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**CROSS-CULTURAL DYNAMICS IN MULTINATIONAL
ORGANISATIONS: (The Case of Kazakhstan Petroleum
Industry)**

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ABSTRACT
Master's Thesis
Cross-Cultural Dynamics in Multinational Organisations: (The Case of
Kazakhstan Petroleum Industry)
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Department of Business Administration
Business Administration Program

Since complete changes in the former Soviet Union countries in the beginning of 1990s, the capitalism overpowered the communism almost in the whole world including Kazakhstan and that is why the country is considerably young county in the capitalism with only 23 years of independence. Kazakhstan had to change the system of government, political and economic structure entirely from strict government regulated communist country to free market economy and as the consequence the country faced organisational, cultural shock on the whole governmental level which affects each human and any kind of organizational structure within whole country as people have to adopt their values from group-oriented societies to the values of free market economy countries. Additionally the extensive process of the globalization progress dictates its rules to quickly react and adapt to the merging and ruling successfully multicultural companies.

The first step of the free market development of Kazakhstan was the investments from foreign countries in to the fields of natural resources and construction mostly by merging local governmental organisations with overseas organisations and as a result the country faced with a lot of multi-cultural companies. As an outcome of the old Soviet society in order to be successful in the developing local and international business Kazakhstan has to quickly learn international experience of setting business which requires education of people of free market system and applying it. Market economy development requires learning foreign experience of setting and developing business, understanding of local people way of working within organisations, creation of business objects and

visions of local people, their approach of different type of organisational culture as leading as team is difficult subject especially across cultures. As in the globalisation context the cross-cultural management is distinguished as the branch of comparative management to guide organisations and extend values of people.

As labour of Kazakhstan is getting more culturally different it has some interest to analyse cross-cultural dimensions of Kazakhstani people and their job satisfaction from executives of different nations.

The main goal of this thesis is to measure the level of job satisfaction of employees depending on superior nationalities and exploring management styles of superiors depending on their nationality differences. The data of the research is based on Karachaganak Petroleum B.V. which is one of the biggest multinational company of Kazakhstan which was merged by British Gas, ENI, LukOil and Kazakhstan Government.

Keywords: Culture, Cross-Cultural Management, Job Satisfaction.

ÖZET

Yüksek Lisans Tezi

**Çok Uluslu Örgütlerde Kùltürler Arası Dinamikler: (Kazakistan Petrol
Endüstrisinin Örneđi)**

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1990ların başında eski Sovyetler Birliđi ÷lkelerinde yaşanan deđişim tamamlandıđından bu yana kapitalizm, Kazakistan'ı da içine alacak şekilde neredeyse tüm dünyada komünizmin önüne geçmiştir ve Kazakistan da mevcut kapitalist düzende yalnızca 23 yıllık bağımsızlığı ile oldukça genç bir ÷lke konumundadır. Kazakistan, parlamento sisteminin yanında, politik ve ekonomik yapısını katı bir hükümete göre düzenlenmiş olan komünist bir ÷lkeden serbest piyasa ekonomisine göre tamamen deđiştirmek zorunda kalmış ve sonuç olarak ÷lke, örgütsel ve kültürel şoku tüm hükümet düzeyinde hissetmiştir. Bu durum, ÷lke bazında her insan ve örgütsel yapı türünü etkilemiştir çünkü halk, grup odaklı çevre deđerleri yerine serbest piyasa ekonomisi ÷lkelerinin deđerlerini benimsemek durumunda kalmıştır. Ek olarak küreselleşme sürecinin genel gidişatı, hızlı reaksiyon verme ve birleşerek çok kültürlü şirketleri kusursuz yönetmeye adapte olma kuralını dikte etmektedir.

Kazakistan'ın serbest pazar gelişimindeki ilk adım, genellikle yerel hükümet kuruluşlarının denizaşırı kuruluşlar ile birleşiminden kaynaklanan, yabancı ÷lkelerin doğal kaynaklar ve inşaat alanındaki yatırımları olmuştur. Bunun sonucunda ÷lke, birçok çok uluslu şirket ile karşı karşıya gelmiştir. Eski Sovyet toplumunun yerel ve uluslararası iş alanlarındaki gelişiminin bir sonucu olarak Kazakistan, halkın serbest piyasa sistemi ve uygulamaları hakkında eğitimini de gerektiren uluslararası iş kurma tecrübesini hızlıca öğrenmek durumunda kalmıştır. Pazar ekonomisinin gelişmesi, iş kurma ve geliştirmeye

dair dış ülke tecrübesinin edinilmesini, yerel halkın kurumlar bünyesindeki çalışma şekillerini anlayabilmesini, iş objeleri ve vizyonlar yaratmasını ve özellikle kültürler içerisinde takım olarak liderlik etmenin zor bir konu olmasından dolayı, farklı türdeki kurumsal kültürlere yakınlaşmasını gerektirmektedir. Çünkü küreselleşme kapsamında kültürler arası yönetim, organizasyonlara rehberlik etme ve halkın değerlerini genişletme amaçlı karşılaştırmalı bir yönetim dalı olarak öne çıkmaktadır.

Kazakistan'ın çalışma yaşamının yapısı, kültürel bazda farklılık gösterdiğinden, Kazak halkının kültürlerarası boyutlarının ve farklı ülke uyruklu yöneticilerin yöntem tarzlarının, yöntemin tarsi ile çalışanların iş memnuniyetlerinin analiz edilmesine karşı artan bir ilgi söz konusudur.

Bu tezin temel amacı yöneticilerin uyruklarına dayalı olarak çalışanların iş memnuniyetlerinin düzeyini ölçmek ve yöneticilerin milletlerine bağlı olarak yönetim tarzlarını belirlemektir. Araştırma kapsamında Kazakistan'ın en büyük çokuluslu şirketlerinden ve British Gas, ENI, LukOil ile Kazakistan Hükümeti'nin birleşiminden oluşan Karacaghanak Petrol B.V. ait veriler baz alınmaktadır.

Anahtar Kelimeler: Kültür, Kültürlerarası Yönetim, İş Doyumu.

**CROSS-CULTURAL DYNAMICS IN MULTINATIONAL
ORGANISATIONS: (The Case of Kazakhstan Petroleum Industry)**

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ABBREVIATIONS

BG	British Gas
JDI	The Job Descriptive Index
JDS	The Job Diagnostic Survey
JSS	Job Satisfaction Survey
KMO	Kaiser-Meyer-Olkin
KPO	Karachaganak Petroleum Operating B.V.
MOSQ	The Michigan Organisational Assessment Questionnaire
MSAS	Management Style Assess Survey
MSQ	Minnesota Satisfaction Questionnaire
PSPA	Production Sharing Principles Agreement
Q 1	Question 1 (respectively till Q 41)
SPSS	Statistical Package for the Social Sciences

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INTRODUCTION

Kazakhstan is relatively young country in the free market economy with only twenty three years of independence. Neither Kazakhstan nor Kazakhstani people have been analyzed solidly from the cross-cultural point of view and that is why the cross-cultural research of Kazakhstan and Kazakhstani people will be conducted in this thesis based on the operation of Karachaganak Petroleum Operating B.V. (KPO).

The field Karachaganak was revealed in 1979 in the northwest region of Kazakhstan and it is one of the largest oil and gas field in the world (www.kpo.kz). Development and production began in 1984 by Karachaganakgazprom and in 2006 Kazakhstan signed with Russia the joint venture agreement of the gas export from the field (www.en.wikipedia.org/wiki/Karachaganak_Field). In 1992 Kazakhstan granted the rights for project discussion about field to British Gas (now BG Group) and Agip (now ENI) and these two companies began the development of the field in 1995 on the basis of the terms of a Production Sharing Principles Agreement (PSPA) with Kazakhstan. Fifteen percent of the share was transferred to Gazprom later. Two years later 20 percent of share was sold to Texaco (now Chevron) and the Russian Lukoil took possession of Gazprom. These four companies formed consortium and called KPO for forty years ruled by the Final Production Sharing Agreement (FPSA) (www.oxfordenergy.org). At 2008 KazMunaiGaz joined and took 10 % of shares.

Table 1: Shareholders of Karachaganak Petroleum Operating B. V.

Karachaganak Partners	Country	Share (%)
ENI (joint operator)	Italy	29,25
BG Group (joint operator)	UK	29,25
Chevron	USA	18
Lukoil	Russia	13,5
KazMunaiGaz	Kazakhstan	10

Source: <http://www.kpo.kz/parent-companies.html?&L=1>

Production of the Karachaganak field is divided into phases and the first phase was completed from 1995 to 1997 and the object of the first phase was the preparation work. The second phase was completed between 1998 and 2004 and the

main goal of this phase was to increase of the sales level to 9 million tonnes of condensate and 6 bcm of gas (www.en.wikipedia.org/wiki/Karachaganak_Field). The third phase began in 2007 and the main event of this phase was the creation of the joint venture between Kazmunaigaz and Gazprom. This phase lasted five years till 2012 and during this phase KPO increased export through Orenburg gas processing plant from the current level of 7.5 bcm/year to 16 bcm/year (www.oxfordenergy.org).

ENI is the Italian multinational company of the oil and gas which functions in 79 countries of the world which was founded in 1953 (www.eni.com). BG is also the multinational company of oil and gas based in Great Britain and operating in 25 countries of the world which was formed in 1997 (www.bg.com). Chevron is the American energy corporation which operates in 180 countries of the world since 1879 (www.chevron.com). Lukoil is the largest Russian oil company founded in 1993 which operates in more than 40 countries in the world (www.lukoil.com). KazMunayGas is the state-owned oil and gas company of Kazakhstan which was founded in 2002 by merging KazakhOil and Oil and Gas Transportation.

Current employees number of KPO is about 3920 which contains from 3673 of Kazakhstani people and 297 expatriates (KPO Sustainability report, 2013: 34). Expatriates are managerial representatives from ENI, BG Group, Chevron, Lukoil and partly local people. All those cross-cultural mix of KPO gives good opportunity to analyse the company from the cross-cultural point of view.

Having looked through globalisation studies and cross-cultural management it was observed that no any significant study was conducted about understanding of cross-cultural dynamics of Kazakhstan in free market period. So, how foreign companies with foreign investment should conduct business in Kazakhstan and approach to local mentality?

The main object of this research is to evaluate the relationship between employee satisfaction based on superior's nationalities and management styles assess from cross-cultural management view in Kazakhstan.

CHAPTER ONE

CROSS-CULTURAL MANAGEMENT DYNAMICS

1.1. CROSS-CULTURAL MANAGEMENT UNDERSTANDING

No manager experiencing in international organization can flee from the potential chances of underestimation, fault in maintenance relationships with employees, customers, suppliers (Holden, 2002: 3).

Expanding trade among different countries, merges of companies, investment from highly developed countries to developing countries causes that people from different countries must work together (Djosvold and Leung, 2003: 1).

Parker defines four main outcomes of globalization including growing globally; fast changes; growing number of different members and higher level of managerial multiplicity (Parker, 2005: 6). For example, it is believed that the globalization means making any business without borders among countries or doing same everything everywhere (Parker, 2005: 5).

Robinson classified the globalization business growth into four periods after World War II. Robinson calls as “Post-war Decade” from 1945 till 1955 when demand for materials and services hugely increased and most companies of the USA responded for the demand (Parker, 2005: 31). Period from 1955 till 1970 called as “The Growth Years” when production and commerce increased and companies with operation in several countries started to be called as multinational (Parker, 2005: 32). 1970s years called as “Time of Trouble” as many new multinational companies faced competition and pressures from foreign environment due to local government could not always keep privileges from foreign competition. As a result many companies started to deny the rules imposed by multinational companies and some businesses were dropout and some of them nationalized (Parker, 2005: 33). The period from 1980 and onward of the Robinson’s classification called as “New International Order”, the stage of the totally transforming to international and multinational business both at home country and overseas by using strict political tools. For example, world trade has increased from 51 billion dollars to 415 billion dollars from 1948 till 1972 (Adler and Gundersen, 2008: 6).

According to Parker the globalization will lead to homogeneous worldwide culture as food habits, clothes, television, the English language, travelling are getting more common world widely and as a result for multinational enterprise the cultural barriers should be excelled (Parker, 2005: 42).

According to Lane, Maznevski, Dietz and Di (2009: 11) the greater levels of globalization greater level of inter dependency among people and countries, which cause complexity issue for managers. For example, 28 percent population of Canada is European and only 11 percent has Canadian origin and approximately half of population was born in other countries. As a result it is about 200 different nations in Canada which is huge complexity for executives to manage in effective way. The second point which increases because of the complexity for managers under the globalization is the lacks of clearness due to high level of inter dependency which complicates visibility of the cause-effect relationship (Lane and others, 2009: 11).

One of the reason of difficulties in defining cause-effect relationship is the too much information which is available nowadays and safety of the information is not accurate and all the globalization outcomes complicates managers (Lane and others, 2009: 21).

Globalization is developing faster than was expected and geographical segments have changed within which any business operates. Businesses which will be focused on local markets will lose competitive advantage to run successful business, hence the understanding others' cultures and their dynamics becomes crucial (Gully and Phillips, 2011: 3).

The cross-cultural management is young subject and its development started in 1970s by Dutch researcher Geert Hofstede and the main object of the field is to understand cultural differences by highlighting distinctions in values to overcome barriers when people from different cultures work together (Tjosvold and Leung, 2003: 5).

Cross-cultural management analyses the behaviour of enterprises within some particular locality by comparison organisation cultures of various companies among countries and the major object of the cross-cultural management is to find the way to develop beneficial interaction among companies, clients, providers, workers and so on (Adler and Gundersen, 2008: 13).

Hofstede's definition of culture is one of the widely used among management scholars which states that culture is the collective programming of people mind which differ members of one group from other including system of values (Mead and Andrews, 2009: 8). According to Mead and Andrews (2009: 9) culture definition implies firstly that various human groups have various cultural approaches and hence different human groups may react diversely to analogous situation, for example, one American organisation where employees were asked to gather money for medical welfare and as was observed further, each person of New York branch of this organisation made own decision and gave money depending on personal decision and on the contemporary, people of Panamanian branch had the collective approach and everyone shared the same amount of money. The above example indicates how differently response people from different cultural groups to the same situation and based on this assumption, cross-cultural management scholars mostly derive the national culture as sample of analysis (Mead and Andrews, 2009: 9).

