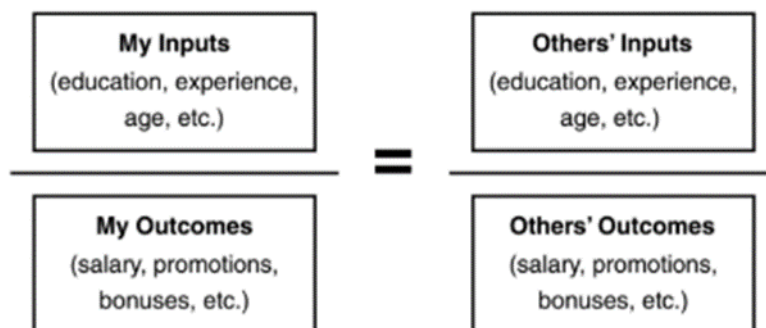
The creator of the theory of equity is the social psychologist John Stacy Adams, who studied behavior and the working environment at General Electric. Based on these studies, 1963, the theory of equity was formulated.

Stacy Adams's Equity theory postulates that people subjectively determine the ratio of the reward received to the effort expended and then relate it to the reward of other people who perform similar work. If the comparison shows imbalance and injustice, the person believes that his colleague received a greater reward for the same work, then he experiences psychological stress. As a result, it is necessary to motivate this employee, relieve tension and correct the imbalance in order to restore justice. This theory explains satisfaction as an understanding of fair and unfair allocation of resources among subordinates (Msoroka, 2013).

People can restore balance or a sense of justice, either by changing the level of effort spent, or by trying to change the level of remuneration received. Thus, those employees who believe that they are not paid extra compared to others can either start working less intensively or seek to increase remuneration. Those employees who believe that they are overpaid will strive to maintain labour intensity at the same level or even increase it. Studies show that usually, when people think they are underpaid, they begin to work less intensively. If they believe that they are overpaid, they are less likely to change their behaviour and activities (Msoroka, 2013).

The author presented two fundamental ideas in his theory: inputs and outputs (figure 8). Inputs can be described as something that an individual from him to exchange. In the organizational management, an input of a worker can be his time, diploma, previous experience, abilities or skills. In this case, outcomes are benefits that occur from this exchange and can be in the form of pay, benefits or career advancement. Adams declares that equality occurs if the proportion of employee’s outcomes and inputs is the same as his co-workers have (Borkowski, 2015).

Figure 8: Inputs and Outputs in Equity theory



Source: (Borkowski, 2015).

3.4.2.2 Vroom’s Expectancy theory

The author of the theory is the American Scientist Victor Vroom. First stated his theory in the book “Work and Motivation” (1964).

Theory says that a person’s need is not the only condition for his motivation to achieve this goal (due to need). An important condition is the person’s expectation that the type of behaviour he chooses and the actions taken will indeed lead to the desired outcome. That is, a person has little need, it is necessary that he expect that the efforts expended by him, in fact, will help him satisfy it. For example, a person wants to get a well-paid and

prestigious job. To do this, he enters a university, as he expects a diploma to help him achieve this goal (Vroom, 1994).

Vroom, in his theory of expectations, identifies three key factors affecting motivation:

Expectancy: effort to performance (E-P) According to the theory, Expectancy is a person's idea that the effort expended by him will lead to the expected and desired result.

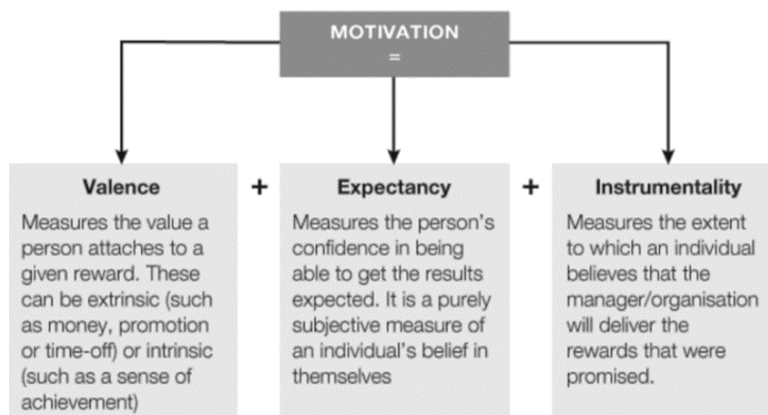
Instrumentality: performance to outcome (P-O) Vroom wrote that Instrumentality refers to a person's hope for a reward depending on the results.

Valence: V(R) outcome to reward. Valence is the estimated degree of relative satisfaction or dissatisfaction that arises from the receipt of a certain fee (Jim McGrath, 2013).

Motivation, according to theory, is a component function of all three components. From this it follows that it will be high when all the components are high. If one of these three components is equal to zero, the overall level of motivation will also be equal to zero. If the worker believes that his efforts will lead to a result that will be rewarded, there will be no motivation if the valence of the expected remuneration is zero. At the same time, motivation is not equivalent to the results of work. This theory recognizes that motivation is one of several important parameters that determine the outcome. In particular, the theory suggests that skills and abilities make a big contribution to the result of work: some people are more adapted to work than others, due to their inherent individual traits, abilities and talents (see Figure 9). He displayed his theory as a formula:

$$\text{Motivation} = \text{Valence} * \text{Expectancy} * \text{Instrumentality} \text{ (Jim McGrath, 2013).}$$

Figure 9: Formula of motivation in Expectancy Theory



Source: (Jim McGrath, 2013).

3.4.2.3 Edwin A. Locke's Goal setting theory.

The lead developer of this theory is Edwin Locke. It is believed that the directed dissemination of this theory began after he completed his dissertation in 1966. The first fundamental work on goal-setting theory is considered to be an article "Toward a Theory of Task Motivation and Incentives," published in 1968 and first presented in 1990 book "A Theory of Goal Setting and Task Performance".

In general terms, the model describing the goal setting process is as follows. A person, taking into account his emotional state, is aware and evaluates the events taking place around him. On the basis of this, he determines for himself the goals that he intends to strive for, performs a certain work, achieves the intended result and receives satisfaction from it. The theory under consideration claims that a person's willingness to spend certain efforts, perform work at a certain level, largely depends on different specifications of goals and its achieving processes, for example quantification (statement of specific tasks with numbers, achievement of certain percent or specific profit) or enumeration (defining steps required to achieve the goal, not only keeping final task in mind) (Edwin A. Locke, 2013).

Goal setting is just a regular method based on a personal plan. The first step is to set daily basis tasks and then choose what you want to achieve, the second step is to follow a step by step algorithm to accomplish these goals (Introbooks, 2019).

3.4.3 Reinforcement theory

The founder of the motivational theory of reinforcement is considered the well-known psychologist-behaviourist B.F. Skinner. The main attention in this theory is paid to the analysis of the relationship between the behavior of employees of the organization and its consequences. Reinforcement theory assumes that any action or behavior has consequences: negative and positive. At the same time, people repeat the behavior that brought pleasure, was positively reinforced, and avoid the behavior that caused them trouble (Skinner, 2014).

The reinforcement method of workplace motivation analyses the broader aspects of subordinates' needs that are specified in the content theories. This theory examines the relationship between human behaviour and its outcomes by improving or transforming followers' workplace behaviour with the use of instant award or punishment (Daft, 2014).

Reinforcement is defined as any action that causes a repetition or, conversely, the suppression of certain patterns of behavior. There are four main types of reinforcement:

positive reinforcement, negative reinforcement, punishment and extinction. Each type of reinforcement is a management response to employee behavior that seems desirable or should not be repeated (Skinner, 2014).

Positive reinforcement is a reward of the behavior desired by the organization's management for the purpose of forming or fixing attitudes toward such behavior among employees. When a leader creates an enabling environment that encourages the repetition of certain behaviors, he employs positive reinforcement. Since people feel the need for recognition and self-respect, the leader can include them in the arsenal of means of positive reinforcement, using, for example, sincere praise for the timely arrival at the workplace, well-done work, overfulfillment of the work assignment, the promise of promotion to a higher and more responsible position of a highly qualified employee in case of improvement of production indicators (Daft, 2014).

Negative reinforcement is a method of changing unwanted behavior. It consists in an immediate and unpleasant reaction for the employee to his unwanted behavior, which stops as soon as the behavior has improved slightly (Daft, 2014).

Punishment is a negative result of the employee's actions when he behaves in an extremely undesirable way for the organization. As a result of managerial influence on employees in the form of punishment by dissatisfying needs that are sufficiently valuable for the employee, the frequency of undesirable actions for employees to organize is reduced. It is assumed that if the employee knows in advance about the negative consequences associated with the punishment, he will try to comply with the rules and regulations, and employees who are punished for unwanted behavior will avoid such actions in the future. Common punishments: reprimand for failure to complete a task, deprivation of a bonus, transfer to a low-paid job, etc. Researchers express conflicting opinions about the effectiveness of punishments. There is an opinion that punishment does not always reduce the likelihood of undesirable behavior recurring in the future and should be applied only when there are no alternatives left (Richard L. Daft, 2014).

Extinction involves a complete rejection by management of the use of positive compensation. Thus, the model of behavior demonstrated by the employee remains without reinforcement, which means it is unlikely to be repeated. If an employee who is constantly late for work is deprived of encouragement (bonus or promotion), he will soon realize that his behavior does not allow him to achieve the desired results. (Daft, 2014)

Change in employee behavior in accordance with reinforcement theory depends on the frequency and intervals of control actions. Continuous reinforcement is most effective in the early stages of training new types of behavior, as each employee's effort is accompanied by a result that is beneficial to him. Partial reinforcement is most effective when it is necessary to maintain desired behavior for a long time. The most effective of the considered graphs is reinforcement with a variable level, as it allows to achieve fixing behavior for a long time in accordance with the selected significant time intervals (Skinner, 2014).

3.5 Job attitudes

In HR practice, there are several levels that determine the attitude of employees to the company: job satisfaction, organizational commitment, staff involvement. If satisfaction shows that the person in general is satisfied with the organization in which he works, commitment means that he likes the company, he is ready to work in it for a long time, then involvement is considered the highest level of attitude when a person cares about his organization, invests and tries to work as best as possible for the benefit of the company (Paul Sparrow, 2012).

3.5.1 Commitment in the workplace

Employees committed to their company try to make more efforts and do not only what is assumed by the contract or job descriptions, but always beyond measure. They do not reckon with the expended efforts if these efforts are necessary for the goals and success of the company. Committed employees exemplify their commitment to other company employees. They are a kind of catalyst for the formation of a certain organizational culture. Finally, the company's commitment to significantly reduce the costs associated with staff turnover. Employees committed to their company will never leave it, even when the company is in a difficult time of crisis testing (Michael Armstrong, 2006).

3.5.2 Job involvement

Job involvement is a theory about how to achieve the strategic goals of the company, creating conditions for staff development, where each employee, manager and leader does everything possible for the good of the company. It is a degree to which

workers involve themselves in their responsibilities, spend time and show enthusiasm and consider work as a fundamental part of their life (Thomas, 2008).

Employee involvement is an approach that allows each employee to genuinely care about their work, about the company in which they work and about their customers, a strategy that helps to ensure that the employee is fully dedicated to his work, has made every effort in this regard. This is expressed in the fact that the employee is proactive and enthusiastic about the work and takes full responsibility. The theory says that the leader of the organization must create such an atmosphere in it that all employees work with maximum productivity: so that they are entirely “turned on” so that not only their bodies but also their minds are present at workplaces. In other words, so that employees are entirely devoted and involved in the work, just like an entrepreneur takes care of his own business, or how each of us takes care of our own home. This is called engagement: it is a personal interest in an activity that fully occupies our attention, and in which we are ready to make every effort (Shuck, 2019).

The primary source of job engagement is working activity. It represents the degree to which an individual is occupied with their company only, at the same time employee engagement concentrates on the whole experience of a worker's active function within their job: team, cooperation and colleagues (Shuck, 2019).

3.6 Job satisfaction

The term job satisfaction describes the attitudes and feelings of people in relation to the work they perform. Positive and favourable attitudes towards work speak of job satisfaction. Negative and unfavourable attitudes towards work indicate dissatisfaction with work. Usually, the pleasure of the labour process is meant. Various factors influence job satisfaction: management style and culture, involvement in work, presence of decision-making authority. This is a very important indicator that is often studied. Conducting research involves interviewing employees about the level of remuneration, degree of responsibility, variety of work tasks, career prospects, work in general and relations with employees. A humanitarian viewpoint is that individuals want to be managed honestly and want to be respected. Job satisfaction is a representation of proper treatment. It can be viewed as an indicator of the psychological condition of an employee (Spector, 1997).

The level of job satisfaction is influenced by external and internal factors of motivation, the quality of supervision, social relations with the working group and how

well a person succeeds or fails in his work. There is a widespread and quite reasonable opinion that increasing the degree of job satisfaction leads to an improvement in labour performance (C. J. Cranny, 1992).

The errors in assessing employee satisfaction can be significantly reduced by using several methods to determine the level of loyalty. But before moving on to the methods of measuring the level of loyalty themselves, it is necessary to establish which particular indicators the employer will be interested in as a result of such an assessment. These are indicators such as: employee loyalty to working conditions, staff motivation, the involvement of employees in the workflow and decision-making of the whole company, employee expectations, staff turnover rate (C. J. Cranny, 1992)

According to Oshagbemi (2013), there are several methods for measuring job satisfaction. The most common method is a questionnaire, in which people in writing (or on a corporate website) answer questions related to various aspects of the work performed:

Other commonly used methods for assessing employee satisfaction:

- *Brief Index of Affective Job Satisfaction (BIAJS)*;
- *The Job Descriptive Index (JDI)*;
- *Job Satisfaction Survey (JSS)*.

If analysing the existing methods of measuring job satisfaction, they are based on various theoretical concepts and explicitly or implicitly determine job satisfaction in different ways (Oshagbemi, 2013).

Herzberg (1974), presented the most extensive and popular so far concept of job satisfaction (two factor theory). He deduces two modalities - satisfaction and dissatisfaction - from two needs - the need for avoidance and the need for psychological development, self-actualization. With them, he connects environmental factors - hygiene and motivators.

E. Locke (1969) wrote that satisfaction is defined by the contrast between what employee think he will get as a reward and what he actually got in the end. If this difference is significant, that can cause dissatisfaction at the workplace. He explains the relationship of satisfaction with organizational factors that actualize all the employee's life orientations.

M. Mescon, M. Albert and F. Khedouri (1994) associate high satisfaction with the quality of working life and distinguish the following requirements for the organizational environment: interesting work, fair remuneration and recognition of workers, favourable

working conditions, minimum, but at the same time, sufficient supervision by management, opportunities for employees to participate in decisions affecting their interests, job guarantees, friendly relations with colleagues.

Dispositional approach. The main idea of the dispositional approach, developed by a number of foreign psychologists, is that a person's personality is considered from the perspective of his predisposition (dispositions) to a specific behavior, action, and behavior. Various psychologists associate such a stable readiness of an individual with its various characteristics and properties. So the level of job satisfaction depends on the personal qualities of a person, his emotional characteristics and priorities. Dispositional optimism, as well as positive affectivity, lead to improving satisfaction at the workplace (Jex, 2002).

Equity in the workplace. The theory says that an employee will receive dissatisfaction from work if he realizes that he is being treated unfairly, unlike his colleagues or people who perform the same tasks as he does. So, for example, if several employees who are similar in their activities will receive different salaries, one way or another will make one of them doubt their fair treatment. So the first signs of discontent appear. Satisfaction is based on outputs/inputs ratio in comparison with other people (Ganguli, 1994).

In modern organizations of various kinds, the problem arises of a deeper study of states of job satisfaction, the identification of diverse factors that affect the characteristics of these states, including the personal characteristics of people. The practice of managing various organizations shows how important it is to take into account the attitude of their members to work and the mood in everyday work. Dissatisfaction of a person with his work can extend to other areas of his life. In this case, two extreme behaviors are most typical - either apathy, flight from reality, social passivity, or an increase in aggressiveness, up to obvious offenses. Thus, the available data indicate that, in addition to a positive impact on staff turnover and labour discipline, the physical and mental state of staff, job satisfaction has independent value for any organization, and for society as a whole. Obviously, a person who is satisfied with work creates a more favorable image of his organization than an unsatisfied one. Along with this, those who are satisfied with the work have much more reason to be satisfied with the existing socio-political system (C. J. Cranny, 1992).

3.7 Job Satisfaction and Employee Motivation in the Czech Republic

The Czech Republic has a very low unemployment rate. As of February 2020, it is 2.0%. While in the nearest neighboring countries the percentage is mostly higher. Slovakia has 5.5%, Germany 3.2%, Austria 4.4% and Poland 2.9%. In general, for this indicator, the Czech Republic occupies one of the leading positions not only in Europe, but throughout the world. The record low unemployment rate in the Czech Republic made companies appreciate employees even more. Employers have to provide better conditions so that employees do not go to competitors (Eurostat, 2020).

Job satisfaction. In 2016 Czech consulting company TCC conducted a study of the level of satisfaction of Czech employees with their workplace. In the original the research was called “Průzkum spokojenosti zaměstnanců”. Based on the analysis statistics have shown that most often women express dissatisfaction with work. Men complain less often. Managers feel most comfortable. Employees in executive positions receive less job satisfaction. Between them and managers there is a big difference in the possibilities of communication and information, development and remuneration (Daňková, 2019).

The study also showed who most often criticized their company. Employees between the ages of 23-35 are more critical of their employer than older employees. Czechs often complain about the lack of information from companies, employees do not explain why the management made this or that decision. Also, employees may not be satisfied with cooperation with colleagues from their company or from branches. Also, most Czechs admit that they have few opportunities for professional development and career growth. Many employees would like to get a higher salary. They believe that their salaries do not correspond to their position, qualifications and productivity, and characterize their salaries as unfair. Also, most Czechs would like to clearly separate work and personal life, spend more time with their families. Of the positive aspects, Czechs like their bosses, the ability to do the work that they know how to do best. 70% of respondents are satisfied with the quality of the equipment at work and teamwork (Daňková, 2019).

There are many factors and values that, as indicators, being at the necessary level, correctly combined and having the necessary administration, motivate employees to immerse themselves in work, the desire to prove themselves and maintain a high-quality level of work involvement.

According to Ladislav Mura (2017), organizations that do not seek to provide employees with long-term prospects, career potential, as well as companies that do not

sufficiently influence motivation by involving employees in the work process and not creating a single team, a mechanism moving towards a common goal, do not attract Czech workers. The organizational culture, common values, motivating and feasible tasks, adequate and honest assessment, mutual understanding with management, politeness and reward of commitment have a huge role. Only about 20% of Czech organizations are able to correctly and competently motivate their employees. Most of them, in addition to salaries and bonuses, try to motivate people with non-financial incentives. The atmosphere at the workplace, good relations with colleagues based on the joint overcoming of difficulties and solving problems are very much appreciated. Thus, management, through competent management, is trying to make the workplace a kind of family, a place where staff will return with desire.

Many managers are focused on ensuring that work is not stressful for a person. The absence of stress is one of the key factors affecting the level of employee motivation. This phenomenon largely depends on the size of the organization, since people working in large, serious companies, especially in executive positions, face stress. The so-called factor in reducing stressful situations is one of the key factors in the system of managing the business, not only in the Czech Republic, but also in Slovakia and many other European countries (Mura, 2017).

3.8 Job Satisfaction and Employee Motivation in Russia

The level of job satisfaction among working Russian citizens unexpectedly turned out to be extremely high. Such data were obtained as a result of a survey conducted by the Russian Public Opinion Research Center (2019). 86% of Russians are satisfied with their work, including 79% of respondents with a poor financial standing, according to their estimates. As positive aspects of the work, 20% of the survey participants cited communication with people, 19% - doing what they love, and 13% - the amount of salary. Nine percent of respondents are satisfied with the schedule, eight percent - consider their work interesting. The opposite opinion is held by 12% of respondents. 39% of them called low salaries the main factor of dissatisfaction. At the same time, 61% of Russians believe that greater diligence in the performance of their duties will not lead to an increase in wages. 79% of workers would continue to work, even if they had the opportunity to lead a comfortable life without doing anything. Another option - to quit and never work again - was chosen by 19% of respondents.

Labour is a means of earning and survival, not prosperity, self-realization is secondary. The choice of a profession is less and less associated with interest or enthusiasm and is increasingly subject to situational circumstances. The main factor of job satisfaction for the majority is not its content, but salary and strength of habit (Center, 2019).

In 2015 St. Petersburg Humanitarian University of Trade Unions conducted a study of employee motivation in the Russian labor market. The results of a research shown that the country's motivational system for the most part is "intuitive" in nature, has no proper theoretical justification. At most enterprises, there is only financial motivation, and if non-financial is presented, it is in a very limited form, therefore most often it does not find a response from employees. The main incentive to perform large volumes of work is the bonus part. The lack of a theoretical justification for motivation leads, in addition to an "intuitive" understanding of the concept, to the fact that company managers have to turn to the experience of foreign management, which rarely gives a positive result, since it does not take into account the cultural differences, as well as the mentality of Russian employees. At many industrial enterprises, the carrot and stick model is still used since the Middle Ages. Also a feature of staff motivation at Russian enterprises is the invariability and immutability of motivation models enshrined in regulatory legal acts and local documents based on these acts (Nadezhda Maslova, 2019).

According to Maslova N.V., Bogomolova O.A. (2019) the main problem of the motivational system in the country today is the development of ways of non-material motivation of employees. In many Russian companies, this is a top priority. The most important thing for the working class is health, as well as the opportunity to communicate with the family. So, the most priority areas of motivation are: lunch time, flexible schedule, insurance, travel and vacation for employees, work and life balance.

4 Case Study

4.1 Description of the selected organization.

Pfizer was founded in 1849 in Brooklyn. Starting with a modest fine chemicals company, Pfizer has grown into the largest pharmaceutical company, a leader in the global pharmaceutical market. Today, the concern owns a leading portfolio of innovative drugs for the treatment and prevention of various diseases. Pfizer is a leader in the development of new drugs for the treatment of diabetes, cancer and cardiovascular diseases.

The company annually invests about \$ 7.5 billion in research aimed at creating new effective drugs. The company operates in more than 150 countries. The company is headquartered in New York, USA, and its European headquarters are in Brussels, Belgium. Research centers are located in the UK (Sandwich) and the USA (Groton and New England, La Hoya, St. Louis, Rinal, Cambridge, Massachusetts). Since the brothers Charles Pfizer and Charles Erhart founded Pfizer in 1849, the pharmaceutical company Pfizer has remained true to tradition and has been focusing its efforts on developing new, more advanced methods of treating and preventing diseases, improving the health and quality of life of people around the world.

Pfizer founded the first branch in the Czech Republic in 1993 and during that time became one of the most powerful pharmaceutical companies, which currently distributes more than 100 pharmaceutical products on the Czech market. Pfizer supports a number of non-profit projects, participates in supporting education for professionals and the general public, as well as organizes its own direct projects to help those in need, supplies patients with modern and innovative medicines that significantly change their lives for the better.

Currently, more than 400 people work in the Czech branch of the company and are representatives of a huge number of countries: The Czech Republic, Poland, Slovakia, Germany, the Balkan countries, Russian-speaking countries, Spain, Italy, Portugal, Great Britain and many others. However, the Pfizer company was chosen by the author because representatives of Russia and the Czech Republic prevail among the employees, and these are precisely the cultures that were selected for analysis and research in this work. The average age of employees is 22-42 years.

The organizational structure of the company's healthcare business model is functioning in the form of a matrix system and divided into regions, each of which has three main activity vectors:

- *Vaccines;*
- *Oncology;*
- *Consumer Healthcare.*

The matrix system in the organization is also used by the Czech branch of Pfizer as some people report to several managers. This system contributes to the effective dissemination and use of information within the corporation, since each of the departments and its activity are closely related to other departments. In some cases, this type of organizational structure leads to some uncertainty of employees, but at the same time it increases the creativity and flexibility of staff and general awareness of activity in those areas in which representatives of other departments work without overload of information significantly increases the speed of data processing, support making operational and strategic decisions.

The main characteristic of corporate culture in Pfizer is compliance with the modern Western lifestyle. The communication style is very positive and relaxed, as well as employees clearly seek to avoid conflicts and misunderstandings in the workplace. In general, there is an excellent climate in the team. Employees spend a lot of time together in their free time from work and arrange special teambuildings.

The corporate culture of the company is based on the rules and distribution of responsibilities. Each employee fulfils his role in a large mechanism but at the same time clearly understands what colleagues from other departments do. There is a complex hierarchy, a number of specific rules and norms, a relatively strict dress code, although communication can be either formal or informal. The workflow is thought out to the smallest details, as it is necessary since the company has many departments and a large staff. The main values are reliability, practicality, rationality and building a stable organization. Such diversity in the nationalities represented by the company also has its important role, as cultural differences are necessary to serve customers from different countries in accordance with their values or needs. An employee from a certain culture understands his client much better, being guided by common cultural values and beliefs, which they both share, which means they do their job better and provide an individual-oriented service.

In many strategic projects of the company, synergy and teamwork play a very important role. Each participant has a specific goal, and everyone knows what to expect

from everyone. Workers help each other out to increase efficiency and successful reporting. Team members complement each other, seamlessly exchange various roles. Activities are coordinated.

A new employee in the company undergoes special training, which takes from one month to six months, learns everything necessary, which he will face in the process of his work and get acquainted with colleagues and management. The main motivation in the company is the prospect and growth opportunities, the acquisition of skills and useful experience, the expansion of opportunities and material wealth. Pfizer usually gives 20-30 days off per year. Paid rest time is Pfizer's 4th most important advantage, in addition to medical care, when employees are ranked, with 10% of employees considering this to be the most important advantage.

4.2 SWOT analysis of company resources.

Analysis of the strengths, weaknesses of the company as well as its opportunities and threats from the outside in order to assess what forms the level of employee satisfaction and identify the main characteristics of the company regarding its human resources.

Strengths:

- *High level of intercultural relations;*
- *Convenient working conditions, students combine study with work;*
- *Advanced internal communication system;*
- *Qualified staff with the necessary skills;*
- *Quick response to customer requests from any country;*
- *High level of staff training.*

Weaknesses:

- *Low level of communication between employees and management;*
- *The system of bonuses and rewards is poorly developed;*
- *Lack of certainty and clear instructions.*

Opportunities:

- *Video courses that train employees for continuing education;*
- *Stable and rapidly developing industry, regular investments;*
- *Globalization and expansion into new markets;*
- *Ability to work abroad in other branches of the company.*

Threats

- *Low unemployment in the Czech Republic, workers can find a more suitable place for work;*
- *Changes in migration policy, loss of employees;*
- *Market changes.*

4.3 Research organization and sampling.

To identify significant cultural differences between the representatives of the two selected cultures and the characteristics of their behavior in the workplace, the author adheres to a certain algorithm of actions. After six main hypotheses have been put forward, a survey is conducted among the employees of the company in order to obtain results sufficient to refute or confirm these hypotheses.

First of all, it should be noted that the subject of the study was a comparison of the cultural characteristics of workers, because the author believes that in the current realities of the fast-paced process of globalization, intercultural communication is becoming one of the key issues in the organizational processes of any international company.

The author is a representative of Russian culture, which is the subject of study of this work and at the same time has been living, studying and working in the Czech Republic for 7 years. According to the data for 2019, about 35 thousand immigrants from Russia legally live in the country. A familiar situation was that the representatives of these two cultures intersect not only in the streets, but also conduct common business, study and work together. Thus, the author believes that now is not only a very relevant time for such a study, but also the most suitable place for this. Prague is developing rapidly and is becoming an important area for expanding the borders of many international companies.

At Pfizer, the selected cultures have the largest number of representatives in leadership and executive positions. The questionnaire was conducted exclusively in the Czech office of the company and only between representatives of the Czech Republic and Russia. The questionnaire was distributed with the help of one of the company's employees, a customer service specialist with whom the author is in close contact. Questions were distributed via social networks or email. Within 3 weeks, 40 responses were collected and sent back to the author. The next important stage of the study was the analysis of the data obtained, necessary for the development of hypotheses.

4.3.1 The questionnaire

The structure of the questionnaire and the questions posed were developed by the author on the basis of data and key parameters described in the theoretical part of the work.

The questionnaire begins with a welcome message in which the author introduces himself and devotes the respondent to the goal of his research and guarantees the anonymity and use of answers only for academic purposes.

The first question is necessary to determine the nationality of the employee and is limited to the choice of two options. The second question focuses on determining the main motives of a person and identifying the main points that affect the growth of motivation within the organization. The third question determines the current level of satisfaction from work in the company. The last question helps the author to draw conclusions on the main indicators of cultural dimensions developed by Geert Hofstede and determine the average numerical indicator of each of the cultures in 4 selected dimensions.