The second point of the Hofstede's definition is that culture is learnt process and people's make up is shaped by the society they belong to or in other words, culture is not genetically programmed. For example, Korean people mostly use "our" instead of "my" as it sounds very selfish for Korean people due to highly collective society and when Koreans go to foreign countries and have to communicate in English they usually skip "my" (Mead and Andrews, 2009: 10).

The next important point of the Hofstede's definition is the system of values. Values learnt from the childhood and used subconsciously throughout the live and hence it is always difficult to change values and people face cultural issues (Mead and Andrews, 2009: 11).

Kluckhohn and Strodtbeck conducted five main assumptions in order to comprehend the cultural value orientations of a society and, these assumptions can be considered the guidelines for members of a society how to live in appropriate way. The first orientation is the human nature or the approach which indicates how people sense as good, evil, neutral or blend of good and bad. Cultures that perceive people as evil less trust, and as a result more control and monitors required (Halverson and Tirmizi, 2008: 24).

According to Kluckhohn and Strodtbeck the second cultural orientation is the relationship of people to the nature, which is divided into subjugation to the nature which represents societies believing in that life is predetermined by external factors including the nature; societies with preference to live in the harmony with the nature or members of societies who believe that human being can dominate over the nature (Halverson and Tirmizi, 2008: 25).

Scarborough conducted that Western countries have scientific approach to the nature and to the technological development that is why they are more aggressive towards the nature in comparison to Asian countries. For example, China is known with its inactive approach to the nature and Chinese people believe in the fatal and that is why they mostly rely on their intrinsic sense as feeling, spirits and intuition (Mead and Andrews, 2009: 30).

According to Bhagat, Rabi, Triandis and McDevitt (2012: 27) the next dimension is the sense of time which represents society according to their regard to past, present and future. Middle Eastern countries and Mediterranean including Turkey, Italy and Greece have inclination to indicate past antecedence in solving problems and they do not pay attention if the past antecedence is relevant to the current issue or not. Members of societies who generally have short-term focus considered the present-oriented such Americans. Members with long-term perspective dominance classified as the future-oriented. For example, big companies of Japan and Korea have mostly plans from five up to ten years. Mostly East Asian countries driven towards getting advantage for their next generation rather than getting direct pleasure (Bhagat and others, 2012: 27).

According to Bhagat, Rabi, Triandis and McDevitt (2012: 27) the next dimension of the cultural orientation is the activity orientation, which is divided into doing, being and thinking. Cultures with doing approach represents highly dynamic people with tight schedules of things must be done on the daily basis. The example of doing concept is the USA where people are valued in depending on what he or she does. Cultures with being approach represents people who prefer things happen spontaneously and they prefer to live without schedules and plans simply by giving current opportunities. People with being dimension just accept the life in the way it is and as a result workers with being value are not highly motivated workers. Most

countries of Latin America and India included to the countries with being cultural orientation (Bhagat and others, 2012: 27). Societies with thinking cultural dimension represent people who are comfortable in the harmony of the official and unofficial life by being involved to work and having time off with their friends, relatives. Mediterranean countries, France and Spain are included to the group with thinking cultural dimension (Bhagat and others, 2012: 27).

According to Bhagat, Rabi, Triandis and Annette (2012: 27) the last dimension of the cultural value is the space orientation or social relations. This orientation reflects the attitudes of members of a particular society in regard to the space. It is divided to private that more typical for individualistic societies where people value private autonomy rather than well-being of some groups of people. Public societies referred to collectivistic countries where people's group oriented as in Japan and, the last dimension of the social relation is mixed approach which indicates societies with both highly private approach like in Germany, the UK and the USA and public like in Japan. The example of the mixed society can be highly contrast society of India where it is very difficult to access the private offices of executives, but low-level employees have public approach and can easily give their workplaces (Bhagat and others, 2012: 27).

1.1.1. Multinational Business

One of the most important concept of the cross-cultural management is multinational business as the greater globalisation process by merging different companies the greater new management problems due to different political, social, cultural factors both at the country and corporate level (Martyn, 1972: 2).

Austin (1990: 62) states that in order to build any multinational organisation the cultural dimensions have to be evaluated including social structure which concerns the interaction base of societies; people nature, which concerns people attitude, perception of basic principles; time orientation and regard towards space; religion which indicates main values of members of a society with its institution; gender roles, which shows social division and language, which indicates cultural characteristic of communication (Austin, 1990: 62).

Austin gives data analysis presented below which indicates the level of cultural factors depending on development level of country by GDP.

Table 2: Cultural Factors Summary Depending on GDP

Cultural factors	Development degree (GDP per capita)		
	Low	Middle	High
Structure of society	more strict	-	less strict
Impact of religion	higher	-	lower
Gender role	very divers	-	less divers
Language	great variety	-	low variety

Source: Austin, 1990: 62

Based on cultural factors company can be designed greatly which requires the analysis of cultural factors.

Problems occur at different level in operation of multinational company and multinational companies have to operate effectively to sustain against global completion. Hence, flexibility and local awareness are two major means for success of multinational company (Bartlett and Ghoshal, 2002: 68). According to Bartlett and Ghoshal (2002: 76) to make a multinational company work the source of unification and integration must be allocated equally. They add that in order to run the multinational company effectively management should be capable to apply firstly unity of various perspectives and not allow one of the management section to have more privileges than others; secondly, all roles must be allocated according to groups in order to create flexible management. Thirdly, and most importantly, management must be capable to stimulate shared vision to integrate members on each level (Bartlett and Ghoshal, 2002: 76).

There are eight dimensions of global business including international perspective, relationship management, supply chain management, regional and county specific difference, marketing and sales, cost management, innovation and quality, business transformation (Newlands and Hooper, 2009: 14).

Martin and Chaney (2012: 90) give the following example of business etiquette: tip up to 15 percent is mostly inclusive to restaurant and taxi bills in case customer has some baggage and there is known issues of argue when visitors from other countries face such tips. Singaporeans consider tips as bribery and it is charged as company cost. Tips are not expected in Japan and China. South American countries consider tips around 10 to 15 percent as proper. Tip is needed in India for example, in case things must be done. Tipping around 10 percent is considered normal in Saudi Arabia and mostly charge of tip is inclusive to bills (Martin and Chaney, 2012: 90).

In order to be successful manager within multinational company a representative should possess the feature of global mind-set or in other words to think globally and act locally. Global perspective view means considering the world as one without dividing it to the national borders and for the global perspective executives should have a global mind-set which is additional capacity to keep and be guided by multiple realities. Global mind-set is required capacity for executives to manage people effectively in the absolutely new or unknown condition (Lane and others, 2009: 14). Managers should be very flexible and adapt quickly to any cultural conditions. The second feature is the emotional intelligence (Stein, 2009: 44). The emotional intelligence is referred to the capacity to be aware, cope and realize both someone's and own emotion in order to adapt to different situation (Lane and others, 2009: 14). Motivation of all employees is also important feature as global managers have more difficulties to motivate foreign employees rather than to live in totally foreign condition. Speaking cross-culturally and understanding foreign language is also required as thinking long termly. And one of the most important feature is understanding national cultures as no any multinational business can be set and run successfully without understand of different cultures (Lane and others, 2009: 14).

There are two frameworks of the global mind-set including cognitive complexity and cosmopolitanism (Cullen and Parboteeah, 2013: 23). Cognitive complexity referred to the capacity of someone to distinguish in the process of personal approach and think multiply.

Cosmopolitanism means directness to experience different cultures with willingness at both individual and institutional level (Hooft and Vandekerckhove, 2010: 3).

1.1.2. Organizational Change

Any organization experiences differentiation process throughout its operation cycle and if an organization can make its business effectively and becomes successful it creates its own culture (Schein, 2010: 260). Hired specialists of any organization will be involved to the corporate culture and change it by bringing new own cultural values (Schein, 2010: 260).

There are six main forces for change including nature of the workforce, technology, economic shock, completions, social trends and world politics (Robbins and Judge, 2009: 653).

Being global manager is highly required in the 21st century due to higher rate of acquisitions, joint ventures and mergers among organizations which causes various multicultural organizations (Schein, 2009: 3). Schein states that blending, domination, separation or conflict can occur in cases where different cultures have to be crossed (Schein, 2009: 13).

One of the model of organising, implementing and maintaining any change process is the eight step change model by Kotter. Kotter divided change process into eight steps (Sabri and others, 2007: 176). The first step of Kotter's model is establishing a sense of urgency. This step means that mostly managers of companies are so busy that they cannot think about any change and mostly miss opportunities to make changes. That is why managers must be convinced about importance of change urgency by informing them why change is necessary (Sabri and others, 2007: 177). The second step of Kotter's model is establishing a guiding team by selection responsible employees with necessary skills and knowledge to set the change process. The third step is building up a vision and strategy to achieve the determined vision. The importance of this step is to set the required time as if this process goes too slow it can lead to failure. The fourth step is communication the vision among employees through an organisation in order to make clear to everyone the new

change strategy dynamic (Melnik and Fineout-Overholt, 2010: 282). The fifth step of the Kotter's model is giving authority to employees to act towards the vision by removal of barriers to act, to encourage any risks and solving problems creatively (Robbins and Judge, 2009: 661). The sixth step is creating short-term wins as if employees do not achieve any success in implementing change process they will lose their enthusiasm and motivation to continue with organisation change. The seventh step is to strengthen gains and to continue to achieve the vision as it may seem unrealistic at short time and employees can simply give up. The last step of the model is attempt to set new changes in overall culture of an organisation and to make changes last (Melnik and Fineout-Overholt, 2010: 282).

According to Robbins and Judge (2009: 659) another approach to conduct organisational change is Lewin's three-step model. Lewin distinguishes unfreezing, movement or change and refreezing steps of any change process. Robbins gives example of Lewin based on the big oil company of the USA which had to restructure its marketing division (Robbins and Judge, 2009: 659). So, the oil company decided to combine its three offices which were located in different cities into one and as a result 150 employees had to be shifted and changed their locations or new employees had to be hired instead (Robbins and Judge, 2009: 660). Ninety percent of employees did not like the idea as many of them did not want to change location of their family and children. Only ten percent of employees were fine about the change of the office. Lewin approach can be applied in the example given above as the quo status which was unfreeze by decision to move and next the management had to overcome all that resistance from employees to change their location. The group and individual resistance is considered normal reaction of any change hence management should offer some promotion to change employees motivation and approach as salary increase, mortgage and so on (Robbins and Judge, 2009: 660).

Lewin's point is that any organisation has to apply following stages for successful shift including unfreezing the quo status. This stage represents the preparation to some change by desistance of old tendencies of an organisation (Cummings and Worley, 2009: 22).

The next step is movement or change to a new level by changing attitudes, behaviour and values of an organisation through changing overall structure of an

organisation and, the last step is the refreezing and in other words, the stage to steady an organization by using supporting means to encourage the new condition of the organisation (Harsh, 2011: 327).

1.2. FRAMEWORKS OF CROSS-CULTURAL VALUE STUDIES

Cross-cultural values have been studied through different approaches. Some researchists study cultures based on collective mental programming of societies. Several researchists collected surveys while others obtained materials during the seminars or meetings (Gully and Phillips, 2011: 26). For example, Hofstede conducted his research based on 116 thousands workers of IBM from 1967 until 1973 in 50 countries. Four dimensions of Hofstede considered the starting point in the field of the cross-cultural management research (Keillor and Kannan, 2011: 136).

Trompenaars and Hampden-Turner based their research of cross-cultural values on the observations of employees' behaviour and gathering information from executive seminars (Gully and Phillips, 2011: 43).

According to Halverson and Tirmizi (2008: 121) different authors of cross-cultural values give either same dimensions under different name or different values, for example, Schein gives such values as relationship with nature, human activity, human nature, relationships with people, time and truth and reality (Halverson and Tirmizi, 2008: 121). Kluckhohn and Strodtbeck categorized values as relationship with time, human activity, human nature, relationship with people and time. Another authors of cross-cultural values are Adler and Gundersen (2008: 17) and they defined following five values including human nature, relationship with nature, individualism versus collectivism, human activity (being versus doing), space (private versus public) and time (past, present and future) (Adler and Gundersen, 2008: 17). Hall defines only three values as space (personal and physical), time (polychronic and monochronic), and language (high context and low context) (Gully and Phillips, 2011: 64). Trompenaars (2012: 36) defines his values as following relationship with nature, relationship with people, universalism versus particularism, individualism versus collectivism, affectivity, diffuse versus specific, achievement versus ascription, relationship with time (Trompenaars, 2012: 36).

1.2.1. Geert Hofstede's Culture Values

Dutch researcher Geert Hofstede opened the door to the new subject that studies effect of the cultural differences on management practices in the 1980s. The notion of the culture related to management was not studied until the 1970s. According to Hofstede's definition of the culture it is the process of the collective programming of the mind that allows differentiating members of one group from another (Hofstede, 1980: 13). According to Hofstede (1980: 15) mental programming is the key word in the definition of the culture. Mental programming is the learnt approach which makes us to consider someone's behaviour predictable in certain extent (Hofstede, 1980: 13). The majority of our predictions are made consciously and they are so trivial that the process of the predictions unnoticed, but however, mental programming components cannot be observed and only words and deeds can be observed. Everyone possesses partly unique and partly shared mental programming with others (Hofstede, 1980: 23).

Hofstede (1980: 26) distinguished three levels of the mental programming including human nature, culture and personality. The first level is referred to everything people do due to they are human beings for example, basic needs such as food, sleeping that listed in detail in Maslow's hierarchy of needs and that is why human nature level of mental programming is inherited and cannot be learnt (Hofstede, 1980: 34). The second level of the mental programming is culture and the only level which can be learnt and it is certain to particular group. People receive mental message from the society they were born into and live throughout their life (Hofstede, 1980: 37). The upper level of the mental modeling is personality which indicates uniqueness of anyone which everyone gets in both learnt and inherited way. Uniqueness combined from genes and personal experience, skills they possess (Hofstede, 1980: 39).

According to Hofstede (2001: 10) national culture is referred to the value system shared by majority of the some particular population which varies from ecological factors affecting social and physical environment. Hofstede also states that national cultural differences cannot be analyzed without learning the historical factor

of some particular nation. Culture as the mental programming reflects in present generation the attitude, behavior and minds (Hofstede, 2001: 10).