Questions 2-5 were evaluated with the use of a 5-point Likert scale (from 1 to 5). The first type of questions measures the importance of the criterion and the scale contains a ranking from “not at all important” to “very important”.

The second type of questions measures how much the respondent agrees with the author’s judgment and consists of options such as “strongly disagree”, “disagree”, “neutral”, “agree” and “strongly agree”.

For a more rational analysis of the results, the author decided to use a system of weights for each of the answers, depending on its value and meaning for the research result. The final table of weights looks like this:

- “*Strongly disagree*” or “*not at all important*” equals one point;
- “*Disagree*” or “*slightly important*” equals two points;
- “*Neutral*” or “*important*” equals three points;
- “*Agree*” or “*fairly important*” equals four points;
- “*Strongly agree*” or “*very important*” equals five points.

Limitations.

The data was collected exclusively within the framework of one international company, namely the Pfizer branch in Prague. Absolutely all answers were received from representatives of two nationalities involved in the study. The respondents were only employees of the selected company, occupying different positions. The author claims that

the results of the study may not be sufficient for a global comparison of representatives of Czech and Russian culture. The study is conducted exclusively for academic purposes.

This stage of the study is devoted to the analysis of the results. With the help of a company representative, thanks to whom it became possible to distribute the questionnaire, the author received 40 completed forms. As a result, 21 representatives of Czech culture and 19 Russians took part in the study. It is important to note that respondents were provided with explanations and instructions regarding the process of collecting information, as well as participants were warned about the complete anonymity of the questionnaire, both in written and verbal form.

5 Results and Discussion

This stage of the study is devoted to the analysis of the results. With the help of a company representative, thanks to whom it became possible to distribute the questionnaire, the author received 40 completed forms. As a result, 21 representatives of Czech culture and 19 Russians took part in the study. It is important to note that respondents were provided with explanations and instructions regarding the process of collecting information, as well as participants were warned about the complete anonymity of the questionnaire, both in written and verbal form.

5.1 The results of the analysis of motivational factors

To analyse the factors affecting employee motivation in the workplace and determine the most important of them for each of the selected cultures, the first hypothesis was put forward:

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

Question wording in the questionnaire:

When it comes to your dream job, how would you rate the importance of each of the following criteria that affect your workplace motivation the most?

The term “dream job” is used in the question because the author did not want the survey participants to focus on their current work in the Pfizer company, but think more globally, and therefore the results will reflect personality characteristics, and not the situation at the workplace at a given time. In fact, the question consists of 10 sub-questions, each of which is a criterion, a factor affecting the motivation of personnel in the workplace. Among them:

Security in the workplace; Involvement in decision-making processes and fulfilment of responsible tasks; Clear job description and necessary instructions provided; Respect and attentiveness to employees by management; Work that develops skills and qualifications; Great relationship with colleagues; Fair pay, bonuses and benefits; Opportunity to grow and personal prospects in the organization; Good working conditions and workplace climate; A job that does not take much personal time.

Respondents were required to evaluate the importance of each of these criteria based on their own perceptions (1 to 5). For this, the author used the Likert scale.

Figure 10: Questionnaire format

When it comes to your dream job, how would you rate the importance of each of the following criteria that affect your workplace motivation the most? *

	Not at all important	Slightly important	Important	Fairly important	Very important
Security in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement in decision-making processes, fulfillment of responsible tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Source: own data

The graphs presented below visually reflect preliminary results obtained from respondents from Russia and the Czech Republic, namely, what factors affecting motivation at the workplace are the most important for representatives of these countries.

5.1.1 Motivational factors - Czech respondents

To determine the most important motivational factors in the workplace, the author calculated the average indicators for each of the criteria, taking into account 21 completed questionnaires received from Czech respondents. The table below contains sorted data from the highest score to the lowest. Also, to determine the most common answer for each of the criteria, a column with a mode is provided (see Table 1).

Table 1: Motivational factors - Czech respondents

Motivational factors - Czech respondents	Average score	Mode
Fair pay, bonuses and benefits.	4,38	5
Good working conditions and workplace climate.	4,38	5
Opportunity to grow and personal prospects in the organization.	4,33	5
Clear job description and necessary instructions provided.	4,29	4
A job that does not take much personal time.	4,14	5
Work that develops skills and qualifications.	4,00	4
Security in the workplace.	3,95	4
Respect and attentiveness to employees by management.	3,90	4
Involvement in decision-making processes, fulfillment of responsible tasks.	3,48	4
Great relationship with colleagues.	3,43	3

Source: Based on own research.

According to the summary data of the survey, the results of Czech respondents show a fairly high average score for each of the factors affecting motivation in the workplace. This can be explained by the fact that, focusing on the so-called dream job, a

person does not see unimportant criteria. The picture of an ideal workplace is made up of little things and any person wants to be provided with ideal conditions, various awards, both tangible and intangible, as well as have excellent relations with colleagues. However, after calculating the average values for each of the listed factors affecting the motivation of employees, the author made preliminary conclusions regarding which of the criteria are identified as the most important and which of them have a relatively low average result.

Three factors, the average value of which shows the greatest importance in the workplace for Czech employees, are:

- *Fair pay, bonuses and benefits;*
- *Good working conditions and workplace climate;*
- *Opportunity to grow and personal prospects in the organization.*

Quite close in average scores to the most important motivating factors for Czech respondents is also a “Clear job description and necessary instructions provided”.

It should also be noted that one of the highest average ratings has a factor "*Opportunity to grow and personal prospects in the organization*" (4.33). This factor affecting motivation relates to the self-actualization needs.

Based on the results of the survey, it is clear that it is important for respondents from the Czech Republic that their work be honestly evaluated and rewarded with various financial and non-financial benefits. An important motivating factor is the internal climate in the team and working conditions. A criterion based on a person's need for self-actualization, namely, prospects for growth and development in the company, as well as career advancement, is also significant for representatives of this culture. A detailed description of responsibilities and instructions are also important for Czech respondents when choosing a job.

It is also necessary to pay attention to the fact that the criterion “*A job that does not take much personal time*” is in the middle of the list and does not belong to the motivating factors leading in the average assessment. However, measuring the mode of the criteria scores shows that the most frequent choice when answering the question was “*very important*”. This suggests that for most survey participants this criterion deserved the highest rating, but some respondents rated it rather low, thereby significantly reducing the average score for this factor.

Among the motivational factors that showed the lowest importance in the workplace for Czech respondents were:

- *Respect and attentiveness to employees by management;*
- *Involvement in decision-making processes, fulfilment of responsible tasks;*
- *Great relationship with colleagues.*

It should be noted that the last two factors in the list showed an average score that is significantly lower than the average score for all other criteria available for evaluation.

In addition, measuring the mode of the criteria scores showed that “*Great relationship with colleagues*” is the only one that showed “3” as the most common answer. This is the lowest indicator, however, it does not mean that this factor is not important for the respondents, but only shows the preference of the remaining criteria available for evaluation.

It is important to note that the results of the survey did not show average scores below 3.43 as an assessment of each of the criteria, therefore, representatives of Czech culture consider each of the above factors influencing workplace motivation to be important in one way or another.

5.1.2 Motivational factors – Russian respondents

Among the most important factors affecting motivation in the workplace according to the results of a survey of Russian respondents are:

- *Opportunity to grow and personal prospects in the organization;*
- *Clear job description and necessary instructions provided;*
- *Fair pay, bonuses and benefits.*

It is worth noting that the factors “Clear job description and necessary instructions provided” and “Fair pay, bonuses and benefits” occupying the second and third positions in the list have exactly the same average rating (4.37). The selection frequency also shows the same mode (5). The most important factor for the respondents was "Opportunity to grow and personal prospects in the organization" received the highest average rating (4.47). This factor affecting motivation relates to the self-actualization needs.

It is also important to pay attention to the fact that the criterion “*Great relationship with colleagues*” is almost in the middle of the list and does not belong to the motivating factors leading in the average assessment. However, measuring the mode of the criteria scores shows that the most frequent choice when answering the question was “*very important*”. This suggests that for most survey participants this criterion deserved the

highest rating, but some respondents rated it rather low, thereby significantly reducing the average score for this factor.

Based on the information obtained as a result of a survey of Russian employees of the Pfizer company, the author made a number of judgments that reflect the opinion of respondents regarding the importance of factors affecting the growth of motivation. Thus, judgments are intended to describe ideal working conditions in the opinion of research participants representing Russian culture (see Table 2).

Table 2: Motivational factors - Russian respondents

Motivational factors - Russian respondents	Average score	Mode
Opportunity to grow and personal prospects in the organization.	4,47	5
Clear job description and necessary instructions provided.	4,37	5
Fair pay, bonuses and benefits.	4,37	5
Work that develops skills and qualifications.	4,26	4
Great relationship with colleagues.	4,16	5
Good working conditions and workplace climate.	4,05	4
Involvement in decision-making processes, fulfillment of responsible tasks.	3,89	4
Respect and attentiveness to employees by management.	3,79	4
A job that does not take much personal time.	3,37	3
Security in the workplace.	3,11	3

Source: Based on own research.

First of all, for representatives of Russian culture, according to a survey, the most important factor influencing the growth of motivation is their own prospects in the company, career opportunities and development. In addition, they prefer to have a clear description of their duties and all necessary instructions. This criterion is of the same importance for respondents as honest pay for their work and an advanced system of bonuses and rewards. Measuring the frequency of choice of answers also shows that a good relationship with colleagues is a very important motivating factor for most Russian respondents.

Among the factors that received the lowest scores based on a survey of Russian employees were:

- *A job that does not take much personal time;*
- *Security in the workplace.*

Results of the survey did not show average scores below 3.11 as an evaluation of each of the criteria, therefore, representatives of Russian culture consider each of the above factors influencing workplace motivation to be important in one way or another.

5.1.3 Comparison of results obtained from representatives of two cultures

Based on the results of a survey conducted among representatives of Czech and Russian culture, the following conclusions can be made:

Among the criteria that received the highest average rating from representatives of both nationalities, there is some similarity. Factors "*Opportunity to grow and personal prospects in the organization*" and "*Fair pay, bonuses and benefits*" were highly rated by both Czechs and Russian employees participating in the study. In addition to a high average score, when assessing this factor, the most frequent answer was "5" or "*very important*", which suggests that for both nationalities, the most significant factors affecting the growth of motivation in an organization are those related to a person's need for self-actualization. Fair and timely wages, as well as an advanced system of awards and incentives in the workplace are also very highly appreciated by Czech and Russian representatives of Pfizer.

Among the factors that received the lowest scores from representatives of both nationalities, the factor "*Respect and attentiveness to employees by management*" stands out, criteria were evaluated by Czech respondents for an average score of 3.90, and by Russians for an average score of 3.79, in addition "4" or "*fairly important*" was the most popular answer among representatives of both cultures.

Separately, it is worth noting that the factor "*Security in the workplace*", which is at the very bottom of the average score table of Russian respondents, also received one of the lowest average scores from the Czech representatives of the company. Moreover, both nationalities surveyed rated the "*Involvement in decision-making processes, fulfilment of responsible tasks*" factor rather low.

As preliminary results, it can be stated that despite certain similarities, there are still obvious differences in assessing the importance of factors affecting the growth of motivation in the workplace, and consequently there is a difference in the hierarchy of needs among representatives of the two nationalities surveyed.

For Czech respondents, a very important factor is comfortable working conditions and a pleasant climate in the team, however, the factor of good relations with colleagues received an unexpectedly low rating. There is a possibility that the result can be perceived as the idea of a clear construction of the framework between work and private life. Based on his example, the author had only positive experience in internal communication with representatives of Czech culture in the workplace.

Among Russian respondents, one of the most important factors is a detailed description of responsibilities and the provision of clear instructions, and the highest average rating was received by the factor "*Opportunity to grow and personal prospects in the organization*", which was placed by Czech respondents in third place.

5.2 Analysis of job satisfaction

The purpose of this section is to test the hypothesis **H2**: *There are significant differences in Job Satisfaction index between the Czech and Russian employees.*

To collect the necessary data, the author added question number 2 to the survey, which was formulated as follows:

If we talk about your current work and level of satisfaction, evaluate to what extent do you agree with each of the following statements.

Respondents were asked to rate how much they agree with each of the statements below, using the 5-point Likert scale.

- *I am satisfied with the conditions and work environment;*
- *I am satisfied with appreciation, from colleagues, boss, and seniors;*
- *I am satisfied with the level of security and safety in my company;*
- *I consider my company an attractive place to work;*
- *I would definitely recommend my friends to work in our company;*
- *In general, I am satisfied with my company and happy to work in it.*

To calculate the index of job satisfaction, the author divided the answers of the respondents received using the questionnaire into three main categories (see Table 3).

Table 3: Response categories

Strongly disagree	Negative
Disagree	
Neutral	Neutral
Agree	Positive
Strongly agree	

Source: Own data

To determine the index, the author calculated the number of responses of each type and the percentage that they comprise of the total. The next step was to calculate the net positive responses, by subtracting the percentage of negative responses from positive,

ignoring the neutral results. The final index was calculated by finding the average value for all net positive indicators of each criteria used for the assessment. The principle of operation is more clearly visible in the tables prepared for both nationalities.

5.2.1 Job satisfaction index - Czech employees

According to the outcomes of calculating the job satisfaction index for Czech employees, the result was 79% (see Table 4). This indicator suggests that Pfizer has 79% more employees who are satisfied with their current work than those who are not completely satisfied with it. The evaluation criteria that have most affected the positive result were:

- *I am satisfied with a level of security and safety in my company* (Net positive index 95%);
- *I consider my company an attractive place to work.* (Net positive index 85%);

The criterion that received the lowest average score when questioning the Czech respondents, and therefore the most influencing the final index:

- *I am satisfied with an appreciation, from colleagues, boss, and seniors.* (Net positive index 61%).

This criterion received the lowest percentage of positive ratings (71%) and the highest percentage of negative (10%), compared with other statements.

Table 4: Job Satisfaction index - Czech respondents

Criterion	Positive	Neutral	Negative	NET index
I am satisfied with the conditions and work environment.	81%	14%	5%	76%
I am satisfied with an appreciation, from colleagues, boss, and seniors.	71%	19%	10%	61%
I am satisfied with a level of security and safety in my company.	95%	5%	0%	95%
I consider my company an attractive place to work.	90%	5%	5%	85%
I would definitely recommend my friends to work in our company.	81%	14%	5%	76%
In general, I am satisfied with my company and happy to work in it.	85%	10%	5%	80%
JS Index (Czech respondents)				79%

Source: Based on own research

5.2.2 Job satisfaction index - Russian employees

Based on a survey of 19 Russian company employees, using the same principle, a job satisfaction index of 81% was calculated (see Table 5). The criterion most affecting the increase in the index: *I am satisfied with the conditions and work environment* (Net positive index 89%).