Hofstede defined four dimensions of national culture and the first one is power distance and power distance divided into high and low power distance. Power distance indicates how people deal with the fact that people are unequal within some particular society or in other words to what extent less influential members of some society concern that power is distributed differently (Beugre, 2007: 55). There are societies with big status gap between members who possess some power and those who have no power and this culture is called as the society with high power distance and as a result managers are directive and subordinates not willing to say out. On the contrary, societies which members do not concern status, power among its members with great deal is called high power distance cultures and as a result managers look for participation from subordinates (Beugre, 2007: 59).

The second dimension of the culture is uncertainty avoidance. Uncertainty avoidance indicates the level of people feeling being threatened by uncertain situation. There are countries with high or low uncertainty avoidance level. Members of societies with low uncertainty avoidance has high willingness to take risks and countries with high uncertainty avoidance on the contemporary not willing to take risks (Minkov, 2011: 180).

Countries with high uncertainty avoidance are Sweden, the USA, Canada, Denmark, Norway, Hong Kong, Jamaica. Major characteristics of members' from weak uncertainty avoidance cultures are that uncertainty is essential, willingness to change career, promote risk taking, innovation oriented and, countries such as Japan, France, Spain, Portugal, South Korea are categorized as strong uncertainty avoidance with preference of clear procedures and guidelines, with stability in their career, keeping status Quo, willing to avoid uncertainty (Samovar and others, 2012: 188).

The third dimension in accordance with Hofstede is individualism versus collectivism. Individualism is associated with high preference of individual objects, greater tendency towards rivalry, higher level of independence, whereas collectivism is associated with group oriented goals, support of cooperation, dependency from other members of particular society (Kitayama and Cohen, 2007: 259).

According to Samovar (2012: 188), all English speaking countries including the USA, Australia, Canada, Great Britain, New Zealand have high level of the individualism and low of the collectivism. Latin America countries are higher in collectivism overall. Asian countries are considered low in individualism and high in collectivism, however, there is high level diversity within East Asian countries. Korea and Japan have high level of collectivism and low level of individualism in comparison to the USA. But this measure cannot be applied within only one particular country as there are several sub cultures with some country. For example, African Americans indicates absolute differences from Africa. European Americans have higher level of individualism than Asian European Americans (Samovar and others, 2012: 188).

The fourth dimension of culture by Hofstede is masculinity and femininity. It represents the amount of mixture both of masculinity and femininity in one person and hence a normal male possesses domination of masculinity and a normal female, on the contrary, the domination of femininity (Hofstede, 2001: 89). For example, the USA, Great Britain, Germany, Japan, Mexico and Philippines are masculine and Sweden, Finland, Norway, Denmark, the Netherlands, Costa Rica, Portugal, France are feminine. Masculine and feminine dimension of the culture is not related to the wealth of people unlike to individualism and collectivism dimension (Hofstede, 2001: 89).

A few years later after main Hofstede's survey Hofstede and Bond determined the fifth independent dimension based on students of 23 countries and according to the survey the last dimension is a time orientation which indicates the long-term or short-term approaches to life and work (Patel, 2007: 12).

According to Landy and Conte (2010: 39) countries are characterised as follow based on Hofstede's research high power distance society is characterised by centralized decision making, many superiors per one worker and autocratic approach to the leadership; low power distance is characterised by decentralized decision making, few superior per a worker, participative approach to the leadership; high uncertainty avoidance is characterised by technical solutions, high level of the loyalty towards employees, innovators are restricted by rules; low uncertainty avoidance is characterised by technical solutions not privileged, poor level of the

loyalty towards employees and innovators are highly appreciated; high individualism is characterised by employees driven by personal goals, low performance of an employee is considered a legal right to lay off; low individualism is characterised by employees driven by community goals, low performance of an employee is considered a legal right to change duty; high masculine is characterised by less priority for women in professional field, the dominance of traditional approach, men are considered with higher priority; low masculine is characterised by higher priority for women in professional field, women are considered with higher priority; high long-term orientation is characterised by creating long-term relationship, strong market position valued, regular human relationship considered the gratification, immediate satisfaction of needs not expected; low long-term orientation is characterised by short-term orientation in building business relationship, bottom level of market position is accepted and deferred satisfaction of needs not accepted (Landy and Conte, 2010: 39).

1.2.2. Fons Trompenaars' Value Dimensions

Fons Trompenaars is a Dutch contributor to intercultural management who interviewed more than 46 thousands managers. His approach to the understanding of cultural differences is anthropological and he tried to analyze culture in the way how people relate to others, their attitude to time and their attitude to the environment (Needle, 2004: 145). Trompenaars listed following contrast dimensions of the culture: individualism versus collectivism; neutrality versus emotionality; universalism versus particularism; specificity versus diffusiveness; achievement versus ascription; attitude towards time or in other words sequential versus synchronic and attitude towards environment or in other words internal versus external control (Achouri, 2010: 118).

According to Trompenaars the core object of individualistic cultures are individual performance and fulfilling of personal goals. Collectivistic countries indicate how people relate to the community (Hurn and Tomalin, 2013: 89).

Universalist cultures are the countries where general rules are core source and they follow the rules and procedures regardless of other conditions. Particularistic

cultures are countries where some particular condition has more value than rules and regulations (Trompenaars, 2003: 33). For examples, countries including the USA, UK, Czech, Switzerland, Germany are universalistic and these countries are achievement-oriented and on the contemporary, South Korea, Nigeria, Malaysia and Indonesia are particularistic as personal relationship can be more important in solving some issues than general conducted rules and regulations (Needle, 2010: 146).

Cherunilam states (2010: 83) that neutral culture represents people of group who control their emotions and emotional culture on the contrast represents people of the culture with open emotions. For example, people from the United Kingdom, Japan, Finland are considered neutral culture and people of these countries are quite and do not impress their emotions. Mediterranean countries, Mexico, Switzerland and the Netherlands are considered emotional culture as people of these countries communicate loudly, enthusiastic in their nature (Cherunilam, 2010: 83).

Another dimension of the culture is specificity versus diffusiveness which indicates difference among cultures depending on their relations towards statistics, facts, numbers, analysis and mostly expressed in such countries as the USA, Great Britain and on the contrast countries which members tend to base on connectedness, relations including for example Spain, China (Trompenaars and Hampden-Turner, 2009: 135).

The following dimension of the culture is achievement versus ascription. An achievement culture represents countries in which people's status based on how successful people in their job, for example, the USA, Switzerland considered achievement culture countries. An ascription cultural countries are those in which status of someone depends on who a particular person is, for instance, Japan and China are ascription cultural countries (Trompenaars and Hampden-Turner, 2009: 137).

The following important cultural dimension is attitude of people towards time or in other words sequential versus synchronic. A sequential culture is one where people are strict in time and time schedules are the core of any business relation, for example the USA, Germany. Middle East countries, Hong Kong for example, are synchronic cultural countries where people multitask and setting the time schedule

can be changed in the process of realising target of the business (Ahlstrom and Bruton, 2010: 56).

The last dimension is internal versus external control which reflects attitude towards environment or if managers believe that nature dominates them or they dominate the nature. Twenty percent of Arabic countries including Egypt, Kuwait, Bahrain and fifty percent of managers among Spain, Cuba believe that they dominate over the nature. In cultures, where the nature is believed to be dominate and managers tend to be fatalist by accepting situations rather modify it for example, China, Ethiopia. In internal control countries, such as Poland, Brazil, where people believe they can dominate over the nature, managers tend to be active by trying to change situations (Trompenaars and Hampden-Turner, 2009: 137).

1.2.3. Richard D. Lewis Value Dimensions

Lewis is a British major contributor to cross-cultural management who speaks ten languages. According to Lewis cultures can be divided into three classifications including task-oriented, highly-organized planners or linear-active; people-oriented, loquacious interrelations or multi-active; reactive cultures (Lewis, 1999: 36).

Linear-active or task-oriented culture like Sweden, German, Dutch represent people who deal with only one thing at particular moment with conducted time schedule. Multi-active culture represents countries where people are impulsive and flexible, focus on several subjects at the same time, not strict in following time schedules, for example, Mediterranean countries, South Africa, Brasilia, Argentina (Lewis, 1999: 38).

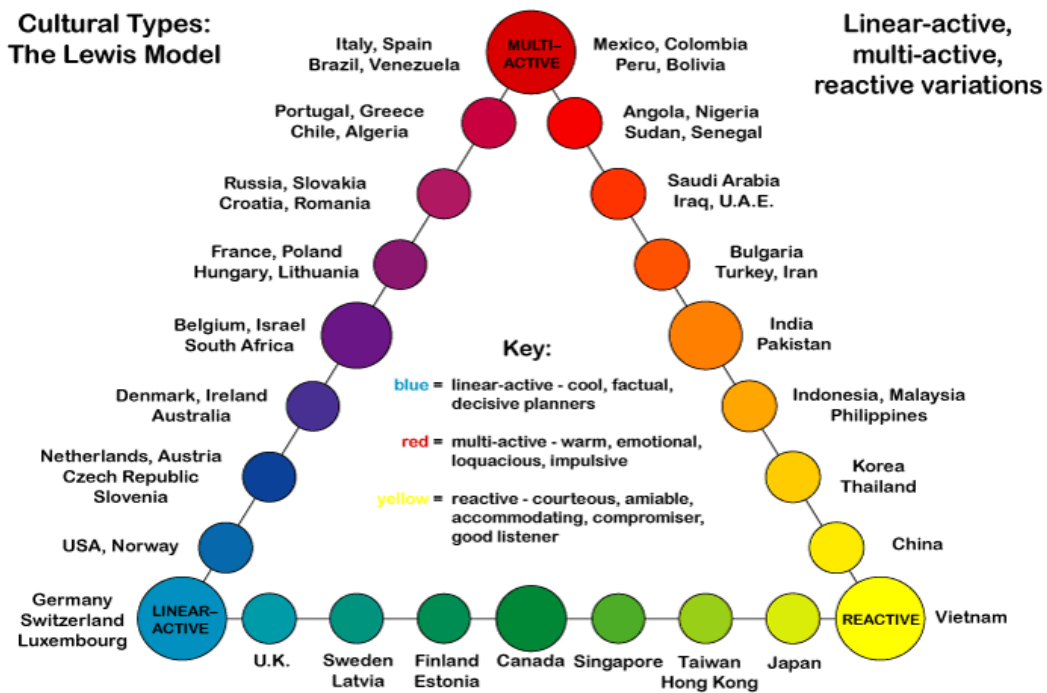
If linear-active and multi-active people have to work together annoyance results on both sides (Thissen, 2004: 262).

The next cultural type according to Lewis is reactive culture which represents people who are very attentive listeners, flexible, but schedules are also important for them, for example, Turkey, Japan, China, Taiwan and Finland are considered reactive cultures (Gupta and Randhawa, 2008: 84).

Another dimension of the culture according to Lewis is data-oriented and dialogue-oriented cultures. Data-oriented cultures rely upon massive database of

information gathered from solid sources and all their decisions based on research, which is based on reliable data. Data-oriented cultures are Germans, Americans, Swedes, Swiss (Stone and Stone-Romero, 2008: 283).

Figure 1: The Lewis Model of Cultures



Source: <http://bestcareermatch.com/cross-cultural-communication#lewis>

Italians, Arabs, Indians, French, Spanish and Latins are considered dialogue-oriented cultures and they consider business events based on information from personal network. The main sources of information are gossip, friends, family friends and acquaintances (Lewis, 1999: 47).

According to Lewis (2006: 55) another dimension of the culture is the use of time and Lewis defines linear time culture, multi-active and cyclic time cultures. Americans, Germans and Anglo-Saxons are linear time culture and members of those countries consider time as money and they have linear regard to time. Members of linear time culture prefer to be focused on only single thing rather than to be defocused on differen subjects. Multi-active cultures prefer handle more that one subjects at the same time, for example Italians, Arabs and Spaniards and they prefer

human transaction than time scheduling (Lewis, 2006: 55). In most Eastern cultures time is considered the adaptation of person to time and hence these countries do not consider time both linear and occasion related, but they consider it as cyclic (Lewis, 2006: 58).

Table 3: The Lewis Cultural Characteristics

Linear-active	Multi-active	Reactive
Talks half the time	Talks most of the time	Listens most of the time
Gets data from stats, research	Solicits information first-hand from people	Uses both data and people sources
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite and indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Compartmentalizes projects	Lets one project influence another	Sees the whole picture
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Sticks to the facts	Juggles the facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Pulls strings	Networks
Separates the social & professional	Interweaves the social & professional	Connects the social & professional
Does one thing at a time	Multi tasks	Reacts to partner's action
Punctuality very important	Punctuality not important	Punctuality important

Source: <http://bestcareermatch.com/cross-cultural-communication#lewis>

1.2.4. Shalom Schwartz's Seven Culture Value Types

Shalom Schwartz is Israeli social scientist contributor of cultural values who criticizes just dividing cultures according to collectivistic or individualistic approach as he considers culture as more complex subject (Goodwin, 1999: 29).

Schwartz found seven types of values at the cultural level and ten at the individual level. He derived from 56 values of 35 thousands applications from 50 countries (Bik, 2010: 75). The cultural levels are harmony, intellectual autonomy, conservatism, egalitarian commitment, affective autonomy, hierarchy and mastery and, ten individual cultural values are hedonism, self-direction, power, stimulation, achievement, tradition, security, universalism, benevolence and conformity (Silverthorne, 2005: 31). According to Halverson and Tirmizi (2008: 30) affective autonomy refers to the extent to which members of particular society feel free to signify their emotions. According to Halverson and Tirmizi (2008: 30) intellectual autonomy refers to the extent to which members of societies promote and secure liberty of intellectual tendency. Hierarchy refers to the extent to which members of societies stand diversity in authority, power, hierarchy. According to Halverson and Tirmizi (2008: 30) egalitarianism refers to the extent to which members of societies demonstrate interest for others' wealth. According to Halverson and Tirmizi (2008: 30) harmony refers to the extent to which members of societies feel the necessity of harmony with natural and social environment. According to Halverson and Tirmizi (2008: 30) conservatism refers to the extent to which societies concern tradition to which they belong to, respect of their traditions framework of society. Mastery refers to the extent to which people of societies promote the dynamic in changing and improving environment (Halverson and Tirmizi, 2008: 30).