The two criteria that received the lowest score, and therefore the most influencing the decrease in the index:

- *I am satisfied with an appreciation, from colleagues, boss, and seniors.* (Net positive index 74%);
- *I would definitely recommend my friends to work in our company.* (Net positive index 74%).

Table 5: Job Satisfaction index - Russian respondents

Criterion	Positive	Neutral	Negative	NET index
I am satisfied with the conditions and work environment.	89%	11%	0%	89%
I am satisfied with an appreciation, from colleagues, boss, and seniors.	74%	26%	0%	74%
I am satisfied with a level of security and safety in my company.	85%	15%	0%	85%
I consider my company an attractive place to work.	79%	21%	0%	79%
I would definitely recommend my friends to work in our company.	79%	16%	5%	74%
In general, I am satisfied with my company and happy to work in it.	84%	16%	0%	84%
JS Index (Russian respondents)				81%

Source: Based on own research

5.2.3 Conclusions on Job Satisfaction level

Based on the results of a survey of 40 employees of the company, an analysis of the results was carried out and the average index of job satisfaction was calculated. 0.79 for representatives of Czech culture and 0.81 for Russian. This indicator provides a basis for refuting the hypothesis, but it is worth paying attention to several important factors.

Firstly, a survey was conducted among only 40 employees of the Czech branch of Pfizer and cannot display the level of satisfaction with working conditions at the national level.

Secondly, the final results of the index calculation for Czech respondents were influenced by the fact that the percentage of negative answers was much higher than Russian ones who used neutral answers to assess criteria to show insufficient satisfaction. The percentage of positive ratings for the last 4 criteria among Czech respondents is much higher. However, the almost complete absence of negative assessments from Russian respondents led to the final balance.

Representatives of both nationalities rated the criterion “*I am satisfied with an appreciation, from colleagues, boss, and seniors*“ the lowest. This fact suggests that the Pfizer organizational system has certain shortcomings in the managerial style, as well as a lack of communication between leaders and subordinates, which leads to the fact that employees do not feel the proper attention and fairness in assessing their merits. A rather

high percentage of positive ratings from representatives of both nationalities received a criterion “*I am satisfied with a level of security and safety in my company*”.

An interesting fact is that Russian respondents used negative ratings only to measure the criterion “*I would definitely recommend my friends to work in our company*”. At the same time, they highly appreciated how happy they are to work in this company and are satisfied with the conditions.

Based on the data obtained, the author is inclined to believe that the conclusions drawn from the results of the questionnaire are sufficient to confirm the hypothesis, even despite the insignificant difference in the final index of job satisfaction among Pfizer employees.

5.3 Differences in Hofstede’s dimensions

This part of the study is devoted to calculating the indicators of cultural dimensions of Geert Hofstede in order to compare the cultural influence of the selected countries on the Czech and Russian employees of the Prague branch of Pfizer.

5.3.1 Individualism - Collectivism dimension

To determine the influence of the individualism index on the cultural aspects of Russian and Czech employees, the author put forward a hypothesis **H3**: *There are significant differences between the Czech and Russian employees in the Hofstede’s individualism/collectivism dimension.*

The individualism index for the countries analysed in this paper, according to a study by Geert Hofstede:

Czech Republic - 58;

Russia - 39.

To calculate the individualism index on the basis of data obtained by the questionnaire survey of company employees respondents were asked to evaluate how much they agree with each of 4 statements using the Likert five-point scale.

Each of the statements is aimed at assessing the level of individualism or collectivism of the respondents, and is formulated on the basis of what forms this indicator:

- *I think that it is very important to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths (IDV);*

- *It's more important for me to maintain good relationships with my colleagues than to concentrate on completing tasks (COLL);*
- *I will do my job better if I work on it alone than in the group (IDV);*
- *Encourages and rewards should be given to the entire group that successfully completed the task, and NOT to each individual participant, depending on his contribution (COLL).*

It is important to note that statements 1 and 3 describe typical individualistic qualities, while 2 and 4 are typical for collectivist countries. This affects the progress of the final index calculation.

Description of the calculation process. All completed questionnaires were divided into two groups depending on the nationality of the respondent. Then, based on how much the person agrees with the statements, the score has been replaced by a number (see Table 6).

Table 6: Answers in numeric format

Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

Source: Based on own data

The next step was to replace the indicators with inverse ones for statements corresponding to the ideology of collectivist countries, as the author decided to calculate the IDV index. So, for the statements 2 and 4, the answer “*Strongly agree*” corresponded to the digital value “1” and further according to the same principle. Then the values were rewritten in the format 20/100(1), 40/100(2), 60/100(3), 80/100(4) and 100/100(5) since the index has a maximum value of 100. Then the average values for each of the statements were calculated. In the end, in order to find the final index, the author found the average value among the results of the previous step. In the tables below, the calculation path of the final index is more visible.

Following tables were created on the basis of calculations of the final index for representatives of both countries (see Tables 7 and 8).

Table 7: IDV index calculation - Czech respondents

Statements	I think that it is very important to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths (IDV)	It's more important for me to maintain good relationships with my colleagues than to concentrate on completing tasks (COLL)	I will do my job better if I work on it alone than in the group (IDV)	Encourages and rewards should be given to the entire group that successfully completed the task, and NOT to each individual participant, depending on his contribution (COLL)
AVERAGE	58,0952381	52,38095238	60,95238095	44,76190476
Individualism index of Czech Respondents				54,05

Source: Based on own research

Table 8: IDV index calculation - Russian respondents

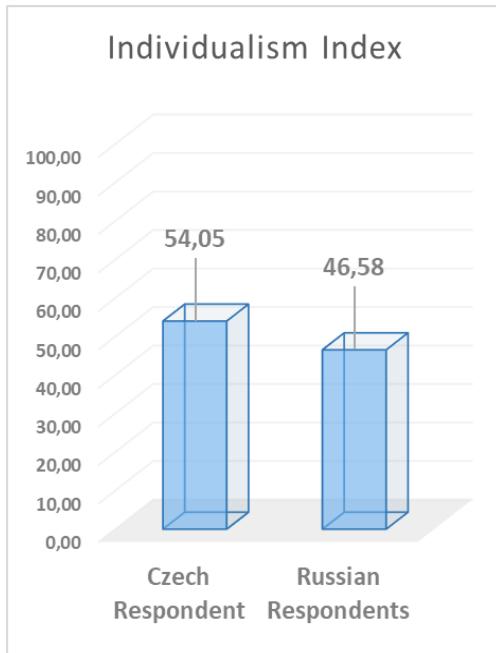
Statements	I think that it is very important to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths (IDV)	It's more important for me to maintain good relationships with my colleagues than to concentrate on completing tasks (COLL)	I will do my job better if I work on it alone than in the group (IDV)	Encourages and rewards should be given to the entire group that successfully completed the task, and NOT to each individual participant, depending on his contribution (COLL)
AVERAGE	64,21052632	37,89473684	57,89473684	26,31578947
Individualism index of Russian Respondents				46,58

Source: Based on own research

Based on 40 questionnaires completed by Russian and Czech representatives of the company, the author calculated the final index (IDV).

The result, according to Geert Hofstede's definitions, means that Czech representatives of the Pfizer company (index 54.05) are more prone to individualism and prefer a weakly cohesive social structure in which people should care more about themselves and their families. The main values of individualistic societies can be considered respect for human rights and the great value of personal life. A slightly smaller number was obtained when calculating the level of individualism for Russians participating in the survey (index 46.58). This suggests that they are more prone to collectivism and tend to establish close ties with colleagues, perceive themselves as part of a social or working group, and the interests of an individual are pushed to the background. (see Figure 11).

Figure 11: Results - IDV index



Source: Based on own research

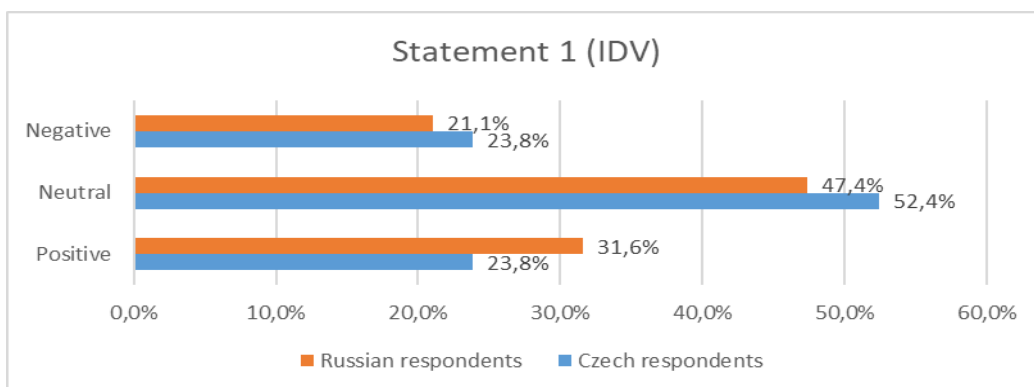
5.3.1.1 IDV Statement 1

The first statement that respondents were asked to rate was:

I think that it is important to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths.

This statements reflects typical individualistic qualities. Therefore, to calculate the final index IDV, the estimates were not reversed. The graph below shows the distribution of responses between positive (*Strongly agree, Agree*), neutral and negative (*Strongly disagree, Disagree*) for representatives of both cultures (see Figure 12).

Figure 12: IDV statement 1 – answers in percentage



Source: Based on own research

This graph shows that Russian respondents, in spite of their total penchant for collectivism, strive to show their boss their strengths and advantages over others in order to stand out. In general, the percentage of neutral and negative responses is approximately equal for both nationalities, with a small advantage for Czech respondents. From this it can be concluded that the results of the evaluation of the first statement did not significantly affect the final result.

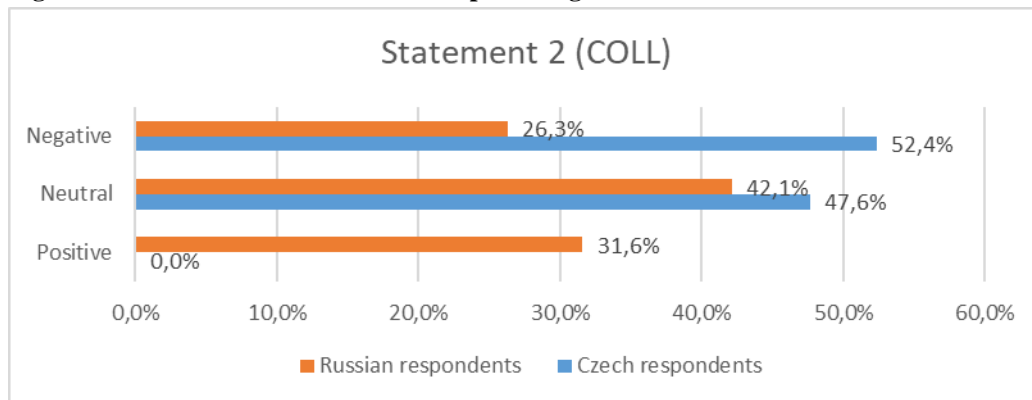
5.3.1.2 IDV Statement 2

The second statement that respondents were asked to rate was:

It's more critical for me to maintain good relationships with my colleagues than to concentrate on completing tasks.

This statement reflects typical collectivistic qualities. Therefore, to calculate the final index IDV, the estimates were reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 13).

Figure 13: IDV statement 2 - answers in percentage



Source: Based on own research

This statement rather strongly influenced the final difference in the index as there were no positive assessments among Czech respondents. More than half of the representatives of this culture surveyed are focused on fulfilling tasks, while 31.6% of Russian respondents consider maintaining excellent relations with colleagues more important.

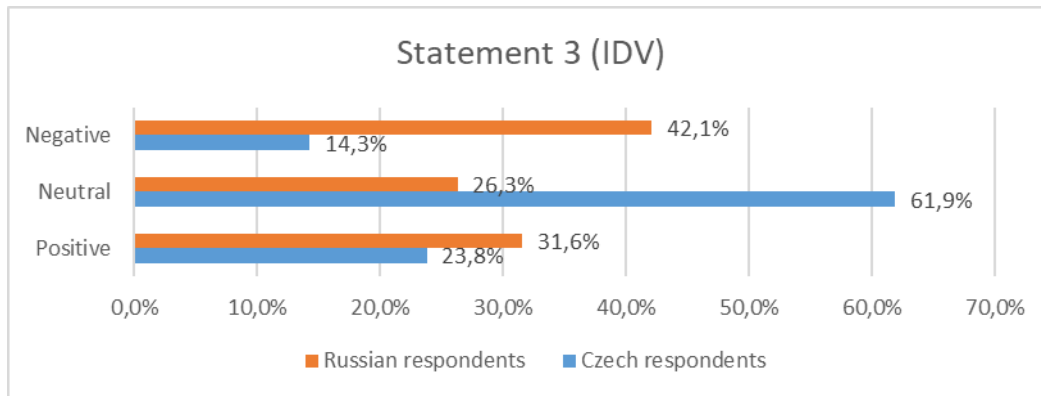
5.3.1.3 IDV Statement 3

The third statement that respondents were asked to rate was:

I will do my job better if I work on it alone than in the group.

This statement reflects typical individualistic qualities. Therefore, to calculate the final index IDV, the estimates were not reversed. The graph below shows the distribution of responses between positive (*Strongly agree, Agree*), neutral and negative (*Strongly disagree, Disagree*) for representatives of both cultures (see Figure 14).

Figure 14: IDV statement 3 - answers in percentage



Source: Based on own research

Most of the respondents from the Czech Republic (61.9%) chose a neutral and answer and did not decide under what condition they would do the job better, alone or as a team. Russian respondents were significantly inclined to a negative answer (42.1%), which indicates their propensity to work in a group.

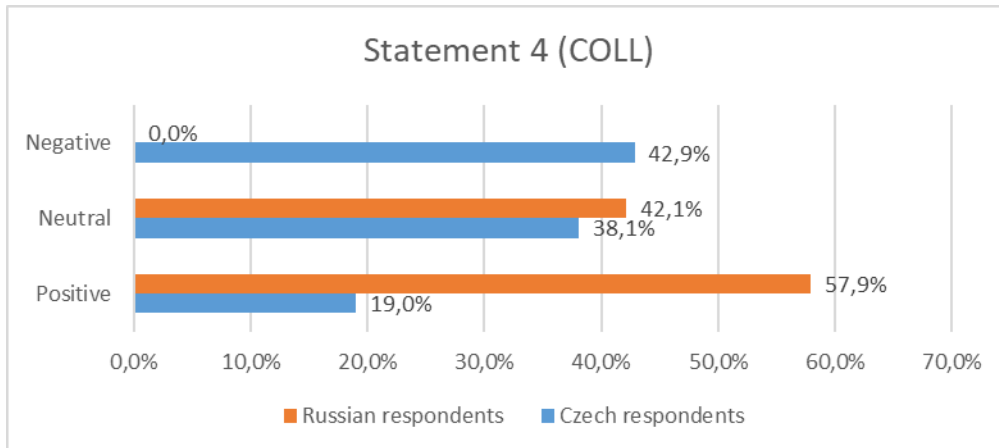
5.3.1.4 IDV Statement 4

The fourth statement that respondents were asked to rate was:

Encourages and rewards should be given to the entire group that completed the task and NOT to each participant, depending on his contribution.

This statement reflects typical collectivistic qualities. Therefore, to calculate the final index IDV, the estimates were reversed. The graph below shows the distribution of responses between positive (*Strongly agree, Agree*), neutral and negative (*Strongly disagree, Disagree*) for representatives of both cultures (see Figure 15).

Figure 15: IDV statement 4 - answers in percentage



Source: Based on own research

The results of the evaluation of this statement indicate a clear difference between the two cultures in relation to the issue of fairness of awards and the importance of individual contribution. Russian respondents showed collectivist qualities, inclining to the fact that the award should be equally given to everyone who participated in the project, regardless of how actively the person worked, which is certainly not always fair, the percentage of negative answers turned out to be zero. Among Czech respondents, only 19% agreed with this opinion, thereby showing obvious individualistic qualities and reliance on justice.

5.3.2 Uncertainty avoidance dimension

To calculate the influence of national culture on the uncertainty avoidance index, the author put forward a hypothesis **H4**: *There are significant differences between the Czech and Russian employees in Hofstede's uncertainty avoidance dimension.*

According to Geert Hofstede, nationalities analysed in this academic work have the following uncertainty avoidance index:

Czech Republic: 74;

Russia: 95.

To calculate the uncertainty avoidance index for Czech and Russian company representatives, the author used the same algorithm as for calculating the individualism index. Respondents were also asked to evaluate how much they agree with each of the three statements using the Likert five-point scale. One of them was formulated in such a way that indicates a low level of avoidance of uncertainty, while the other two determine an increase in the index. These statements were formulated as follows:

- *The manager should pay more attention to strategic issues than the small details* (High UAI);
- *I don't think that work is a place associated with regular stress and anxiety.* (Low UAI);
- *I believe that the organization should establish different formal and informal rules, a daily routine and a clear structure in order to avoid accidents* (High UAI).

It is important to note that statements 1 and 3 describe typical high uncertainty avoidance index qualities, while 2 is typical for low UAI countries. This affects the progress of the final index calculation.

As noted earlier, to calculate the uncertainty avoidance index for 21 Czech and 19 Russian employees of the Czech branch of Pfizer, the author used the same algorithm as for calculating the index of individualism, which can be found in the corresponding chapter. The following tables show the final calculation process and the result for each of the nationalities participating in the study (see Tables 9 and 10).

Table 9: UAI index calculation - Czech respondents

Statements	The manager should pay more attention to strategic issues than the small details. (High UAI)	I don't think that work is a place associated with regular stress and anxiety. (Low UAI)	I believe that the organization should establish different formal and informal rules, a daily routine and a clear structure in order to avoid accidents. (High UAI)
Average	78,0952381	60,95238095	76,19047619
Uncertainty avoidance index - Czech respondents			71,75

Source: Based on own research

Table 10: UAI index calculation - Russian respondents

Statements	The manager should pay more attention to strategic issues than the small details. (High UAI)	I don't think that work is a place associated with regular stress and anxiety. (Low UAI)	I believe that the organization should establish different formal and informal rules, a daily routine and a clear structure in order to avoid accidents. (High UAI)
Average	83,15789474	63,15789474	80
Uncertainty avoidance index - Russian respondents			75,44

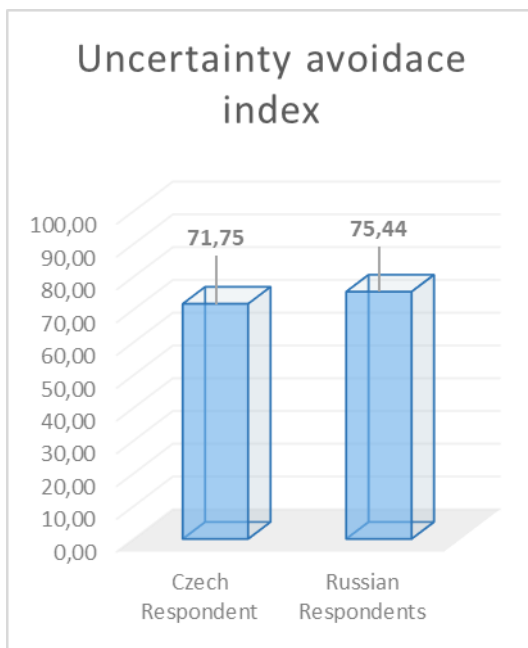
Source: Based on own research

Based on 40 questionnaires completed by Russian and Czech representatives of the company, the author calculated the final index (UAI).

According to the results of calculations, the uncertainty avoidance index among representatives of both nationalities participating in the survey turned out to be quite high. Namely, 71.75 for Czech respondents and 75.44 for Russians. According to Geert Hofstede's research, this means that representatives of these two cultures are principled people, faithful to their beliefs, who respect the observance of rules and codes, try to avoid ambiguity and uncertainty and do not accept deviant behaviour. People with a high level of avoidance of uncertainty believe that life carries the potential for constant danger. In order to avoid or minimize these dangers, they establish planning, written rules, rituals, ceremonies. Organizations also issue detailed laws or informal rules that establish the rights and obligations of the employer and employees. In addition, there are many internal rules and regulations that determine the routine of the working day. Thus, a clear structure is created in which people try to avoid accidents as much as possible. In such cultures, constant rush is normal, and people are not inclined to accept quick changes and impede possible innovations.

A visual display of the results of calculating the index for both nationalities is presented below (see Figure 16).

Figure 16: Results – UAI index



Source: Based on own research

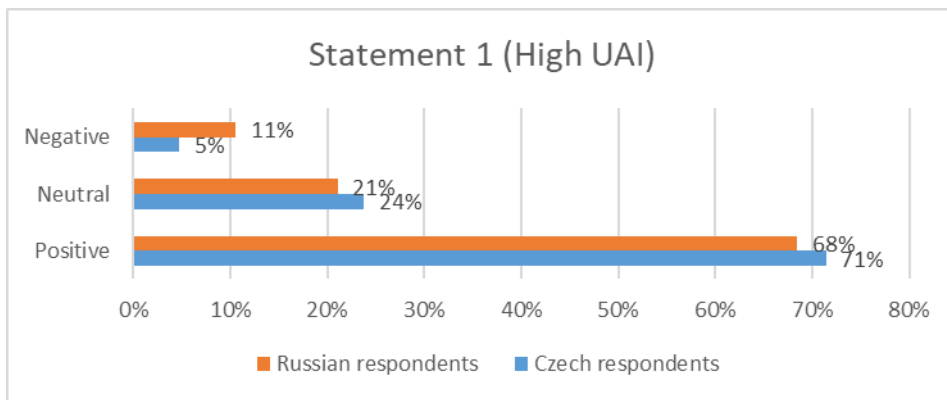
5.3.2.1 UAI Statement 1

The first statement that respondents were asked to rate was:

The manager should pay more attention to strategic issues than the small details.

This statement is formulated so that it reflects the qualities inherent in cultures with a high index of uncertainty avoidance. Therefore, to calculate the final index UAI, the estimates were not reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 17).

Figure 17: UAI statement 1 - answers in percentage



Source: Based on own research

This graph shows that this statement had little effect on the final difference in the index, but Russian respondents have a slightly higher percentage of negative assessments (11%) than representatives of Czech culture (5%). The ratio of positive and neutral ratings is approximately equal among representatives of both nationalities, with a slight advantage on the part of Czech respondents.

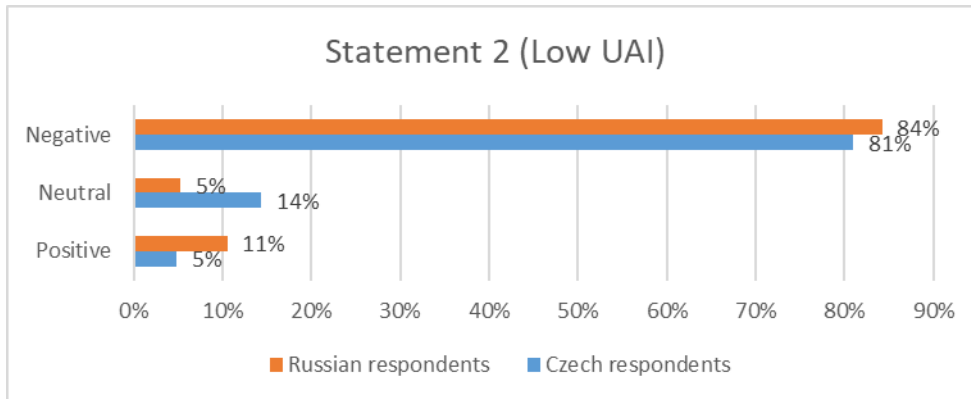
5.3.2.2 UAI Statement 2

The second statement that respondents were asked to rate was:

I don't think that work is a place associated with regular stress and anxiety.

This statement is formulated so that it reflects the qualities inherent in cultures with a low index of uncertainty avoidance. Therefore, to calculate the final index UAI, the estimates were reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 18).

Figure 18: UAI statement 2 - answers in percentage



Source: Based on own research

There was no significant difference between the results of Czech and Russian respondents when evaluating statement number 2. As seen in the graph, almost all representatives of both nationalities surveyed believe that work is a place that is associated with regular stress and uncertainty. Evaluation of this statement had a significant impact on the fact that the final index was quite high for both Czech and Russian company employees, but it seems surprising that almost everyone associates work with nervous situations and stresses.

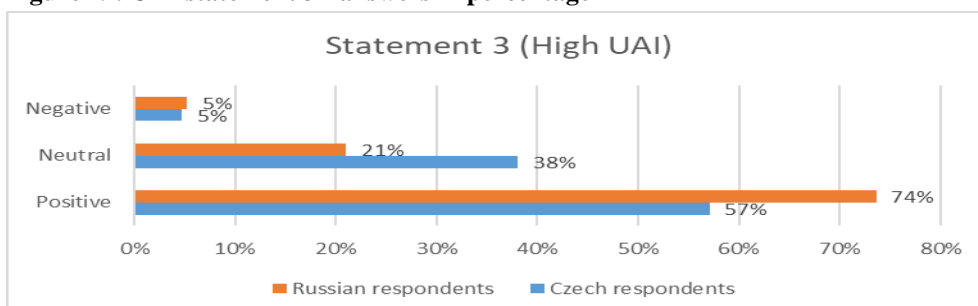
5.3.2.3 UAI Statement 3

The third statement that respondents were asked to rate was:

I believe that the organization should establish different formal and informal rules, a daily routine and a clear structure in order to avoid accidents.

This statement is formulated so that it reflects the qualities inherent in cultures with a high index of uncertainty avoidance. Therefore, to calculate the final index UAI, the estimates were not reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 19).

Figure 19: UAI statement 3 - answers in percentage



Source: Based on own research

When evaluating this statement, the majority of respondents from both countries were inclined to a positive assessment, namely 57% of representatives of Czech culture and 74% of Russians. This suggests that representatives of both nationalities surveyed believe that strict rules should be established in the organization, and they are also sure that routine and order help to avoid stressful situations, mistakes and accidents at the workplace. A significant proportion of the responses was made up of a neutral assessment, but it can be stated that the evaluation of this statement had a major influence on the formation of the final uncertainty avoidance index.

5.3.3 Power distance dimension

Hypothesis **H5**: *There are significant differences between the Czech and Russian employees in Hofstede's power distance dimension* was put forward by the author to determine the influence of the national culture of workers on their power distance index.

According to the research of Geert Hofstede, nationalities analysed in this master thesis have the following Power distance index (PDI):

Czech Republic: 57;

Russia: 93.

To calculate the Power distance index for Czech and Russian employees of the Prague branch of Pfizer, the author used the same algorithm as for calculating the Individualism and Uncertainty avoidance index. Respondents were kindly asked to evaluate how much they agree or not agree with each of the three statements using the Likert five-point scale. When compiling the questionnaire, the author decided to use two phrases characterizing the qualities inherent in countries with a low Power distance index and one that, on the contrary, corresponds to a high indicator:

- *I often express my disagreement with the leadership, since at work everyone is equal* (Low PDI);
- *The organization should have a strict hierarchy with a large number of levels and management should be centralized* (High PDI);
- *Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses* (Low PDI);

Statements 1 and 3 are typical characteristics of countries with a low power distance index, while the second phrase refers to those cultures where this indicator is high. This affects the progress of the final index calculation.

Adhering to the same calculation algorithm as for the previous two dimensions the author calculated the final power distance index for both selected nationalities, namely for 21 Czech and 19 Russian employees of the Prague branch of Pfizer. The last stage of the calculations and the result are presented below (see tables 11 and 12).