1.3. JOB SATISFACTION RERVIEW

Hoppock (1935: 19) is considered as the inventor of job satisfaction term who published his work upon job satisfaction. According to the main definition of Hoppock's (1935: 28) job satisfaction contains from psychological, physiological and environmental conditions that lead to job satisfaction of employees. Thus, job satisfaction is the employees judgement which sum up likes and dislikes regarding to

job. Hoppock defined five factors which affect job satisfaction including fatigue; sameness; job conditions; supervision and achievement (Hoppock, 1935: 19).

Seachors and Taber (1975: 350) state based on different studies of job satisfaction that there are high positive correlation between job satisfaction and status, power, control and prestige (Seachors and Taber, 1975: 350). They add such individual characteristics as motivation, perception and expectation as indirect factors of job satisfaction (Seachors and Taber, 1975: 355).

Job characteristics and personal characteristics of individuals are factors which have impact on job satisfaction, however, Seachors and Tabers state that the link how job characteristics affect job satisfaction is not a clear subject (Seachors and Taber, 1975: 351). For example, due to different personal characteristics several workers of identical job environment and job title can experience quite different job satisfaction (Seachors and Taber, 1975: 353).

Quinn defined causes which lead to job dissatisfaction including general dissatisfaction of an individual in life; low level of self-esteem; tiredness from job; melancholia; involvement to political activities or religions sects; negative supervisory work evaluation (Seachors and Taber, 1975: 359).

According to Henne's survey there are six potential feedbacks from the dissatisfaction such as avoidance, leave from the job or coming late to the job; claim about job or managers; contradict or suit; illegitimate action towards company, for example, sneak from the company; effortless inputs; abuse of alcohol or drugs (Kleinbeck and others, 1990: 17).

Hulin has stated that a single job with the same responsibilities can be perceived as dissatisfaction by someone due to personal stress or disliking responsibilities, whereas others may enjoy with responsibilities and thus experience job satisfaction (Hulin, 1991: 460).

According to Macdonald and Macintyre (1997: 2) studies upon job satisfaction separate employee morale from job satisfaction in order to clearly clarify job satisfaction as these two notions are very close however, Locke states that there are two points of difference between employee morale and job satisfaction. First, job satisfaction considers only individual employee response towards his or her job, while employee morale is about group sense towards an organisation. The second

point is that job satisfaction refers to past and present experience of employee about job, whereas employee morale is the feeling about the future (Macdonald and Macintyre, 1997: 2).

According to Locke job satisfaction is defined as positive estimation about job from the external and internal gratification which match needs of employees. The job satisfaction is not only about job itself or person it is about individual in the relationship to his or her job (Kleinbeck and others, 1990: 16). Job satisfaction definition of Locke is considered the most used one and based on it Hulin and Judge stated that there are three types of responses to one's job including cognitive or evaluative; emotional or affective and behavioral components (Jex, 2002: 116). Cognitive or evaluative refers to the overall beliefs in regard to job; emotional or affective indicates feeling of employees about job and behavioral components refer to behavior of employees towards job such as getting in time, working hard and to be productive and so on (Judge and Klinger, 2008: 394).

Locke's approach to job satisfaction is considered job satisfaction as need fulfillment due to he considers job satisfaction as job fulfills needs. Locke differs needs and values in his approach. In other words, needs refer to requirement of individual to sustain and survive while values have inherent nature on the objective basis. Values refer to desires which individual wishes and wants to attain and values have subjective basis and learnt throughout the life and, the main point of the Locke's approach is to direct a person in the way he or she can act and choose to satisfy personal needs (Hersén, 2004: 474).

Unlike to Locke, Vroom defines job satisfaction as expectation to be happened in the future to attain desired outcomes. According to Vroom job satisfaction is the valency of the job which depends on such outcomes as status and lifestyle multiplied by effectiveness of tools (Hersén, 2004: 474).

There are wide range of expectations from job and reactions to job (Muchinsky, 2006: 313).

Job satisfaction indicates total emotional response to a job as consequence of the comparison of the outcomes employees receive and their expectations and hence the job satisfaction deals with three elements including expectations, actual outcomes and the comparison (Eun Lee, 2008: 10).

According to Robbins (2009: 119) factors which affect job satisfaction include payment, executive regard to workers, and relationship with colleagues, opportunities, provided training and job environment. According to studies of job satisfaction there is relationship between payment and job satisfaction which vary depending on countries development level. For example, payments have no relationship with job satisfaction in poor countries where employees have to live in poverty, but as long as employees have high standard of living with solid salary the relationship occurs (Robbins, 2009: 119).

1.3.1. Job Satisfaction Theories

One of the most important theory to understand job satisfaction and motivation was introduced by Abraham Maslow (1940) and called as hierarchy of needs. His theory was conducted on hierarchical basis and separated in five levels of needs from basic needs to complex as follow: physiological, security, belongingness, esteem needs, self actualisation and, the major point of Maslow theory that as long as lower level of needs are satisfied people will consider about other levels with higher order (Arnold, 1998: 146).

Hackman and Oldham conducted the Job Characteristic Model where they defined five core aspects to assess the immediate job environment which includes: skills variety which indicates the requirement of various skills, capacities and abilities by job; task identity indicates in what degree work demands end the whole and independent part of work; task significance indicates the extent to which job has influence on people's lives, external surroundings and the organisation itself; autonomy or the extent to which employee is given by appropriate level of independence to be initiative and take actions to accomplish duties; feedback or the extent to which employee receives feedback about his or her productivity in order to observe own work (Arnold, 1998: 204).

There are three approaches in explaining job satisfaction. The first approach is information processing model or in other words it concerns the characteristics of the job itself meaning gathering information related to job, company and evaluating it in order to define the approximate level of job satisfaction (Jex, 2002: 117). The second approach of job satisfaction explains that job satisfaction based on social

information which opinion others have about job and how they assess the job (Pennings, 1986: 65). The third approach refers to individual characteristics of employees based on genetic, cultural characteristic and experience (Jex, 2002: 117).

There are five approaches to measure job satisfaction such as instrumentality theory, social influence theory, comparison theory, the two-factor theory and equity theory (Ganguli, 1994: 16).

The instrumentality theory determines individual satisfaction with job in such outcomes as payment, promotion, pleasant job environment and so on (Ganguli, 1994: 17).

The major point of the social influence theory that the satisfaction is the outcome of the self-perception and social perceptions as individuals tend to conclude their level of the satisfaction under the influence of society they belong to (Hersen, 2004: 475). Additionally, Salancik and Pfeffer argued that job satisfaction facets are not as important as one's perception about how others work. According to Hersen (2004: 475) job satisfaction facets are socially set variables and they cannot be applied to some new worker for example, who cannot feel any satisfaction or dissatisfaction due to lack of spending time at company and who simply needs to observe work related values at the particular company (Kaila, 2005: 399).

According to the comparison theory proportion of the job satisfaction depends on discrepancy between norms and standards of individuals and their beliefs what he or she receives (Kaila, 2005: 398). Ganguli referred to this theory as the aspiration-achievement or expectation-achievement discrepancy theory (Ganguli, 1994: 16). Aspiration or expectation of an individual depends on the minimum level of necessity of the individual and the job satisfaction is the result of the comparison between desired norms and insight of the obtained level (Kaila, 2005: 398).

According to Herzberg two-factor theory there are two groups of factors which affect job satisfaction of employees. The first group of factors connected with positive relation with job itself as a consequence of motivation factors including recognition, job environment, achievement, promotion and so on. The second group of factors do not cause satisfaction and that is why called as dissatisfiers or hygiene factors. In other words, these factors are external to the job, for example, interpersonal relationship with colleagues, company procedures and policies,

payment and so on (Kaila, 2005: 399). According to the theory satisfaction and dissatisfaction cannot be viewed as vis-a-vis objectives as increase of job satisfaction level does not lead necessarily to decrease of job dissatisfaction as job satisfaction and dissatisfaction factors are not necessarily always similar (Davies, 2008: 8). The main idea of Herzberg two-factor theory is that an employee can be not enough motivated regardless of competitive salary and pleasant job conditions as motivation depends on the nature of job itself and hence in order to make employees work productively managers have to look into the nature of the job and take into consideration both factors.

According to the equity theory the level of job satisfaction depends on how people compare their inputs to job such as experience, skills with outcomes from their job including payment, promotion (Davies, 2008: 12). Smith, Kendall and Hulin combine equity, expectancy and instrumentality. According to their view, job satisfaction is considered distinction between what is aimed, expected and what is actually experienced (Hersén, 2004: 475).

There is also Adams's equity theory approach, which is result of comparison of one individual's input and output related to work with another individual ratio. The other person can be whomever the respondent wants to be compared: a co-worker, a friend, a relative and so on and depending on the ratio result it can be either satisfaction or dissatisfaction (Hersén, 2004: 475).

1.3.2. The Role of Personal Dispositions in Job Satisfaction

Shane states that genetic affects job satisfaction through cognitive abilities, temperament and personality as there is no "job-satisfaction gene" (Shane, 2010: 76).

Job satisfaction studies evidence that variation of job satisfaction from 10 to 25 percent is the result of the temperament variation. The impact of temperament on job satisfaction is so strong that it will influence job contentment over 50 years after the measurement of it. Studies of molecular genetics show that people with optimism in their life have different variation of neurotransmitter genes that people with negative outlook to the life and as the result job satisfaction is affected by brain chemicals through temperament (Shane, 2010: 76).

Psychologists defined that people with high self-esteem, self-efficacy, with emotional stability and internal locus of control satisfied by any job they work at and moreover genetic influences all aspects of self-evaluation. Additionally other personal characteristics also have impact on job satisfaction, for example, nervous people exposed to work stress more than stable people; sincere people have higher level of job satisfaction as they have higher sense of attachment to their job, extrovert people are believed to be more social and have more friendship which leads to have higher level of stress resistance at their job (Shane, 2010: 78).

Plenty of researchers tried to examine if there is some gene which affects job satisfaction and as was concluded by scientists that almost 24 percent of genetic share of job satisfaction influence people through OCEAN traits. In turn, OCEAN personality model includes the following traits as openness to experience; conscientiousness; extraversion; agreeableness; neuroticism. Additionally researchers state that work related values depend on people's personality, for example, job status and security are main important aspects for nervous people at their work place; people who look for new things tend to highly value the independence at the job and self-confident people tend to feel satisfied at job where they are allowed to make their own decisions (Shane, 2010: 78).

As was researched there is deep impact of genetic on cognitive abilities and intelligence of people which in turn create the difference in job satisfaction, for example, as studies indicate, clever people have less level of job satisfaction with their job (Shane, 2010: 79).

According to Arvey there is connection between job satisfaction and genetic inheritance of individual. In order to investigate the impact of gens on job satisfaction Arvey conducted research based on 34 pairs of identical twins who had been living apart from their childhood and as a result twins were grew up under different live conditions with different environment (Aamodt, 2007: 368). Based on Arvey's survey it has been evidenced that almost 30 percent of differentiation in job satisfaction caused by genetic features as Arvey's survey showed that job satisfaction level among genetically close people working in various job is correlated rather than job satisfaction level among people who have no genetic connection working at the same workplace (Arnold, 1998: 207).

The second personal disposition is age as job satisfaction tends to increase with age. The research result of Poll indicates that greater age of workers, greater level of job satisfaction. According to Siu the reason why older people have higher level of job satisfaction is in coping skills and well-being of older people than younger (Strauser, 2014: 140).

Mckenna categorises four reasons why older workers have higher job satisfaction levels. Firstly, older people can more easily find out the desirable job due to experience and gained skills throughout job; secondly, older people set expectancies and do not tend to be ambitious; the thirdly, older people are more satisfied all in all and lastly, dissatisfied older people have the chance to choose earlier retirement (Mckenna, 2000: 276).

According to Dawis, people regard to job satisfaction throughout time and live conditions as how employee feel about their job is highly changeable (Muchinsky, 2006: 313).

According to Glickman and Mirabella middle-aged employees tend to have more satisfaction in terms of intrinsic personal side of their work as assigned control and self-efficiency than extrinsic aspects such as payment (Kail and Cavanaugh, 2007: 459).

Holland states that age cannot affect job satisfaction unless there is a positive fit between job and its employee (Kail and Cavanaugh, 2007: 459).

Difference between male and female job satisfaction is not clear enough due to different results, for example, the research of Brush, Witt and Nye shows that there is similarity in job satisfaction between males and females, while study of Mor Barak and Levin indicates that women are less job satisfied (Strauser, 2014: 140). In contrast, Hodson, Murray and Atkins state that women experience higher level of job satisfaction regardless of less prestige occupation, less salary and rewards due to female workers have lower expectations from their job than male workers (Chafetz, 2006: 336).

Kennedy and Lawton in their research of gender job satisfaction found that females tend to be less satisfied than males in companies with predominantly male labour. Long added that if numbers of female workers significantly less than half of

the overall number labour, job satisfaction degree of women will decrease in comparison to men at the company (Russo and Landrine, 2010: 560).

Schul and Wren concluded that there is no any difference in job satisfaction between genders based on their research. Furthermore, due to studies which show same level of the job satisfaction regardless of worth condition of works, less level of pay, lower level of work prestige Crosby labelled as “the paradox of the contented female worker” (Russo and Landrine, 2010: 561).

The major reason of gender odds is the stereotyping. Studies of Gutek, Powell, Butterfield, Parent, Schein evidence that in most countries image of executives or managers are given as a male, as it is believed that skills of solid executive is inherited by male person (Russo and Landrine, 2010: 566).

1.3.3. Job Satisfaction and Correlates

It is believed that greater job satisfaction greater job performance (Strauser, 2014: 142). However, the relationship between of job satisfaction and performance is not positive always (Muchinsky, 2006: 317).