Table 11: PDI index calculation - Czech respondents

Statements	I often express my disagreement with the leadership, since at work everyone is equal.	The organization should have a strict hierarchy with a large number of levels and management should be centralized.	Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses.
Average	48,57142857	58,0952381	52,38095238
Power distance index - Czech respondents			53,02

Source: Based on own research

Table 12: PDI index calculation- Russian respondents

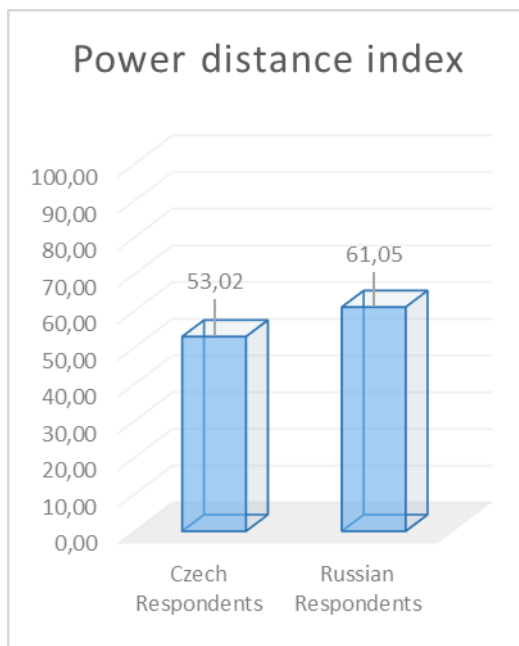
Statements	I often express my disagreement with the leadership, since at work everyone is equal.	The organization should have a strict hierarchy with a large number of levels and management should be centralized.	Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses.
Average	60	73,68421053	49,47368421
Power distance index - Russian respondents			61,05

Source: Based on own research

Based on the estimates obtained by questioning 40 employees of the Prague branch of Pfizer, the author determined that the PDI index among Czech respondents is 53.02, and 61,05 among Russians. A higher index in culture is associated with the rigidity of the social structure and significant social inequality. Such societies, according to the conclusion of Hofstede are characterized by centralized power, authoritarian leadership, and a large number of levels in the social hierarchy. In the management of organizations, a high index of the distance of power is manifested, for example, in a large number of personnel with a control and supervision function, a vertical management structure, and a

paternalistic management style. It is also important to note that the index characterizes the perception of power not “from above”, that is, not by those to whom this power belongs, but “from below,” that is, it shows how much social inequality is really accepted by subordinate members of society, and how much they behave in accordance with it. A visual display of the results of calculating the index for both nationalities is presented below (see Figure 20).

Figure 20: PDI index - results



Source: Based on own research

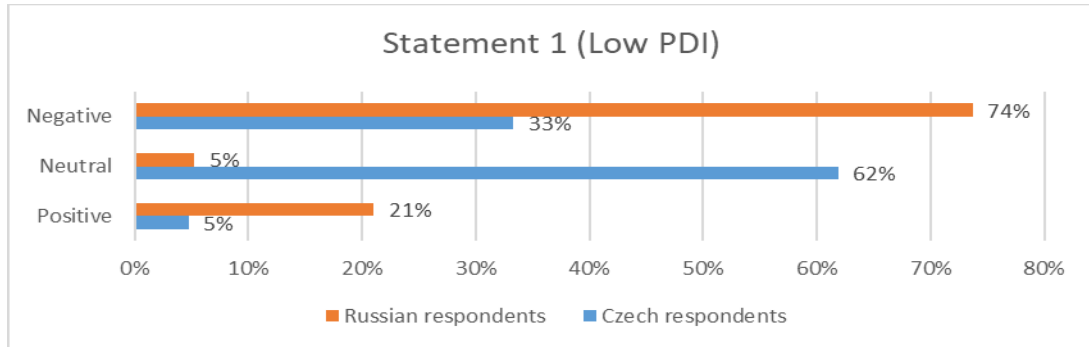
5.3.3.1 PDI statement 1

The first statement that respondents were asked to evaluate was:

I often express my disagreement with the leadership, since at work everyone is equal.

This statement is formulated so that it reflects the characteristics inherent in cultures with a low power distance index. Therefore, to calculate the final index PDI, the estimates were reversed. The graph below shows the distribution of responses between positive (*Strongly agree, Agree*), neutral and negative (*Strongly disagree, Disagree*) for representatives of both cultures (see Figure 21).

Figure 21: PDI statement 1 - answers in percentage



Source: Based on own research

The graph shows that the majority of Czech respondents (62%) had a neutral opinion when evaluating this statement, and only 5 percent rated it positively. 74 percent of Russians rated the statement negatively. As an interim conclusion, it can be stated that representatives of both nationalities are more likely to have a neutral or negative assessment of the statement, which suggests that they do not consider it the right decision to argue with the leadership. Most of them respect organizational hierarchy and subordination.

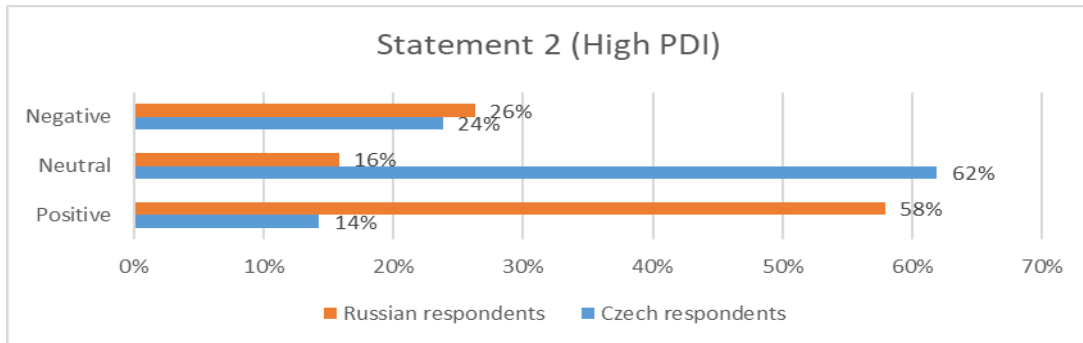
5.3.3.2 PDI statement 2

The next statement that respondents were asked to evaluate was:

The organization should have a strict hierarchy with a large number of levels and management should be centralized.

This statement is formulated in such a way that it reflects the characteristics inherent in cultures with a high power distance index. Therefore, to calculate the final index PDI, the estimates were not reversed. The graph below shows the distribution of responses between positive (*Strongly agree, Agree*), neutral and negative (*Strongly disagree, Disagree*) for representatives of both cultures (see Figure 22).

Figure 22: PDI statement 2 - answers in percentage



Source: Based on own research

Most Czech respondents had a neutral opinion when evaluating this statement (62%), while 58% of Russians rated it positively. Approximately the same percentage of representatives of both nationalities surveyed (24% and 26%) negatively refers to the importance of a hierarchy with a large number of levels and tend to distribute power among all employees. In general, the distribution of the ratings of this statement quite significantly affected the final index.

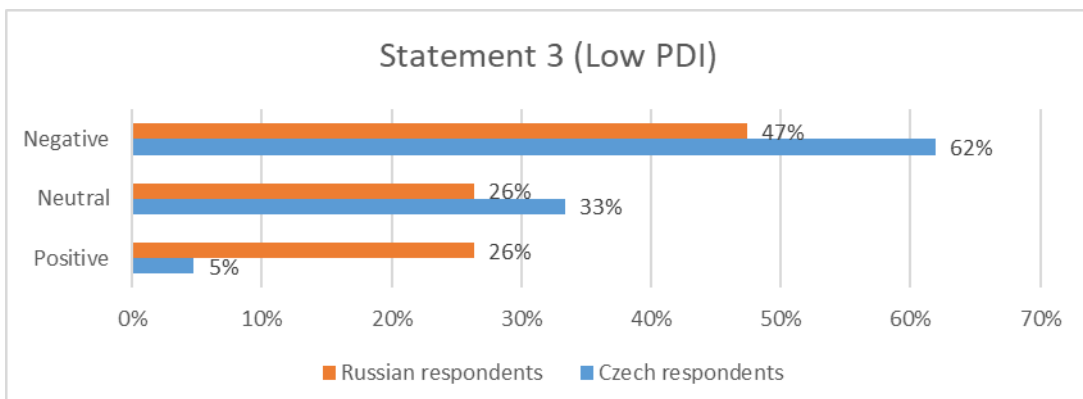
5.3.3.3 PDI statement 3

The third statement that respondents were kindly asked to evaluate was:

Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses.

This statement is formulated so that it reflects the typical qualities inherent in cultures with a low power distance index. Therefore, to calculate the final index PDI, the estimates were reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 21).

Figure 23: PDI statement 3 - answers in percentage



Sources: Based on own research

When evaluating the third statement, Czech respondents mainly (62%) were inclined to the negative opinion, like a significant part of Russians (47%), which suggests that representatives of both nationalities are not sure that it is worthwhile to constantly justify and defend their colleagues, when communicating with management and more prone to honesty in the workplace. However, 26% of Russians positively assessed this statement, and a significant part of Czech respondents (33%) held a neutral position.

5.3.4 Masculinity – Femininity dimension

To determine the influence of the Masculinity index on the cultural aspects of Russian and Czech employees in the workplace, the author put forward a hypothesis **H6**: *There are significant differences between the Czech and Russian employees in the Hofstede's masculinity/femininity dimension.*

The index MAS for the cultures analysed in this paper, according to a study by Geert Hofstede:

Czech Republic - 57;

Russia - 36.

In order to study the impact of this dimension of national culture on the values and behavioural characteristics of the employees who work at the Prague branch of Pfizer, the author prepared 3 statements, two of which reflect characteristics that are typical for representatives of countries in which society is more prone to masculinity. The most recent statement, by contrast, refers to feminine type cultures.

- *At work, I am characterized by such properties as competitiveness, self-confidence and rationality (High MAS);*
- *People live to work. It is important to focus more on money and material wealth than on personal life and relationships (High MAS);*
- *I believe that work and private life should be clearly separated (Low MAS).*

The author used the previous algorithm of actions. The survey participants were asked to evaluate their agreement or disagreement with each of the three statements, using the Likert five-point scale. Then, the author calculated average ratings for all three phrases, after which, using the same principle as in calculating the index for previous measurements, the final MAS was determined for representatives of both nationalities presented in the study (see Tables 13 and 14).

Table 13: MAS index calculation - Czech respondents

Statements	At work, I am characterized by such properties as competitiveness, self-confidence and rationality.	People live to work. It is important to focus more on money and material wealth than on personal life and relationships.	I believe that work and private life should be clearly separated.
Average	63,80952381	59,04761905	42,85714286
Masculinity index - Czech respondents			55,24

Source: Based on own research

Table 14: MAS index calculation - Russian respondents

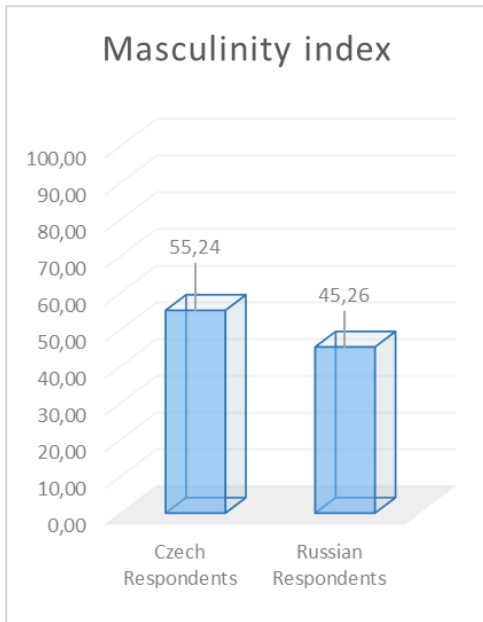
Statements	At work, I am characterized by such properties as competitiveness, self-confidence and rationality.	People live to work. It is important to focus more on money and material wealth than on personal life and relationships.	I believe that work and private life should be clearly separated.
Average	63,15789474	45,26315789	27,36842105
Masculinity index - Russian respondents			45,26

Source: Based on own research

Taking into account the results of a survey of 40 employees of the Prague branch of Pfizer, the author calculated the average values for each statement, and then found the arithmetic mean of these three numbers. The final index was 55.24 for Czech respondents and 45.26 for their Russian colleagues.

Countries with a higher MAS index are characterized by such qualities as competition, self-confidence, determination. Of great importance in the value system of those societies is the desire for tangible results of activities, obtaining material and social benefits, and monetary wealth. So-called feminine qualities are typical for those cultures in which this indicator, on the contrary, is low. They are characterized by respect for relationships and cultural values, nobleness and mind are valued more than speed and strength. Family values are considered more important than success at work. A visual display of the final calculations of the MAS index for both nationalities selected for the study is provided below (see Figure 24).

Figure 24: MAS index - results



Source: Based on own research

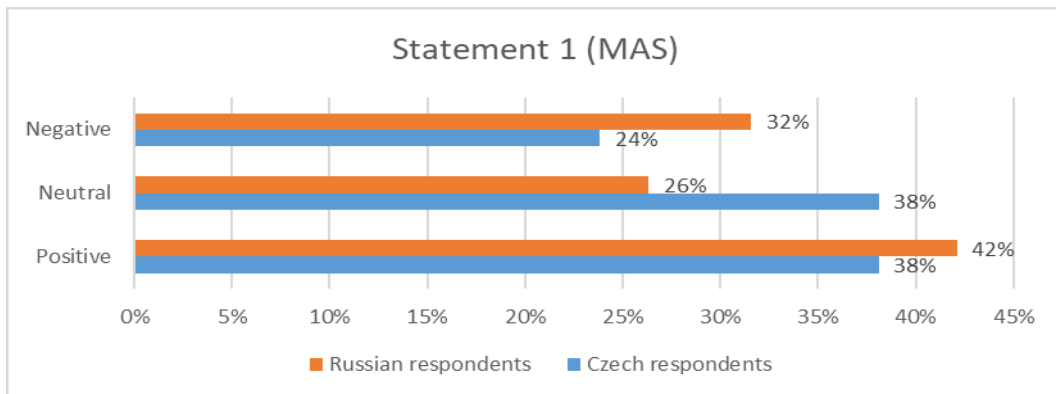
5.3.4.1 MAS Statement 1

The first statement that respondents were asked to evaluate was:

At work, I am characterized by such properties as competitiveness, self-confidence and rationality.

This statement reflects typical qualities inherent in masculine countries. Therefore, to calculate the final index MAS, the estimates were not reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 25).

Figure 25: MAS statement 1 - answers in percentage



Source: Based on own research

When evaluating this statement, representatives of both nationalities participating in the survey were still more likely to have a positive opinion. 38% of Czechs and 42% of Russians consider themselves to be fairly competitive, rational and self-confident employees. Such qualities are inherent in masculine countries. However, the results of the assessment of this statement did not have a significant impact on the formation of the final MAS index.

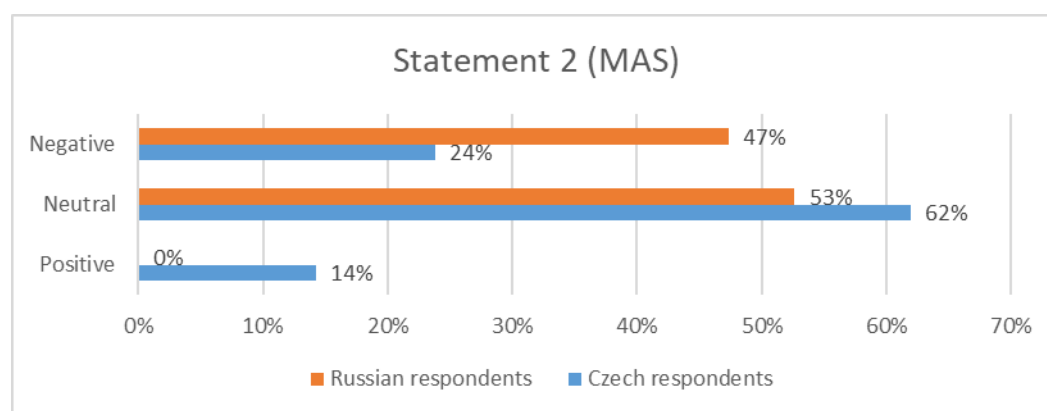
5.3.4.2 MAS Statement 2

The second statement that respondents were asked to evaluate was:

People live to work. It is important to focus more on money and material wealth than on personal life and relationships.

This statement also reflects typical qualities inherent in masculine countries. Therefore, to calculate the final index MAS, the estimates were not reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 26).

Figure 26: MAS statement 2 - answers in percentage



Source: Based on own research

This statement is a characteristic of masculine-type cultures as well. The result of its assessment turned out to be much more diverse. As can be seen in the graph, not a single Russian agreed with the statement and only 14% of Czech respondents preferred a positive assessment. The ratio of neutral opinions is approximately equal, but at the same time, a significant number of Russian respondents (47%) negatively assessed this statement, their Czech colleagues have an indicator of 24%. It can be confidently stated that the assessment of this statement had a significant impact on the final index.

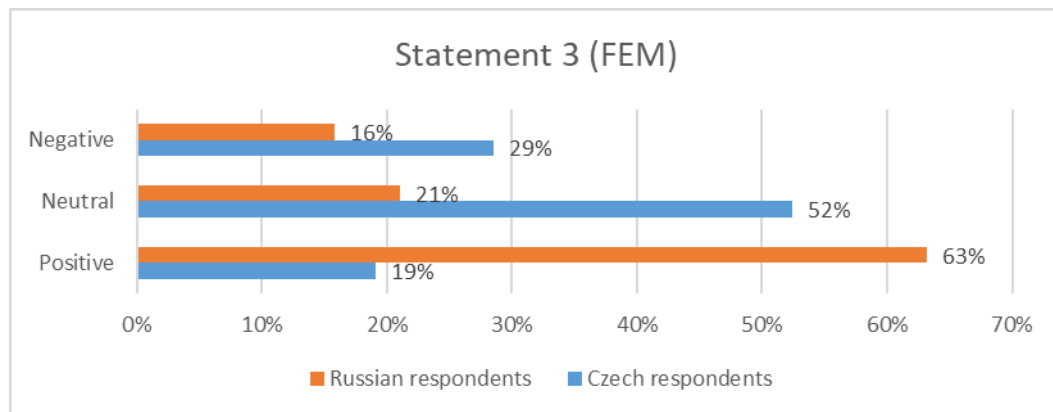
5.3.4.3 MAS Statement 3

The last statement that respondents were asked to evaluate was:

I believe that work and private life should be clearly separated.

This statement reflects typical qualities inherent in feminine countries. Therefore, to calculate the final index MAS, the estimates were reversed. The graph below shows the distribution of responses between positive (Strongly agree, Agree), neutral and negative (Strongly disagree, Disagree) for representatives of both cultures (see Figure 27).

Figure 27: MAS statement 3 - answers in percentage



Source: Based on own research

Unlike the previous two, this statement is characteristic of feminine-type cultures. Czech respondents were more likely to be neutral (52%) and negative (29%) when completing the questionnaire, while most of their Russian colleagues preferred a positive assessment (63%), and their neutral opinion rate was 21%. According to the author of the study, the results of the assessment of this statement very significantly affected the final tendency of representatives of this culture (Russians) to a sharp decrease in the MAS index and the prevalence of feminine-type characteristics in the workplace. According to the results of the assessment of all three statements, the Czech respondents turned out to be characterized by qualities that are typical for masculine-type countries.

5.4 Recommendations

The purpose of this chapter is to provide recommendations based on the analysis performed and the results obtained. Since the structure of the study involves a comparison of the behavioural and psychological aspects of representatives of two selected cultures, namely, Czechs and Russians, the recommendations will be divided according to nationality and will be based on individual data obtained from a survey of respondents

from these two countries working together in the same organization, namely, in the Prague branch of the pharmaceutical company Pfizer. The recommendations represent the application of the knowledge obtained after processing and analysing information based on the results of a survey of 40 employees of the company, among which 21 are representatives of Czech culture, and the remaining 19 are Russians. It is important to repeat again that the amount of information received is not large enough to reflect the true difference in cultural values between the representatives of these two countries, for the accuracy of the study, a larger amount of initial information is needed. In addition to this, there are a number of other factors, such as the company's features and its location, which could significantly affect the final results and indices. And finally, it is important to understand that Russian respondents are emigrants, some of whom have lived in Europe for more than ten years, which, according to the author, influenced their cultural values and organizational psychology in one way or another.

5.4.1 Recommendations: Czech respondents

The first thing that was analysed in the practical part of this study is what factors influencing the motivation of employees in the workplace were most highly rated by representatives of Czech culture. According to the data obtained, for the respondents from this country, the most important factors are: Good working conditions and workplace climate; Fair pay, bonuses and benefits; Opportunity to grow and personal prospects in the organization.

Based on the information received, the author considers the following recommendations optimal for increasing the motivation level of Czech company employees:

First of all, it is about the structure of the office and what conditions the management creates for its subordinates. The climate at the workplace depends not only on those who do people work with, but also the environment around and the availability of necessary accessories. Workspace optimization is an important criterion contributing to the growth of motivation of Czech employees. In addition, the word conditions also mean how the vacation system and schedule are arranged. The financial component also requires optimization, as it is certainly an important criterion that motivates employees. Payments must be fair and based on work done. If a Czech employee receives worthy bonuses for giving all his best, he will strive to show his strengths again and again. In addition to the

above, management must be aware that most employees want to understand in which direction they are growing. This is especially true for young people under 30: they want to see the future, do something important and interesting, understand that their work makes sense. It is important for people to have a clearer idea of what criteria for career advancement are established in the organization.

The results of calculating the job satisfaction index showed a rather high result. However, according to Czech respondents, some aspects could be improved. So, for example, the factor I am satisfied with an appreciation, from colleagues, boss, and seniors received the largest percentage of negative ratings. From a person working in the company, the author also knows that the organizational structure is formed in such a way that subordinates do not actually intersect with management. In addition, if an employee does an excellent job or even does much more than is required of him, there is no guarantee that this will be judged as he deserves. According to the author, it is necessary to improve the dissemination of information within the company and between individual departments, as well as organize more team-building events and increase common spirit. However, in general, Czech respondents are satisfied with their company and are happy to work in it, since the other criteria were rated quite high.

Further, the author will try to formulate recommendations regarding the motivation of Czech employees, taking into account the Hofstede's cultural dimensions indices, calculated earlier when analysing the survey results.

The first dimension explored in this academic paper is Individualism. According to the results of calculations, the corresponding index was 54.05 IDV. Based on this indicator, the relevant recommendations, according to the author, seem to be the most logical. 1. When working on projects, it is important to organize not only teamwork, but more often give subordinates the opportunity to individually express themselves. 2. It is necessary to organize social events more often, but do not forget about the employees' right to privacy.

The next dimension is determined by the uncertainty avoidance index., which, according to calculations in the practical part, turned out to be 71.75 UAI. Given that this indicator is quite high, the author believes that the following recommendations to the management of Pfizer regarding Czech employees will be most relevant. 1. Try to structure the activities of employees as much as possible, pay more attention to the small details and

nuances of the work. 2. Establish clear standards and unified rules. 3. Distribute work in narrow areas and depending on the special skills of employees.

Regarding the power distance index, the author considers the following recommendations to the company management to be optimal for Czech employees, taking into account that the corresponding indicator was 53.02 PDI. 1. Leadership style should be based both on democratic principles and on autocratic, depending on the situation and goals. 2. Maintain a moderate level of supervision and control of subordinates. 3. If possible, allow employees to express their opinions and make adjustments, but only where appropriate.

The last dimension of organizational culture is determined by the masculinity index. This indicator, according to estimates, was 55.24 MAS. That means that Czech respondents are more prone to masculine qualities. Instead of a recommendation, it would be more correct to advise to take into account that cultures of this type are characterized by a clearer distribution of roles and labor values between the sexes, as well as the elevation of such values as achieving results at all costs, self-confidence and competitiveness.

5.4.2 Recommendations: Russian respondents

According to the data obtained as a result of the analysis of questionnaires of Russian respondents, the factors that have the greatest impact on the growth of organizational motivation are: Opportunity to grow and personal prospects in the organization; Clear job description and necessary instructions provided; Fair pay, bonuses and benefits.

Based on these data, the author considers the following recommendations optimal for Pfizer management to increase the level of motivation for representatives of this culture.

As well as for Czech respondents, it is important for Russians working in the company to understand in which direction they are moving and what opportunities for career advancement exist in the organization. The frequency of the answer choice “very important”, according to the author, indicates that representatives of this culture are not sure that they are of sufficient importance in the company, as they are foreigners in this country and cannot be completely sure of their future. Timely and honest payments based on the work done are also an incentive for the growth of motivation among Russian employees. In addition, the management should provide all the necessary information,

detailed instructions and manuals, as well as a clear description of work responsibilities, as this factor, according to the results of the questionnaire, was very important for representatives of Russian culture working in the company.

Calculations of the job satisfaction index among Russian respondents showed a very high result (81%). The only thing that can be added regarding these data is that representatives of both nationalities rated the I am satisfied with an appreciation, from colleagues, boss, and seniors factor the lowest. This only confirms the need to organize information flows in the company and increase the number of joint events in order to increase team spirit.

Recommendations based on the calculation of cultural dimension indices developed by Geert Hofstede:

As for the individualism index, this indicator among Russian respondents was 46.58 IDV. Based on this information, the author considers the following recommendations to company management to be optimal. 1. In most cases, representatives of Russian culture prefer to work on projects collectively, this improves the quality of the result. 2. Subordinates from this country are more confident in coping with traditional work, but if they have clear instructions, they are capable of performing extraordinary tasks. 3. It is important to show a good attitude towards Russian employees and then they will work more productively in a team with representatives of other countries.

The uncertainty avoidance index among Russian respondents was 75.44 UAI. This indicator leads to the following conclusions, according to the author. 1. It is important for Russian employees to have detailed information of what their responsibilities are. 2. Management should be less likely to make changes to their usual to-do list and daily routine. 3. If possible, it is necessary to prevent representatives of Russian culture from falling into or resolving conflict situations.

The third indicator is the power distance index; among Russian respondents it was 61.05 PDI. Based on these data, the following recommendations are optimal according to the author. 1. Representatives of this culture work more efficiently under an autocratic leadership system. 2. Russians are not used to expressing disagreement with the leadership and tend to clearly do the work according to the instructions. 3. Continuous monitoring will only increase efficiency, as well as regular motivation.

As for the masculinity index among Russian respondents, this indicator was 45.26 MAS, which suggests that representatives of this country are more prone to so-called

feminine qualities. This suggests that management should take into account the typical qualities of such cultures in order to increase their organizational motivation and quality of work. Such employees need regular attention and want to see a good attitude towards them. They often rely on intuition and value quality of life. Representatives of such cultures do not survive conflicts well and do not know how to solve them.

6 Conclusion

The purpose of this chapter is to summarize the work done, draw conclusions about the success of comparing the two nationalities selected for the study, as well as confirm or refute the hypotheses put forward at the beginning of the thesis.

Management is an incredibly broad concept, which is undoubtedly one of the critical indicators of enterprise success. This is a work that never stops and requires the utmost attention even to those details that at first seem insignificant. Organizational management is the process of creating a unique infrastructure, which ultimately leads to a significant improvement in the performance of the company.

Now our planet is going through a period of globalization, more and more countries are becoming open to foreign investment, and people are radically changing their lives and moving abroad for one reason or another. Many international companies appear on the global market. Management in such organizations is complicated by the fact that in most cases, the staff is made up of people from different cultures and nationalities. Despite globalization, each country has its own principles and aspects of behaviour. Such features should be taken into account to avoid conflict situations and improve communication skills with representatives of other cultures. At a time when borders between countries began to disappear, the term cross-cultural management became particularly relevant.

The purpose of this thesis was to compare the cultural characteristics of the two countries, each of which is of great importance and value to the author, namely the Czech Republic and Russia. It was not by chance that the international pharmaceutical company Pfizer was chosen for the study, because the staff in it is very diverse. It certainly has a lot of employees from the Czech Republic, since the office is located in Prague, but the Russians working in the company are also enough to conduct a survey. In addition, the company employs a person thanks to whom this research became possible because he helped to obtain the data necessary for comparison.

In the theoretical part of the work, the author points out the importance of studying cross-cultural management, examines numerous theories of motivation, and also draws special attention to the relatively new study by Geert Hofstede, which served as the main inspiration for choosing such an interesting topic. The practical part began with an analysis of the organizational structure and features of the selected international company. The next step was the organization of the survey, in which 40 employees participated, 21 of whom

were representatives of Czech culture, and 19 were from Russia. It is necessary to repeat once again that the results obtained provide a basis for comparing the cultural characteristics of company employees and may not reflect the picture at the country level.

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.

The first hypothesis was based on motivational factors and is formulated as follows: There are significant differences in Motivational factors between the Czech and Russian employees. According to the survey results of 40 Pfizer employees, certain similarities are clearly visible in determining the most critical factors affecting employee motivation in the workplace. However, the calculation of the average results and mode for each of the criteria gives reason to confirm and support the hypothesis, since the significant differences between the answers of respondents representing Czech and Russian culture are also noticeable.