Human relation theory considers job satisfaction as “satisfaction-causes-performance” relation as job performance directly depends on whether employee satisfied or not, however, Lawler and Porter argued with the above relation as they view job satisfaction as the result of rewards and rewards in turn, the result of job performance, hence it is job satisfaction caused by job performance (Hersen, 2004: 475). Schneider also adds that there is no single relationship between job satisfaction and performance as there are some cases when job performance is the result of satisfied employees, while in others it is the result of successful financial power of the organization (Muchinsky, 2006: 317). Petty, McGee and Cavender found strong correlation between job satisfaction and performance among high-level employees caused by more solid employee rewards (Strauser, 2014: 142).

The next correlate to the job satisfaction is withdrawal behavior which simply means if higher dissatisfaction level higher absence at the job. However, analysis of Hackett and Guion shows that there is very weak connection between job satisfaction and absenteeism (Strauser, 2014: 142). In other hand, some studies evident that as more dissatisfied with job as more employees simply quit from the job, however, this

correlate by the factor of the alternative job as if there is no alternative job people would rather suffer and continue to work, rather to prefer being unemployed as was suggested by Hom and Kinicki (Muchinsky, 2006: 318).

Another correlate to job satisfaction is life satisfaction, in other words, how job satisfaction connects to life satisfaction in general. There are three main hypotheses in terms of life satisfaction: spillover, compensation and segmentation (Strauser, 2014: 143). The spillover affects means that processes of work life have impact on processes of overall life and as a result there might be positive connection between job and life processes. Efraty and Sirgy analyzed the effect of professional prestige on the spillover of job and life satisfaction and as was concluded there is positive relationship between higher prestige job, job satisfaction and life satisfaction in general (Reilly and others, 2012: 41).

The compensation effect means that people try compensating dissatisfied work related issues with satisfaction of another aspects of life. The segmentation effect means that people tend to differ job and try not to be influenced by job (Reilly and others, 2012: 42).

The last correlate to job satisfaction is health. The Job Demands-Resources model is the model indicating that stress is the result of imbalance between requirements towards an individual and the resources he or she has to deal with for the fixed requirements. Job stress leads to job dissatisfaction in short-term and in long-term perspective it leads to problem related to physiology and psychology of workers (Strauser, 2014: 144).

Burnout is the feedback to constant job stress mostly in long period of time that characterized by exhaustion both in mental and physical level; disengagement or the attempt of workers to distance from a job and losing the feeling of occupational and individual performance (Martinko and Wallace, 2004: 83).

Most studies including Cass, Faragher and Cooper discovered evidences that there is clear relationship between mental and physical health and job satisfaction. In fact, it is stated that satisfied employees tend to be more productive at their tasks and mentally healthy executives are believed to be more successful towards achieving objects of company as they are driven by intrinsic motivators (Hosie and others, 2006: 108).

1.3.4. Job Satisfaction Measurement

There are global and facet ways to measure job satisfaction. Global way of measuring job satisfaction refers to evaluation feelings about overall job satisfaction, whereas faces way of measurement refers to some specific aspect of job satisfaction mostly to predict weak or strong aspects of an organisation (Strauser, 2014: 141).

Grigoroudis and Siskos listed following questionnaires to measure job satisfaction as most important: Job Satisfaction Survey, the Job Descriptive Index, the Minnesota Satisfaction Questionnaire, the Job Diagnostic Survey, the Job in General Scale and the Michigan Organisational Assessment Questionnaire (Grigoroudis and Sisko, 2010: 78).

Job Satisfaction Survey (JSS) was conducted by Spector to analyze nine aspects of job satisfaction including satisfaction with payments and the way how it is raised; satisfaction with potential opportunities of a company; satisfaction with the way of supervisors regard towards subordinate; satisfaction with additional gains provided by company; satisfaction with compensation and rewards; satisfaction with working policies, procedures and rules; satisfaction with interrelationship with colleagues; satisfaction from work itself and satisfaction with communication in job (Grigoroudis and Sisko, 2010: 78).

The Job Descriptive Index (JDI) was developed by Smith, Kentdall and Hulin (1969) and it measures five aspects of job satisfaction including like or dislike with job; satisfaction or dissatisfaction with supervisor; satisfaction or dissatisfaction with pay; satisfaction or dissatisfaction with promotion; satisfaction or dissatisfaction with colleagues (Kuslivan, 2003: 359). Each aspect of JDI has from eight to eighteen points followed by answer as yes, no or uncertain (Grigoroudis and Sisko, 2010: 78).

The third important survey to assess job satisfaction level is the Minnesota Satisfaction Questionnaire (MSQ) which was developed the University of Minnesota. MSQ was developed in the long form which is proposed to measure twenty aspects of job satisfaction with one hundred items and there is also short version of the survey which contains only twenty items (Jex and Britt, 2008: 135). Twenty items of MSQ includes activity, ability utilization, independence, company policies and rules, variety, compensation, social status, advancement, supervision (human relationship or technical), responsibility, creativity, moral values, working

conditions, security, colleagues, social service, recognition, authority, achievement. The particularity of the MSQ is that an employee is given with statement related to the above items, for example, to indicate the satisfaction level with being to keep busy always (Jex and Britt, 2008: 136)?

The Job Diagnostic Survey (JDS) was developed by Hackman and Oldham (1975). JDS measures six aspects of job satisfaction and each aspect has from two to six items. The aspects of JDS include job security, pay, colleagues, supervision, general and growth (Chelladurai, 2006: 279).

The Job in General Scale survey was conducted by Ironson (1989) to measure entire job satisfaction rather than to assess specific facets of the job. The survey contains eighteen general questions about job in the form of brief statements. The Job in General Scale survey is suggested for assessing overall job satisfaction without specifying it into different aspects of job satisfaction (Grigoroudis and Sisko, 2010: 79).

The Michigan Organisational Assessment Questionnaire (MOSQ) was developed by Camman (1979) which is proposed to assess the overall job satisfaction by three items which includes following questions: if the employee is satisfied with job in general; does the employee like or dislike the job in general; does the employee like or dislike to work for the job? 7-point Likert type of answers ranged from strongly disagree to strongly agree is used for MOSQ to sum up for overall job satisfaction level (Karsten, 2008: 39).

1.3.5. Impact of Culture on Job Satisfaction

According to Lincoln's research it was conducted that supervisors of less industrially developed countries have lower job satisfaction apart from Japanese executives whose job satisfaction levels lower essentially than Americans (Saiyadain, 2003: 69).

Griffeth and Hom defines three groups of countries with different level of job satisfaction including Latin countries with Belgium, Greece, Italy, Portugal and Spain where employees stressed less satisfaction with colleagues, supervision and promotion; the second group is English speaking group with Canada and England, where employees stressed the highest level of satisfaction with workload and

promotion; the third group is Nordic and Central European countries with Nordic countries, Austria, Switzerland, where employees stressed the highest overall satisfaction (Jackson, 2006: 149).

Hui explored job satisfaction level across cultures by measuring satisfaction with work, satisfaction with supervision, pay, promotion and co-workers and he found that the level of job satisfaction is different among countries (Jackson, 2006 149).

The International Social Survey program identified output of job satisfaction among twenty one countries recently. According to the survey employees of Denmark has the highest rate of the satisfied employees followed by employees from Switzerland and Israel. Hungarian, Russian and Japanese employees have the lowest level of job satisfaction among twenty one surveyed countries. Employees of the USA on the seventh place, New Zealand on the eighth and the United Kingdom on the fourteenth relatively (Silverthorne, 2005: 174).

It is believed that organisational justice affects strongly management of an organisation, however, the study of Fields, Pang and Chiu (2000) defined that there is difference in regard to organisational justice between the USA and Hong Kong. For example, organisational justice affects the opinion of American employees about executives, but has no any input on the job satisfaction and on the contemporary, for employees of Hong Kong it has no input on the evaluation of the executives, but has strong effect in regard to the job satisfaction (Silverthorne, 2005: 175).

O'Reilly and Roberts studied the differences in job satisfaction among African Americans and white population and they found that African Americans concerned mostly extrinsic factors such as satisfaction with colleagues, while white American employees concern both extrinsic and intrinsic factors of job satisfaction (Jackson, 2006: 149).

Lok and Crawford conducted the research to analyse the impact of the culture on job satisfaction among different cultures and they concluded that there are considerable distinctions in the relation to job satisfaction, for example, progressive companies of Australia have more positive impact on job satisfaction of employees rather than Asian companies due to Australian culture maintains the expansion of the rights and opportunities of employees (Goldston, 2008: 56).

According to Jex, employees in Former Soviet Union countries still given with low level of decision making than countries that have free market economy direction since a long time ago and as a result employees of Former Soviet Union countries experience less job satisfaction (Jex, 2008: 144).

The assumption of Jex is one of the crucial idea of this research as survey will be conducted based on KPO where executives presented both from stable free market countries such as the USA, the UK and Italy and Former Soviet Union countries including Kazakhstan and Russia.

Studies upon job satisfaction across cultures explored that culture has great impact on factors which influence job satisfaction among employees represented by different cultures and there is significant relationship between job satisfaction depending on different cultural aspects. This relationship will be attempted to be explored one more time based on KPO further.

Testa, Mueller and Thomas found in their survey that workers of lower level experience low degree of job satisfaction if the culture of their organisation does not match to the values of their national culture. But this finding does not extend on managerial level of the organisation (Keyton, 2011: 122).

As was concluded on the research of Witt and Redding, for example, the shareholder value is the main goal of a company, whereas German companies' executives consider the importance of a company for the benefit of its society, Hong Kong company managers concern family status, Japanese companies managers consider the pursuit of the society wealth as the whole (Witt and Redding, 2014: 361).

1.4. MANAGEMENT STYLES OVERVIEW

Likert (1961) stated that generalized theory of organisation and management can be created based on social sciences; therefore, he stressed three main concepts for it including supervision, management style and interpersonal relationship (Likert, 1961). Furthermore, Likert studied supervisory styles and defined two styles including job-centred and employee-centred styles. Job-centred style is characterised by close supervision, heavy pressure on employees to make work done in accordance

with required standards and low level of independence of employees, while employee-centred style is the opposite which chartered by supportive regard toward employees in case they make some errors, little pressure on them (Likert, 1961).

Based on his assumptions Likert (1961) developed "linking pin" unique method which proposes the involvement of the entire organisation to the decision making and utilise open communication among different level of companies and additionally Likert advised to assign at least one person who is linking pin among different level of companies in order to provide better information flow (Likert, 1961).

Likert (1976) defined four management styles including exploitative, benevolent, consultative and participative (Likert, 1976). Likert called his chategorisation as system four management which assists to increase productivity, involvement of employees and creates better labour relationship (Likert, 1976).

According to Likert, the job-centred supervision causes low productivity and poor morale of employees and that is why he encouraged the idea of the maximum participation with setting goals and making decisions (Likert, 1976).

According to Combe Likert's management style, System 1 of management style which called exploitative and authoritarian management is characterised by using fear and threats by managers, downward communication, there is distance between subordinates and superiors, decisions are made by executives; System 2 of management style which called benevolent – authoritative is characterised by using rewards by managers, upward communication, strategy decisions are made by main executives and others are delegated; System 3 of management style of Likert which called consultative is charachterised by using rewards and punishment if needed, involvement of superiors in some extent, up and down communication types; System 4 of management style of Likert which called participative group management is characterised by using group participation, open communication, close relationship between subordinates and superiors, spread decision making (Bolton and others, 1984: 68).

Likert adds that the participative group management is the most effective one for managers and the effectiveness of it is the result of the group orientation as it creates supportive relationship (Bolton and others, 1984: 75).

Based on all his findings Liker tried to implement organisational change in order to assist for companies to shift from System 1 of management style to System 4, however, Liker pointed out that organisational change cannot be performed sharply and the better way to implement gradual change (Bolton and others, 1984: 120).

According to Barman (2009: 76) management style is the way how a manager deals with different situations at the job. There are four main management styles including autocratic, permissive, democratic and directive. Autocratic style refers to the way when managers make all decisions unilaterally, whereas permissive managers allow to subordinates some degree of independence to make their work-related task. Democratic managers allow to their subordinates to make decisions and directive managers tell to their subordinates exactly the way to perform their task (Barman, 2009: 76).

Barman also defines four types of combining styles which are directive democrat, directive autocrat, permissive democrat and permissive autocrat (Barman, 2009: 77). Directive democrat managers tend to be high both on direction and participation, permissive democrat managers tend to be low on direction and high on participation, directive autocrat managers tend to be high on direct and permissive autocrat managers tend to be both low on direction and participation (Furnham, 2005: 568).

Lussier classified four management styles including autocratic, consultative, participative and empowering. Lussier adds that autocratic management style is appropriate to apply for low-capability employees in order to dictate detailed job requirement and how to perform it. Consultative management style refers to highly directiveness and supportive regard towards subordinates. Consultative management style is advised for moderately skilled employees in order to give instruction and control the performance of it on the main tasks and support employees by the needed instruction and knowledge in case it is needed. Participative style is described by low level in direction but high in support of employees and this style is advised for high-skilled employees just inform about general direction of work. Empowering management style is described as very low in direction and support of employees and it is recommended for outstanding employees. Employees should be informed about

job needs to be done but the control of performance is not required. Lussier is also author of Management Style Assess Questionnaire, which is presented in section 1 of the appendix and the questionnaire will be used further in the survey of the employees (Lussier, 2012: 37).

1.4.1. Impact of Culture on Management Styles

One of the most important study of the relationship between culture and management style is the study by Haire, Ghiselli and Porter as their survey was conducted among 3641 managers in different countries by asking questions of the managerial aspects and the significant conclusion of this survey indicates that there is no single unique management style and its difference is not connected to economic and political system of a country in which managers work (Chryssides and Kaler, 1993: 509).

Another important study which represents cluster analysis of different works done in the management styles aspects is the summary of Ronen and Shenkar's cultural clustering. The underlying dimensions of their analysis are religion, language and geography (Chemers, 1997: 116). According to the cluster analysis of Ronen and Shenkar management styles of different countries can have similarities by commonality in religion, language. For example, Ronen and Shenkar concluded to Anglo cluster countries such as the United States, the United Kingdom and Australia due to the common language (Glaister and others, 2004: 144).