As a result of calculating the job satisfaction index, the author obtained approximately the same results, namely 0.79 JSI for Czech respondents and 0.81 JSI for Russians working in Pfizer. The only significant difference found by the analysis of the data is that Russian respondents almost did not use negative assessment when evaluating the criteria, as an answer unlike their Czech colleagues. However, in general, the author is inclined to believe that the data obtained did not show a significant difference between representatives of both nationalities in their job satisfaction, which means hypothesis H2 has to be rejected.

The following hypothesis was formulated as follows: There are significant differences between the Czech and Russian employees in Hofstede's individualism/collectivism dimension. As a result of the analysis of the data, the author calculated that the corresponding indices are 0.54 IND for Czech respondents and 0.47 IND for Russians. The difference in indicators, as well as the graphs for each individual statement, provide grounds for supporting the hypothesis.

Hypothesis H4 was formulated as follows: There are significant differences between the Czech and Russian employees in Hofstede's uncertainty avoidance dimension. The indices corresponding to this dimension were 0.72 UAI for Czech employees and 0.75 UAI for Russians. These numerical indicators are quite close to each other, moreover, a detailed analysis of the graphs compiled for each individual statement, which the respondents were asked to evaluate, also did not show significant differences. The data obtained suggest that the hypothesis put forward is more likely to be rejected.

The following indices were obtained as a result of the analysis of data related to the 5th hypothesis, which was formulated as: There are significant differences between the Czech and Russian employees in Hofstede's power distance dimension. Czechs 0.53 PDI and Russians 0.61 PDI. The difference in the indicators obtained, as well as a detailed analysis of the assessment of each of the statements that the respondents were kindly asked to evaluate, provides grounds for confirming and supporting the hypothesis put forward.

The last hypothesis was formulated as follows: There are significant differences between the Czech and Russian employees in the Hofstede's masculinity/femininity dimension. The indices corresponding to this dimension were 0.55 MAS for Czech employees of the company and 0.45 MAS for Russians. These indicators, as well as a significant difference in the assessment of each of the statements, give serious grounds for confirming the hypothesis H6.

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.

The aim of this thesis was to show that the study of the cultural characteristics of different nationalities is incredibly important. For the manager of an international company, this is the first step towards establishing universal corporate ethics, building a single mechanism called the team that seeks to lead this company to success. Studying cross-cultural management improves organizational communication skills and helps to avoid conflict situations or misunderstandings. And now it is precisely the moment when the importance of studying this discipline is only growing because humanity is going through a period of globalization. Even if a person does not work in an international company, he must be aware of the cultural characteristics of other countries and respect the values of everyone. And this study is just another confirmation of what was said above.

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8 Appendix

Appendix 1: Questionnaire

CULTURAL DIFFERENCES IN MOTIVATION AND JOB SATISFACTION

Dear Sir/ Madam,

I am working on a project whose purpose is to identify cultural differences in the workplace between representatives of two countries, namely Russia and the Czech Republic. The main indicators that determine these differences are primarily motivation and job satisfaction. To get more accurate results, I need to collect as much information as possible, and therefore I am grateful to each of you for your time and participation in my questionnaire.

I must say that this will not take more than 10 minutes of your time, but it will greatly contribute to the success of my research. Of course, the questionnaire is voluntary and guarantees the anonymity of your answers.

This is not a test, which means that there are no right or wrong answers. The purpose of the distribution of the questionnaire is only to collect the necessary information without using any personal data of the respondents.

I am grateful for your contribution and wish each of you a great day!

Best regards,

Daniil Zheludkov.

1. What is your nationality?

What is your nationality? *

Czech

Russian

2. When it comes to your dream job, how would you rate the importance of each of the following criteria that affect your workplace motivation the most?

	Not at all important	Slightly important	Important	Fairly important	Very important
Security in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement in decision-making processes, fulfillment of responsible tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement in decision-making processes, the fulfillment of responsible tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect and attentiveness to employees by management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work that develops skills and qualifications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Great relationship with colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair pay, bonuses and benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity to grow and personal prospects in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good working conditions and workplace climate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
A job that does not take much personal time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. If we talk about your current work and level of satisfaction, evaluate to what extent do you agree with each of the following statements.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the conditions and work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the appreciation from colleagues, bosses, and seniors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the level of security and safety in my company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my company an attractive place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my friends to work at our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I am satisfied with my company and happy to work in it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Using the scale, evaluate to what extent the meaning of each of the following statements matches your ideology in the workplace.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I think that it is essential to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's more critical for me to maintain good relationships with my colleagues than to concentrate on completing tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will do my job better if I work on it alone than in the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages and rewards should be given to the entire group that completed the task and NOT to each participant, depending on his contribution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The manager should pay more attention to strategic issues than small details.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I dont think that work is a place associated with regular stress and anxiety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, I am characterized by such properties as competitiveness, self-confidence, and rationality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People live to work. It is important to focus more on money and material wealth than on personal life and relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that work and private life should be clearly separated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2: Form responses.

When it comes to your dream job, how would you rate the importance of each of the following criteria that affect your workplace motivation the most?

Statements:

1. Security in the workplace
2. Involvement in decision-making processes, fulfilment of responsible tasks.
3. Involvement in decision-making processes, the fulfilment of responsible tasks.
4. Respect and attentiveness to employees by management.
5. Work that develops skills and qualifications.
6. Great relationship with colleagues.
7. Fair pay, bonuses and benefits.
8. Opportunity to grow and personal prospects in the organization.

9. Good working conditions and workplace climate.

10. A job that does not take much personal time.

ID	Nationality	Statements									
		1	2	3	4	5	6	7	8	9	10
1	Russian	4	4	5	4	5	5	5	5	5	4
2	Czech	5	3	4	3	4	3	5	4	5	3
3	Czech	4	5	5	4	4	3	5	5	5	3
4	Russian	5	4	4	4	4	5	5	5	3	3
5	Russian	3	4	5	4	4	2	5	4	4	5
6	Czech	5	4	4	4	5	3	4	5	5	5
7	Russian	3	2	2	3	4	3	3	4	3	1
8	Russian	3	4	4	4	5	5	4	5	4	4
9	Russian	2	3	3	5	3	4	4	4	4	3
10	Czech	3	2	3	2	4	1	4	3	3	4
11	Czech	4	4	5	4	4	5	5	4	4	4
12	Russian	3	4	5	4	4	5	5	4	3	3
13	Russian	2	4	4	3	4	5	5	4	4	5
14	Czech	4	5	4	4	5	1	5	5	5	4
15	Czech	4	4	5	5	4	5	4	4	5	5
16	Russian	2	3	3	4	4	3	3	4	3	4
17	Russian	2	5	5	4	5	5	4	5	5	1
18	Czech	4	3	5	4	4	4	4	5	5	4
19	Russian	3	4	5	4	4	4	5	5	4	3
20	Russian	3	5	4	5	3	3	3	3	3	2
21	Russian	3	3	5	5	5	5	5	5	5	3
22	Czech	4	2	4	4	4	3	4	4	5	5
23	Russian	2	4	5	2	4	5	5	5	4	5
24	Czech	3	3	4	4	3	4	4	5	5	3
25	Czech	4	3	4	2	5	4	4	5	4	4
26	Czech	4	4	4	3	4	5	5	4	4	5
27	Russian	3	3	4	2	4	5	4	5	4	4
28	Czech	4	3	3	4	4	3	4	5	5	5
29	Czech	3	2	4	4	3	2	5	4	5	5
30	Russian	5	4	5	4	5	3	4	5	5	2
31	Czech	5	5	5	4	5	4	5	5	4	4
32	Czech	4	4	4	4	4	5	3	3	4	3
33	Russian	4	5	5	3	4	4	5	3	4	5
34	Russian	5	4	5	4	5	4	4	5	5	5
35	Czech	4	5	5	5	5	3	4	5	4	3
36	Czech	2	1	3	5	2	3	3	3	2	3
37	Russian	2	5	5	4	5	4	5	5	5	2
38	Czech	4	4	5	5	3	5	5	4	4	5
39	Czech	5	3	5	4	5	3	5	5	4	5
40	Czech	4	4	5	4	3	3	5	4	5	5

If we talk about your current work and level of satisfaction, evaluate to what extent do you agree with each of the following statements.

1. I am satisfied with the conditions and work environment.
2. I am satisfied with the appreciation from colleagues, bosses, and seniors.
3. I am satisfied with the level of security and safety in my company.
4. I consider my company an attractive place to work.
5. I would recommend my friends to work at our company.
6. In general, I am satisfied with my company and happy to work in it.

ID	Nationality	Statements					
		1	2	3	4	5	6
1	Russian	4	4	5	4	4	5
2	Czech	4	3	4	4	5	4
3	Czech	4	5	4	5	4	4
4	Russian	4	4	5	5	4	5
5	Russian	4	4	3	3	4	3
6	Czech	5	5	5	4	4	4
7	Russian	4	5	5	5	4	4
8	Russian	4	3	5	4	4	4
9	Russian	3	3	4	3	2	3
10	Czech	5	5	5	5	5	5
11	Czech	5	4	5	4	5	5
12	Russian	5	5	5	5	5	5
13	Russian	5	4	5	4	5	5
14	Czech	4	4	5	4	5	4
15	Czech	5	5	5	5	4	5
16	Russian	5	4	4	5	4	4
17	Russian	4	4	5	5	5	5
18	Czech	2	1	4	1	1	1
19	Russian	4	4	3	3	3	4
20	Russian	4	3	3	4	3	4
21	Russian	4	5	5	4	5	4
22	Czech	4	2	5	4	4	4
23	Russian	4	3	4	4	4	4
24	Czech	5	5	5	5	5	4
25	Czech	4	4	5	5	5	5
26	Czech	4	4	4	4	3	4
27	Russian	4	5	4	4	4	5
28	Czech	3	5	5	5	5	4
29	Czech	5	5	5	5	3	5
30	Russian	4	5	5	5	5	5
31	Czech	3	4	5	4	5	4
32	Czech	3	3	5	4	3	3
33	Russian	4	4	4	4	4	4
34	Russian	3	4	4	3	3	3
35	Czech	4	5	4	4	4	5
36	Czech	4	3	3	3	4	3
37	Russian	5	3	5	5	4	5
38	Czech	4	3	5	4	4	4
39	Czech	5	5	5	5	5	5
40	Czech	5	4	5	5	5	5

Using the scale, evaluate to what extent the meaning of each of the following statements matches your ideology in the workplace.

1. I think that it is essential to somehow stand out in front of the leadership, in comparison with colleagues, to show your advantages and individual strengths.
2. It's more critical for me to maintain good relationships with my colleagues than to concentrate on completing tasks.
3. I will do my job better if I work on it alone than in the group.
4. Encourages and rewards should be given to the entire group that completed the task and NOT to each participant, depending on his contribution.
5. The manager should pay more attention to strategic issues than small details.
6. I don't think that work is a place associated with regular stress and anxiety.
7. I believe that the organization should establish different formal and informal rules, a daily routine, and a clear structure to avoid accidents.
8. I often express my disagreement with the leadership since, at work, everyone is equal.
9. The organization should have a strict hierarchy with a large number of levels, and management should be centralized.
10. Work is a place where everyone trusts each other and justifies each other's actions in front of their bosses.
11. At work, I am characterized by such properties as competitiveness, self-confidence, and rationality.
12. People live to work. It is important to focus more on money and material wealth than on personal life and relationships.
13. I believe that work and private life should be clearly separated.

ID	Nationality	Statements										11	12	13
		1	2	3	4	5	6	7	8	9	10			
1	Russian	4	5	2	3	3	2	4	3	5	4	3	3	4
2	Czech	4	3	4	2	4	2	4	3	4	2	4	3	3
3	Czech	4	3	4	2	2	3	4	2	3	4	2	2	4
4	Russian	2	2	1	4	5	1	4	2	3	2	2	1	3
5	Russian	3	3	2	4	5	2	5	1	4	1	2	3	4
6	Czech	1	2	3	3	4	2	3	3	2	2	2	3	3
7	Russian	2	3	3	3	4	1	5	1	5	1	2	2	4
8	Russian	2	3	3	4	4	1	5	4	2	2	3	3	3
9	Russian	4	4	3	3	5	2	3	1	4	1	2	3	4
10	Czech	3	3	3	2	4	4	3	3	2	2	4	3	2
11	Czech	3	1	4	3	5	2	5	2	3	3	4	3	3
12	Russian	3	2	2	4	5	1	5	1	5	1	3	2	3
13	Russian	3	3	3	3	5	2	4	1	5	3	4	3	2
14	Czech	3	2	3	2	5	1	4	3	3	3	3	3	3
15	Czech	4	1	3	3	3	2	5	3	2	3	4	2	5
16	Russian	4	3	4	4	5	3	5	4	2	4	4	3	4
17	Russian	4	3	4	4	5	2	4	4	2	4	5	1	5
18	Czech	3	2	3	4	4	2	3	3	2	3	3	3	2
19	Russian	3	4	2	3	5	1	5	1	5	3	2	1	4
20	Russian	3	3	2	4	2	5	1	5	4	1	3	2	5
21	Russian	3	4	4	5	5	1	4	1	2	3	4	1	4
22	Czech	3	3	2	3	5	2	3	1	3	3	4	2	3
23	Russian	2	4	2	3	5	1	4	1	5	2	4	3	2
24	Czech	3	2	3	2	4	2	3	2	3	3	2	3	2
25	Czech	3	3	3	2	5	2	4	3	3	2	2	3	3
26	Czech	1	2	3	3	3	1	3	2	3	3	3	3	3
27	Russian	3	2	4	3	3	2	3	2	3	3	4	3	5
28	Czech	3	3	3	2	4	1	5	1	3	2	3	3	1
29	Czech	2	3	4	3	3	2	5	3	4	2	3	3	1
30	Russian	3	4	3	4	3	2	3	2	2	4	4	3	3
31	Czech	3	3	3	2	4	3	3	3	4	2	3	2	3
32	Czech	4	3	1	4	3	1	4	3	3	2	3	4	4
33	Russian	5	2	4	5	2	1	5	1	4	3	3	1	2
34	Russian	5	2	5	3	3	4	3	2	3	4	4	2	4
35	Czech	2	2	4	4	3	1	5	4	3	1	5	5	2
36	Czech	4	2	3	3	4	3	5	1	3	2	2	4	4
37	Russian	3	3	2	4	5	1	4	1	5	2	2	3	4
38	Czech	3	2	3	2	4	1	4	3	3	2	3	2	3
39	Czech	3	2	2	3	4	2	3	3	2	2	4	3	3
40	Czech	2	3	3	4	5	2	2	3	3	2	4	3	3