As the result of the cluster analysis Ronen and Shenkar grouped into nine clusters including 1) Anglo cluster with the UK, the US, Canada, Australia, Ireland, New Zealand, South Africa due to common language similarity and British influence; 2) Arab cluster with six countries including UAE, Abu Dhabi, Kuwait, Bahrain, Oman and Saudi Arabia due to generic religion, traditions and language; 3) Far East with such countries as Thailand, Taiwan, Vietnam, Hong Kong, Singapore, Malaysia, Indonesia and Philippines due to the countries share common customs and traditions; 4) Germanic cluster which includes Germany, Austria and Switzerland due to historical connection of the countries and the common language; 5) Independent cultural cluster with four countries due to there is not any commonality

with other country. Independent cultural cluster includes Israel, Brazil, India and Japan; 6) Latin American cluster includes six countries such as Mexico, Argentina, Venezuela, Peru, Chile and Colombia. These countries are common in the language and historical link due to the Spain colonise; 7) Latin European cultural cluster with Belgium, France, Italy, Portugal and Spain as these countries share common values and proximity; 8) Near Eastern cultural cluster with Turkey, Greece and Iran as the countries share proximity and the historical connection; 9) Nordic cultural cluster with Sweden, Finland, Denmark and Norway as the countries share common historical connection and as a result there is proximity to each other (Neelankavil and Rai, 2009: 58).

Research of the cross-border business showed that only 52 percent of the cross-border acquisitions have been succeeded, 35 percent of executives indicted that cross-cultural differences among executives are the most important problem (Briscoe and others, 2004: 127). Briscoe, Randall and Schuler defined 26 items of management practices which are directly impacted by cultural values and that is why it makes necessary for multinational companies to pay attention on those practices in different countries (Briscoe and others, 2004: 128). Those 26 items of management practices which directly impacted by culture include:

- planning methods;
- time horizon;
- the extent to which organization is bureaucratic;
- control standards;
- level of specialisation;
- level of centralisation and decentralisation;
- spans of control;
- departmentation and organisation of activities;
- extent and use of committees;
- criterias for promotion and selection of stuff;
- training program organisation and assignment;
- level of participation of group versus to authoritarian style;
- communication methods;
- motivation technics;

- degree of employee benefits;
- degree of obtaining skilled employees;
- degree of motivation practices;
- degree to which employee identify with their departments or overall company;
- degree of absenteeism, morale and frustration of employees;
- degree of conflicts and cooperation among employees;
- degree of information distortion,
- degree of unproductive time spending, bargaining and socializing;
- degree of ease to perform changes;
- attitudes toward customers;
- specific method implementation;
- degree of the ease to adopt to changes;

Browaeys and Price (2008: 13) state that at the business environment, culture can be developed within department, company, different level of hierarchy. For any cross-cultural approach, the terms culture and nation should be clearly differed as for example Uyгур people of Kazakhstan and China cannot be considered under common culture due to the political boundaries (Browaeys and Price, 2008: 13).

According to Simon, who explored small and medium enterprises and multinational companies, majority of managers of small and medium enterprises in the USA practice authoritarian style, while multinational companies of the USA practice the opposite style of management and that is why he suggests to pay attention to company size and origin country (Simon, 2009: 87).

The results of the survey showed that awareness about multicultural aspect are moderately low even though the USA and the UK are considered with the highest rate of intercultural practices and in order to understand why these countries rated moderately low in the intercultural practices their styles must be explored more specifically.

There are two approaches to explain the relationship between management styles and cultural values which are convergence and divergence. The convergence approach is based on the assumption that management styles of all countries will be approximated to the model of the fully developed country such the USA

(Silverthorne, 2005: 124). Divergence approach is based on the ideology that countries have unique value system and thus there is always resistance to any cross-cultural change in management styles (Silverthorne, 2005: 124).

This study attempts to measure the different types of management styles based on KPO where executives represented by the USA, the UK, Italy, Russia and Kazakhstan. These countries have no many similarities and that is why the management styles of each culture will be explored further in order to find out the differences.

1.4.1.1. Management Style of the English Speaking Countries

According to Adler, Gundersen Americans are parochial people. Parochialism represents people who view the world narrowly from their particular local point of views. As Americans do not have to learn English as foreign language in comparison to the rest of nations and they have no much interest in understanding another cultures they are mostly parochial people which makes people more naive in international business success (Adler and Gundersen, 2008: 14).

For example, according to the survey of Dun and Bradstreet which was conducted at the end of the twentieth century only 87 executives among 50 biggest multinational companies of the USA can be represented in career of international managers (Adler and Gundersen, 2008: 15).

Adler and Gundersen assume a reason why Americans ignore the necessity of having global mind and the reason of that is the political and historical prevalence which caused the idea of Americans of conducting any business relationship with foreigners in American prospect (Adler and Gundersen, 2008: 15).

The United States of America is one of the biggest English-speaking country and its population reflects ethnic variety, but American culture represents generally the European American who are the majority of the country (Althen and Bennett, 2003: 3).

Management is not much hierarchical in the USA and work can be done by demanding things from workers and everyone is equal which creates negotiable relationship among managers and their employees. Power distance index is 40 for

Americas which below than average which confirms the high level of equality in this country (Djosvold and Leung, 2003: 37). According to Hofstede the USA has small level of the power distance, low level of uncertainty avoidance, highly individualistic country with masculine predominance and short-term oriented (Branine, 2011: 82).

Americans interact and share personal information readily in order to create relationship than Europeans as they are more discreet due to historical occupation (Schneider and Louis, 2003: 44). If something goes wrong Americans blame only themselves as they believe that they can control everything and as a result of the high level of individualism they take personal responsibility which, for example, frustrates managers from collectivistic societies (Schneider and Louis, 2003: 227). Regarding to time Americans like to say not to cry over spilt milk which reflects inconsiderable relation towards the past time as they always worry what will be happened next which make them differ from Asian and European approach of time as customs and past time is the matter of great importance for them and as a result Asian and European consider Americans managers as impatient (Schneider and Louis, 2003: 46). They like to do business directly (Branine, 2011: 82), but Americans say that business should be based on schedules, realistic reasons, solid research and proven tools (Lewis, 1999: 79). American managers are considered unethical as they implement lay off, closing companies when conditions of companies go down, but it is absolutely unfair for countries with communistic background with values of paternalism (Schneider and Louis, 2003: 293). American managers can hire new employees very fast and at the same time quickly lay off without any social maintains (Lewis, 1999: 79). Americans believe that the USA is the best country hence its norms are the most right (Lewis, 1999: 169). But most European managers consider American managers as narrow in their objects as mostly Americans are not interested in other cultures; hardworking, but not creative as Americans are scheduled and prefer to focus only on single object (Steers and others, 2010: 110). In terms of conflicts Americans prefer solve a conflict by compromise, which is affected by their optimistic personality (Steers and others, 2010: 107).

Canada is another English-speaking country, which is one of the most multicultural countries in the world with 70 ethnic groups (Lewis, 1999: 173). The

hierarchy is not important for Canadians and mostly because this country was thrown off from colonial dependence (Comfort and Franklin, 2011: 21).

The government of Canada actively implements anti-racist education (Lewis, 1999: 173). According to Hofstede Canada has 39 index value of power distance, 48 index value of uncertainty avoidance, 80 index value of individualism, 52 index value of masculinity (Chanlat and others, 2013: 44). The USA and Canada have similar index of cultural dimension, however, Canada has higher level of the uncertainty avoidance and lower level of the masculinity. Canada is affected by Protestant work ethic like the USA and hence people believe that personal success can be achieved by individual actualization and effort, improvement of personal skills, education (Branine, 2011: 82). Flexible work schedule such as part time, home based work is getting more popular in Canada to attract core employees. Due to job insecurity in Canada employees change their job very frequently whenever they find better opportunity (Branine, 2011: 84). All perspective of relationship among employers and employees are regulated by appropriate laws including all fields such as drug and alcohol abuse, sexual harassment (Branine, 2011: 89). Management diversity is one of the core subject of management of Canada, but in comparison to the USA, Canada failed in implementing management diversity as there is no any affirmative action, which is objected to rule inequality of different ethnic groups (Branine, 2011: 90). Canadians are not very nationalistic, however, they prefer when people clearly differ them from Americans as people used to consider Canadians in comparison to the USA (Lewis, 1999: 177).

Canadian managers act in a soft manner and expect from their employees to be honest. Even though Canadians are result oriented, they are less aggressive than Americans and mostly behave according to common sense (Lewis, 1999: 175).

Canadians behave free on meetings and can express their own views. In spite of Canadians do not like to waste time they prefer to analyse their decision well before to decide finally (Lewis, 1999: 176).

Also in comparison to Americans, Canadians do not consider themselves the best in something and they are more formal. Canadians are more gentle and they believe that social areas such as health, education must be supported collectively (Steers and others, 2010: 123). Canada is also monochronic in terms of time hence

members of this country prefer to do only one thing at any given time (Comfort, 2003: 25).

Brits are the only among English speaking countries which members objective (Gully and Phillips, 2011: 73). British managers are high-profit oriented, short time perspective and that is why they do not much involve to long term investment (Browaeys and Price, 2008: 45).

As Irish people are mostly Celtic they are differ from other Anglo-Saxons. They possess both as linear-active and multi-active dynamics (Lewis, 1999: 186). Irish people speak in very active manner in comparison to other English speaking countries and mostly informal. The meetings can be confusing with Irish people as they are very friendly, but they may deviate from plans very quickly and switch to other ideas easily (Lewis, 1999: 187).

Australia was a colony of the Great Britain since 1700 where prisoners were sent to work for in difficult conditions. Everyone except prisoners tried to use possibility of fast enrichment on the new land that in turn influenced formation of such national characteristics as an egalitarizm, anti-authoritative feeling and sense of humour (Trompenaars, 2012: 37). Style of communication of Australians is direct and they express what they think (Trompenaars, 2012: 38). As Australia is the country of descendants of convicts the country is not hierarchical and as a result they are not formal in business and decisions are not always made by superiors (Trompenaars, 2012: 39).

1.4.1.2. Italian Style of Management

Italians used to work close to each other in crowded atmosphere (Lewis, 2006: 262). Italians have less distance than Notheren people and they think that people try to avoid them in case someone keeps longer distance. For example, average distance of comfort is 80 centimeters for Italians and 1.2 meters for Northern people. Italinas are multi-tasking in regard to time and they have different concept of time in comparison to linear-active countries. To be in time means come to some appointment 20 minutes later in Milan, 30 minutes in Rome and 45 minutes in the Northern part of the country. Communication style of Italian people is very emotional, talkative, friendly, screamy by waving arm and hands (Lewis, 2006: 263).

As Italians belong to the multi-active culture they do not follow agendas strictly as Germans for example. It is typical for Italians to skip some points of agenda and then go back and they do not keep silence more than five seconds and can talk to someone at the same time. Italians can become angry very quickly, but then to change to friendly manner at some point. Mostly Italians are ready for solid talking before accepting some price that is why prices can be changed during the meeting (Lewis, 2006: 264).

There are sub-cultures within Italy and especially there is strong differentiation of Italian people from north to south of the country, for example, people from North Italy consider people from other part as lazy, unreliable, over emotive, old-fashioned. North Italians are considered practical, modern, manufactured, law-abiding, similarity with Austrians, Germans, with not big families, family affinity, respect bureaucracy, erudite and South Italians are categorised as value for money, descriptive, traditional, patronage system, farm, in need, power involved to the mafia, similarity with Mediterraneans, religious, big families (Lewis, 2006: 264).

1.4.1.3. Russian Style of Management

Russia was the country of the Former Soviet Union until 1991 with strict collectivism, closed to foreign countries, submissive. After 1991 the situation in the country was dramatically changed, and now Russia tries to conduct democracy and entrepreneurial spirit of the members in the country (Lewis, 2006: 373).

The limitless and unprotected steppes caused the sense of vulnerability and as a result people began to unite in groups for a survival and it developed hospitality to the foreigners (Lewis, 2006: 373). These small groups of uneducated people without resources were easy targets for manipulation from the orthodox Church, the Soviet power and Tsars. Character of Russian people were generally built up by dictatorial rules of the government as the illiterate people were open to various ideological directions and as a result the following characteristics were developed: decisive suspicion, obvious passiveness, openness to small corruption, secrecy (Lewis, 2006: 374). There are some experts in working group of Russians, who is most privileged

because of experience and respect. Russians suppose several steps forward before planning any project. Appearance of sharp changes creates inconvenience for Russians and the compromise is weakness for them. They prefer to keep patience and to wait in case of complicated situation and ambiguous decisions. They can use “tough language” especially when they are in stronger position and they do not prefer to begin conversation in the first turn (Lewis, 1999: 314). Russians are very proud people and they do not love when someone shows the privilege. Russians are very sensitive and emotional therefore, they can will less interested in money and sometimes they make impressions of people who are uninterested in business (Lewis, 1999: 315).

1.4.1.4. Kazakh Style of Management

Kazakhstan is the ninth biggest country in the world which became independent from the Former Soviet Union in 1991 with rich traditions. Kazakh people had nomadic live style because of immense steppes and strict continental climate. People were migrated seasonally (Lewis, 1999: 320). During the 13th century Mongolian tribes and Turkish nomadic population migrated to central Asia and then these lands were won by Russia at the 18th century and as a consequence Kazakhstan became part of the Soviet Russia after the World War I (Trompenaars, 2012: 76). That is why Kazakhs never had only one leader and nowadays there are three levels of distinctions, for example, firstly each Kazakh knows from which tribe he or she is originated; secondly, the national consciousness is expressed very strong and feeling of the part of the pan-Turkestan movement (Lewis, 1999: 320). The massive immigration had happened during the Soviet Period and it affected mostly the land of Kazakh people where approximately forty percent of the population were Russians, five percent of Uzbeks, four percent of Ukrainians, two percent of Germans, two percent of Uyghurs, two percent of Tatars and approximately five percent of others (Lewis, 1999: 320). The purpose of this migration was to increase of number of the population for cultivation of steppes of Kazakhstan (Trompenaars, 2012: 76). Kazakh peoples mind-set was changed in some extent, however, they possess their cultural characteristic which was influenced by Islam and hence people

have a high level of moral. Kazakh people considered excitable, tough as they have a good memory and can be really vindictive (Lewis, 1999: 321). Kazakh society is masculine as males dominate and rule the society.

Today Kazakhstan is one of the most developed countries in Central Asia due to rich resources. The country has large supplies of minerals, oil, metals and also agriculture sector. As the country is the second largest country in the former Soviet Union and the ninth in the world the country is attractive to external investment and the country increases its GDP for seven percent every year (Trompenaars, 2012: 76). Style of communication of Kazakhs is considered indirect for Europeans that creates difficulties for understanding. The trust is important factor in business creation for this reason the enterprise relations is accompanied by various entertainment. The Kazakh society is hierarchical and as a result in any business younger people or lower in hierarchy execute orders of superiors (Trompenaars, 2012: 77).

CHAPTER TWO

RESEARCH METHODOLOGY

This chapter of the thesis consists of seven sections. The first section or research design is proposed to describe the methodology used to analyse the study. The second section or significance of the study is proposed to give an explanation why this study considered meaningful for the research. The third section or sampling is proposed to describe how samples have been taken for the analysis. The fourth section or data collection is proposed to describe the data collection tool, which is used for the study. The fifth section or reliability of the study is proposed to test the data of the survey through reliability tests in order to confirm if the data of the study is reliable or not. The sixth section or limitations of the study is proposed to show the restrictions and limitations of the study. The seventh section or data analysis is proposed to describe statistical tests which have been used for the study.

2.1. RESEARCH DESIGN

To explore the objective of this research, survey method is used along with quantitative methodology under positivist approach in order to gain more comprehensive results. The integration of several methodologies helps to make more comprehensive analysis rather than a single method (Brewer and Hunter, 1989: 169).

This research uses quantitative methodology by using questionnaires for gathering data. The quantitative methodology is used when there is some theory must be tested for confirmation and disconfirmation (Newman, 1998: 3). Quantitative study is based on positivist approach means that there are some social phenomenons with objective facts apart from individuals' approach and that is why the purpose of it is to interpret the reasons of social phenomenons mostly using quantitative methodology (Taylor and Bogdan, 1984: 129).

Positivist research is referred to an objective view of reality to measure and explain. Positivist research approach explores the basis of knowledge that is common

among different people, times and situation and that is why it is time and context free (Belk, 2006: 198).

Survey tool is a statistical way for quantitative or numerical description of some samples of population by asking people questions and gathering answers which contain data for analysis (Fowler, 2009: 1).

The quantitative methodology is chosen in order to test the relationship between levels of job satisfaction of employees depending on their superior's nationalities. The quantitative methodology allows to test the relationship between independent and dependent variables in order to interpret if superior's nationalities have impact on employees' level of job satisfaction.

The quantitative methodology is also applied for management styles assess as the quantitative methodology explores the causes of changes in social phenomenons by surveys. The quantitative methodology is applied by finding numerical data which can be transferred in to the statistical data. The surveys of the research have been utilised in other studies related to job satisfaction and management style assess.

2.1.1. Significance of the Study

Understanding of job satisfaction of the local work-force is very important for Kazakhstan due to high volume of industrialization emerge with many countries due to rich minerals recourses of the country as the result Kazakhstan creates positive climate for foreign investment. The study will explore the impact of the nationality and the ethnicity on the job satisfaction of the local employees.

The goal of the job satisfaction study is to explore the interaction and relationship of the job satisfaction of employees depending on national characteristics of executives based on the data of one of the biggest company of Kazakhstan. Results of this study will show the manner in which cross-cultural dynamics functioned within multinational company of Kazakhstan.

The significance of the management style assess study is that it attempts to define management styles depending on cultural differences and findings will help to better understand how to deal in a company where management represented by different cultural representatives.

It was believed that management style is based on individual level and must be improved through individual training; however, this approach was failed as management style is the result of complex interaction between people, social and organizational environment (Fiedler, 1996: 250).

The findings of management style based on nationalities of executives which show differences in managing approach and will help to avoid conflicts due to national differences.

2.1.2. Sampling

The survey was prepared in English as all documentations in the company have being proceeded strictly in English.

As the company has 3673 employees and a lot of offices located in different location of Aksay city the online survey has been conducted on and sent to employees of the company by emails through HR of the company.

The answers were collected through web account. 426 responses have been received and 403 respondents have completed the Job Satisfaction section of the survey entirely which represents around 11 percent. Out of 426 responses 403 completed is 95 percent of the response rate. According to Enhancing Questionnaire Response Rates if the response rate is less than 60 percent the survey cannot be considered acceptable (Enhancing Questionnaire Response Rates, 2003: 1).

The second section of the survey or Management Style Assess questionnaire has been completed by 426 respondents and 18 respondents have not completed the survey entirely. 408 completed surveys out of 426 is around 96 % which is highly acceptable as the response rate.

According to the Enhancing Questionnaire Response Rates if the response rate is less than 60 percent the survey cannot be considered acceptable (Enhancing Questionnaire Response Rates, 2003: 1).

The result of responses showed that 75,4 % of specialists aged between 31-40, 4,9% of specialists aged between 41-50, 0,2 % of specialists aged between 51-60 and 19,5 % of specialists aged less that 30 years old.

74,9 % of specialists have been working for the company between 1-5 years, 1.2 % of specialists have been working for the company between 11-15 years, 8 % of specialists have been working for the company between 6-10 years, 15,7 % of specialists have been working for the company less than one year and 0,2 % of respondents have not replied this question.

1,4 % of superiors are Americans, 5,9 % British, 6,8 % Italians, 64,8 % Kazakhs and 21,1 % Russians respectively.

2.1.3. Data Collection

This research is designed to identify the relationship between employee satisfaction of KPO and superior's nationalities. Additionally the research explored management styles among KPO superiors. The survey of the research contains three parts including general information of employees, job satisfaction of employees and management style assess.

The questionnaire contains three sections including general information questions (Section 1), job satisfaction questionnaire which was conducted based on Job Satisfaction Survey, the Job Descriptive Index and the Minnesota Satisfaction Questionnaire, the Job Diagnostic Survey (Grigoroudis and Sisko, 2010: 78) and management style assess questionnaire which has been conducted based on Lussier's questionnaire (Lussier, 2012: 37).

General information of employee includes questions related to age of respondents, job title, job period of respondents and nationality of their immediate superiors (Section 1). The most important question of the general information of employee is nationality of superiors as it is an independent variable for both job satisfaction and management style assess surveys.

There are global and facet ways to measure job satisfaction. Global way of measuring job satisfaction refers to evaluation feelings about overall job satisfaction, whereas facets way of measurement refers to some specific aspects of job satisfaction mostly to predict weak or strong aspects of an organization (Strauser, 2014: 141).

This study used facets based measurement of the job satisfaction in order to find more specific aspects of the job satisfaction depending on cultural differences of superiors.

Job satisfaction questionnaire of the study contains 15 facets with 41 questions. The facets of the survey includes question related to: satisfaction with overtime job; satisfaction with working time schedule; satisfaction with working conditions; satisfaction with work-life harmony; satisfaction with work activities; satisfaction with responsibilities; satisfaction with communication with superiors; satisfaction with interpersonal relationship; satisfaction with independence level; satisfaction with superior; satisfaction with training and development; satisfaction with performance assessment; satisfaction with rewards and promotions; satisfaction with job security; satisfaction with work policies and rules (Section 3). The answers of the questionnaire has been set in Linkert 5 points scale as follow: 1) strongly disagree, 2) disagree, 3) neither disagree nor agree, 4) agree, 5) strongly agree.

Facets related to job satisfaction with the way of supervisors regard towards subordinate; satisfaction with promotions and rewards; satisfaction with working policies, procedures and rules; satisfaction with interrelationship with colleagues and satisfaction with communication in job and satisfaction with additional gains provided by company was derived from JSS, which was conducted by Spector to analyze nine aspects of job satisfaction (Grigoroudis and Sisko, 2010: 78).

Facets related to job satisfaction with satisfaction or dissatisfaction with supervisor; satisfaction or dissatisfaction with colleagues was derived from JDI, which was developed by Smith, Kentdall and Hulin to measure five aspects of job satisfaction (Kusluvan, 2003: 359).

Facets related to work activity, independence, training and development, working conditions and security was derived from short version of MSQ (Jex and Britt, 2008: 136).

Facets related to employees growth was derived from JDS (Chelladurai, 2006: 279).

The questions of the job satisfaction survey were combined from different studies in order to have more facets to compare and contrast questions in the way to evaluate superiors based on their cultural differences. For example, the first

statement of overtime assess is: “I am not pressured by my immediate superior to do overtime works”. Each statement of the job satisfaction questionnaire was formulated in the way to emphasise the evaluation of the superior along with certain faces of the job satisfaction. That is why the questions of the job satisfaction survey were paraphrased in order to stress the evaluation of superiors and job satisfaction aspects at the same time. There is no specific way to evaluate job satisfaction as there are numbers of tools to measure the level of job satisfaction and that is why questions were combined from various studies.

The management style assess section of the survey was conducted based on Lussier survey which includes questions for identifying four types of management styles including autocratic, consultative, participative and empowering (Lussier, 2012: 37).

Lussier agrees with contingency theory, which states that there is no best single management style for all situations (Lussier, 2012: 36) and that is why each questions of management assess survey should be considered separately as mostly behaviour of executives varies from situation-oriented to task-oriented.

Lussier’s management style assess questionnaire contains 12 questions with different situations with 4 answers. Each individual answer represents one of the type of management style which further must be summed in order to find the most selected style (Lussier, 2012: 36).

The only change which was made upon Lussier’s management style assess questionnaire is the formulation of the questions and answers as Lussier represents questions and answers by using names and surnames of hypothetical people. As the hypothetical people names and surnames are not appropriate for the questionnaire survey of KPO employees the questions and answers were paraphrased in more generic statements in order to keep original meaning of Lussier’s management style assess questionnaire but without hypothetical people names and surnames which can confuse real employees.

The questionnaire includes questions related to most probable actions of the immediate superior in case if: 1) a subordinate does not need any further supervision due to gained experience and skills; 2) a subordinates ignores given instructions and performs task in his or her own way; 3) it is necessary to schedule time for overtime

job; 4) a subordinate is the slow learner and cannot perform job as needed regardless of given needed training; 5) a subordinate decreases work productivity due to family issue; 6) a subordinate violated a company rule; 7) there is a conflict between two subordinates; 8) a subordinate cannot perform a task as he or she has headache; 9) a subordinate will find some great idea to increase productivity of whole team; 10) there is a new task which must be assigned for the team; 11) a major subordinate constantly makes mistakes at the report; 12) there is a new developed method for the job (Section 3).

2.1.4. Reliability and Validity of the Study

The questionnaire of the survey included three sections: general information about respondents (Section 1), job satisfaction questionnaire (Section 2) and management style assess questionnaire (Section 3).

Reliability and Validity of the job satisfaction questionnaire: the first test is reliability analysis in order to make sure that data is acceptable for further research.

The importance of the reliability analysis is Cronbach's Alpha degree which allowable only if it is higher than 0.70. Closer to one greater the reliability of the data (Andrew and others, 1976: 202). As shown in the below table 4, Alpha level of the data for the job satisfaction survey is 0.898 which indicates high enough level of the survey data.

Table 4: Reliability Statistics Output of Job Satisfaction

Cronbach's Alpha	N of Items
0.898	43

Factor analysis of the job satisfaction questionnaire: Factor analysis is applied to examine how underlying constructs influence the responses on a number of measured variables or to test the validity of the data.

Table 5: KMO and Bartlett's Test for Job Satisfaction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.911
Bartlett's Test of Sphericity	Approx. Chi-Square	5120.175
	df	820
	Sig.	.000

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is the test to determine factorability among variables and it varies between 0 and 1. If KMO statistic is close to zero it indicates that there is diffusion in correlation among variables and hence the factor analysis is not appropriate. If KMO level is greater than 0,6 it ensures the factorability of the data (Hosie, 2006: 180). Furthermore, statistics between 0,5-0,7 are moderate, 0,7-0,8 are good, 0,8-0,9 are great and above 0,9 are superb (Hutcheson and Sofroniou, 1999: 225).

Another dimension to control if the variables are appropriate or not for factor analysis is Bartlett's test of sphericity which must be less than 0,05. In other words, Bartlett's test explores if there is some significant correlation among variables (Hosie, 2006: 180).

According to KMO and Bartlett's test the data of the survey is appropriate for factor analysis as KMO equals 0,911 which is greater than 0,6 and Bartlett's test of sphericity equals 0,000 which is less than 0,05.

The most important output of factor analysis is Rotated Component Matrix which is presented below in table 6.

This table indicates outputs after extraction, in other words the loading power of each variable on a single factor after rotation. The data of table listed in order by size of the loading power of each variable on a single factor after rotation. The blanks in the table mean that the loading power of the variables were less than 0, 4 and excluded from the interpretation due to the lack of the loading power upon the factors. The loading power represents the correlation coefficients of each item with the factor and that is why they range from -1.0 to + 1.0 (Leech and others, 2005: 83).

According to the rotated component matrix of the job satisfaction questionnaire in table 6 there are five factors loaded by the variables of the survey.

The level of reliability and validity of each individual factor is represented below.

Table 6: Rotated Component Matrix for Job Satisfaction Survey

Variables	Component				
	1	2	3	4	5
	General Feeling About Work	Superior Assess and Trainings	Ability for Independence	Superior's Loyalty	Superior's Professionalism
Q30	0.691				
Q41	0.673				
Q19	0.671				
Q22	0.658				
Q39	0.644				
Q40	0.634				
Q29	0.633				
Q35	0.575				
Q25	0.569				
Q33	0.552				
Q18	0.55				
Q34	0.537				
Q27	0.534				
Q17	0.534				
Q36	0.521				
Q38	0.519				
Q21	0.516				
Q4	0.516				
Q16	0.513				
Q23	0.503				
Q28	0.461	0.434			
Q3	0.433				
Q32					
Q14		-0.573			
Q12		0.514			
Q24		0.466			
Q1		0.463			
Q37		0.431			
Q15		0.421			
Q7					
Q5					

Q31			0.686		
Q20			0.531		
Q26					
Q11				-0.669	
Q2				0.459	
Q10					
Q6					0.627
Q9			0.41		-0.584
Q13					0.508
Q8					

Factor 1 of the job satisfaction questionnaire. The first factor of the rotated component matrix, of the job satisfaction questionnaire, is loaded by 22 variables and that is almost half of all the variables in the total questionnaire. This might be considered logical as all facets of the job satisfaction questionnaire have a similar contextual meaning to people since all facets which were used in the questionnaire have a positive or beneficial context for employees.

The first factor is loaded highly by Q30 and Q41 variables which equal 0,691 and 0,673 points respectively. Furthermore, variable Q28 has loading power on the first and second factors with respectively small differences, which are 0,461 and 0,434 respectively and that is why this variable is charged for both factors.

The first factor was labeled as General feeling about work as it is loaded by 22 variables and it is almost half out of all variables including: Q3; Q4; Q16 - Q19; Q21 - Q23; Q25; Q27 - Q30; Q33 - Q36; Q38 - Q41.

The Cronbach's Alpha of 22 variables of the first factor equals to 0, 919 which indicates the high level of reliability of the variables represented in table 7.

Table 7: Reliability Statistics Output of the 1st Factor of Job Satisfaction

Cronbach's Alpha	N of Items
.919	22

Factor 2 of the job satisfaction questionnaire: The second factor is loaded by seven variables which are Q1, Q12, Q14, Q15, Q24, Q28 and Q37.

The highest positive loading power of the second factor is charged by variable Q12, which equals 0,514 of the coefficient correlation and states as: “My superior assigns adequate amount of training and development programs”. It can be interpreted that the second factor is driven by importance if employees are assigned by adequate amount of training and development programs.

The next variable which loads the second factor is variable Q24 which equals 0,466 of the coefficient correlation and states as: “My superior communicates in the respectful and professional way with his/her employees”. It can be explained that the second factor is positively correlated by importance if superiors communicate respectfully and professionally with subordinates.

The next variable by order which loads the second factor is Q1 variable, which equals 0,463 of the coefficient correlation and states as: “I am not pressured by my immediate superior to do overtime works”. It can be interpreted that the second factor is driven positively by importance that superiors do not pressure subordinates to do overtime work.

The next variable by order which loads the second factor is Q37 variable, which equals 0,431 of the coefficient correlation and states as: “I am satisfied with the work schedule and hours approved by my immediate superior”. It indicates that there is positive correlation between the second factor and the extent to which employees are assigned by work schedule and hours.

The next variable by order which loads the second factor is Q15 variable, which equals 0,421 of the coefficient correlation and states as: “My immediate superior has appropriate skills and experience”. It indicates that there is positive correlation between the second factor and the extent to which superiors considered skilled or not.

Q14 variable states as: “My immediate superior supports my career progress at KPO” has negative loading power which equals - 0,573 meaning that there is negative correlation between job satisfaction and superior support of employees in terms of the progress at the company. It is stated that a negative loading indicates that the question needs to be formulated in the opposite way from the way it is stated for that factor (Leech and others, 2005: 83).

The second factor was labelled as superior assess and trainings as it concerns mostly variables related to training and superior assess.

The Cronbach's Alpha of 7 variables of the second factor equals to 0,465 which indicates that the level of reliability is not applicable in table 8.

Table 8: Reliability Statistics Output of the 2d Factor of Job Satisfaction

Cronbach's Alpha	N of Items
.465	7

Factor 3 of the job satisfaction questionnaire: The third factor is loaded by three variables including Q9, Q20 and Q31.

Variable Q31 which is stated as “I am granted with the possibility for periodic changes for my job tasks by my superior” has the highest loading power upon the third factor which equals 0,686 of the coefficient correlation. It evidences that the third factor is driven positively mostly by possibility for periodic changes for employees.

The next variable by order which loads the third factor is Q20, which equals 0,531 of the coefficient correlation and states as: “I am allocated with enough level of autonomy by my superior to make my own decision when it is needed”. It indicates that there is positive correlation between the third factor and the extent to which subordinates are allocated with enough level of autonomy.

The next variable by order which loads the third factor is Q9, which equals 0,41 of the coefficient correlation and states as: “My performance evaluated by my superior on a regular basis”. It indicates that the third factor is positively driven by importance if subordinates evaluated on a regular basis or not.

The third factor was labelled as Ability for Independence as it concerns the variables related to space of employees, satisfaction with work activities and their performance.

The Cronbach's Alpha of 3 variables of the third factor equals to 0,443 which indicates that the level of reliability is not applicable represented in table 9.

Table 9: Reliability Statistics Output of the 3d Factor of Job Satisfaction

Cronbach's Alpha	N of Items
.443	3

Factor 4 of the job satisfaction questionnaire: The fourth factor is loaded by two variables including Q2 and Q11 which equal 0,459 and negative 0,669 respectively. The negative rotation of the question which states as: “My superior assigns training programs fairly” means that there is negative correlation coefficient between job satisfaction and fairness of superiors in assigning training programs. As it is suggested by Leech, Barret and Morgan in case of the negative loading power the question needs to be formulated in the opposite way and based on this suggestion the question can be formulated as “My superior assigns training programs unfairly” for the further studies (Leench and others, 2005: 83).

Q2 variable which affects factor four positively states as: “I am able to work overtime whenever it is needed and approved by my immediate superior”, which equals 0,459 of the coefficient correlation. This positive relationship indicates that the fourth factor is driven by the loyal regards of superiors towards overtime jobs of subordinates.

The fourth factor was labelled as superior’s loyalty as the variables which affect this factor have the meaning of the superior’s regard and loyalty towards subordinates.

The Cronbach's Alpha of 2 variables of the fourth factor equals to - 0, 066 which indicates that the level of reliability is not applicable represented in table 10.

Table 10: Reliability Statistics Output of the 4th Factor of Job Satisfaction

Cronbach's Alpha	N of Items
-.066	2

Factor 5 of the job satisfaction questionnaire: The fifth factor is loaded by three variables including Q6, Q9 and Q13 which equals 0,627; - 0,584 and 0,508 respectively.

The highest loading power is charged by variable Q6 as stated: “Rewards and promotions opportunities are fair and objective”. It can be interpreted that for the factor five is the most important if superiors regard fair or unfair towards their subordinates in terms of rewards and promotions.

The second variable of the factor five is charged by variable Q13 as stated: “Training programs assigned for me by my superior meets requirements for my development”. This variable indicates the regard of superiors towards employees as the first variable.

The last variable of factor five is charged by Q9 as stated: “My performance evaluated by my superior on a regular basis” with negative correlation. However, this variable has positive correlation with factor three and it can be clarified that factor three loaded by variables which have description of different abilities of employees including their independence, performance and work activities and hence it has positive relation to the third factor, while, the fifth factor is driven by variables which contains to which extent the superiors regard professionally towards their employees and as the third question of the performance assess has negative correlation it can be interpreted that a single aspect of the job can be considered as satisfaction as dissatisfaction by the different employees. As the result, factor five was labelled as superior’s professionalism.

According to Ho in case when several factors are loaded by same variable it means that there is common meaning in the factors and actually they can be combined in to one factor, however, the combination of factors is purely subjective decision (Ho, 2006: 232).

Table 11: Reliability Statistics Output of the 5th Factor of Job Satisfaction

Cronbach's Alpha ^a	N of Items
-.065	3

The Cronbach's Alpha of three variables of the fifth factor equals to - 0, 065 which indicates that the level of reliability is not applicable represented in table 11.

Reliability and Validity of the management assess questionnaire: As shown in the below table 12, Alpha level of the management assess survey is 0.748 which indicates enough level of the survey data.

Table 12: Reliability Statistics Output of Management Style Assess

Cronbach's Alpha	N of Items
.748	12

Factor analysis of the management assess questionnaire: The data of the survey was tested through factor analysis. The first output of factor analysis is KMO and Bartlett's Test as shown below in Table 13.

Table 13: KMO and Bartlett's Test for Management Style Assess

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	1444.633
	df	66
	Sig.	.000

According to table 13 KMO and Bartlett's test of management style assess data is appropriate for factor analysis too as KMO equals 0,688 which is greater than 0,6 and Bartlett's test of sphericity equals 0,000 which is less than 0,05.

According to rotated component matrix of management assess style questionnaire there are three factors loaded by the variables of the survey which presented in table 14.

The level of reliability and validity of each individual factor is represented below.

Factor 1 of the management style assess questionnaire. The first factor is loaded by five variables including Q3, Q6, Q8, Q11 and Q12.

The highest positive loading power of the first factor is charged by Q8 of the management assess questionnaire which equals 0, 88 of the coefficient correlation

and states as: “What actions will your manager take if one employee has headache and cannot perform required task which is very important for a team?” It can be interpreted that the first factor is driven by importance of how superiors regard in case of a subordinate cannot perform required task due to some illness.

The next variable which loads the first factor is Q12 of the management assess questionnaire which equals 0, 765 of the coefficient correlation and states as: “What actions will your manager take in case of new method development for the job?” It evidences that there is positive relationship between the first factor and superior’s action in case of new method development for the job.

Table 14: Rotated Component Matrix for Management Style Assess

Variables	Component		
	1	2	3
	Actions for New Task	Actions for Subordinate Problems	Support of Superior
Q8	0.88		
Q11	-0.841		
Q12	0.765		
Q6	0.553		
Q5		0.819	
Q3	-0.501	0.724	
Q2		0.621	
Q10		0.592	
Q7			
Q9			0.815
Q1			0.693
Q4			-0.636

The next variable which loads the first factor is Q6 of the management assess questionnaire which equals 0, 553 of the coefficient correlation and states as: “What actions will your manager take if he or she finds out that someone violates the rule of the company?” This relationship is also positive in terms of the first factor.

The negative rotation of the Q11 which states as: “What actions will your manager take in case of one of major subordinate constantly makes mistakes at the

report” which equals negative 0, 841 of the coefficient correlation means that there is negative correlation coefficient between the factor and actions of manager in case of one of major subordinate constantly makes mistakes at the report. As it is suggested by Leech, Barret and Morgan in case of the negative loading power the question needs to be formulated in the opposite way (Leench and others, 2005: 83).

The last variable of factor one is charged by Q3 which equals negative 0, 501 as stated: “What will be most probable actions of your immediate manager in case of scheduling time for some overtime job?” with negative correlation.

The first factor was labelled as actions for new task as it concerns mostly variables related to actions of the superiors when there is need for new task or method of the job.

The Cronbach's Alpha of 5 variables of the first factor equals to - 0, 297 which indicates that the level of reliability is not applicable represented in table 15.

Table 15: Reliability Statistics Output of the 1th Factor of Management Style

Cronbach's Alpha ^a	N of Items
-.297	5

Factor 2 of the management style assess questionnaire. The second factor is loaded by four variables including Q2, Q3, Q5 and Q10.

The highest positive loading power of the second factor is charged by Q5 of the management assess questionnaire which equals 0, 819 of the coefficient correlation and states as: “What will be most probable actions of your immediate manager in case of some employee decreases productivity due to family issue?” It can be interpreted that the second factor is mostly driven by importance of how superiors regard in case of some employee decreases productivity due to family issue.

The next variable which loads the second factor is Q2 of the management assess questionnaire which equals 0, 621 of the coefficient correlation and states as: “What will be most probable actions of your immediate manager in case of you ignore the given instructions and perform task in your own way?” It evidences that

there is a positive relationship between the second factor and superior's action in case of a subordinate ignores the given instructions.

The next variable which loads the second factor is Q10 of the management assess questionnaire which equals 0, 592 of the coefficient correlation and states as: "What actions will your manager take when new task must be assigned for the team?" It evidences that there is a positive relationship between the second factor and superior's action in case of there is need to assign a new task for the team.

The next variable which loads the second factor is Q3 of the management assess questionnaire which equals 0, 724 of the coefficient correlation and states as: "What will be most probable actions of your immediate manager in case of scheduling time for some overtime job?" It evidences that there is positive relationship between the second factor and superior's action in case of scheduling time for some overtime job. However, this variable has negative correlation with factor one and it can be clarified that factor one loaded by variables with different action in case of headache issue of the subordinates, violation of rules by the subordinates or developing and introduction new method of job by subordinates hence it has positive relation to the first factor, while, the second factor is driven by variables which describes the superior's actions in case of family issues of the subordinates, ignorance of the procedures by the subordinates. Family issues of the subordinates and ignorance of the procedures by the subordinates are actions which made by the subordinates, while the scheduling time for some overtime job variable which has negative sign in the second factor is the action which made by the superiors. This can be issue of the negative relationship for the second factor of the management assess questionnaire.

The second factor was labelled as actions for subordinate problems as it concerns variables related to behaviour of the superiors in case of the subordinates have problems.

The Cronbach's Alpha of 4 variables of the second factor equals to 0, 751 which indicates that the level of reliability is acceptable in terms of reliability represented in table 16.

Table 16: Reliability Statistics Output of the 2th Factor of Management Style

Cronbach's Alpha	N of Items
.751	4

Factor 3 of the management style assess questionnaire. The third factor is loaded by three variables including Q1, Q4 and Q9.

The highest positive loading power of the third factor is charged by Q9 variable of the management assess questionnaire which equals 0, 815 of the coefficient correlation and states as: “What actions will your manager take if one employee will come with great idea to increase productivity of the whole team?” It can be interpreted that the third factor is driven by importance of how superiors regard in case of a subordinate comes with great idea to increase productivity of the whole team.

The next variable which loads the third factor is Q1 of the management assess questionnaire which equals 0, 693 of the coefficient correlation and states as: “What will be most probable actions of your immediate manager in case of you do not need close supervision due to gained experience throughout work” It evidences that there is positive relationship between the third factor and superior’s action in case of the subordinates do not need the same amount of the supervision due to the gained experience.

The negative rotation of Q4 variable which states as: “What will be most probable actions of your immediate manager in case of some subordinate is slow learner and cannot perform the job after training” which equals negative 0, 636 of the coefficient correlation means that there is negative correlation coefficient between factor three and actions of superiors in case of some subordinate is slow learner and cannot perform the job after training. As it is suggested by Leech, Barret and Morgan in case of the negative loading power the question needs to be formulated in the opposite way (Leench and others, 2005: 83).

The third factor was labelled as support of superior as it concerns variables related to superior’s support in case of the subordinates have some issue or problems.

The Cronbach's Alpha of 4 variables of the second factor equals to 0, 444 which indicates that the level of reliability is not a bit enough up to required 0, 70 in table 17.

Table 17: Reliability Statistics Output of the 3d Factor of Management Style

Cronbach's Alpha	N of Items
.444	3

2.1.5. Limitations of the Study

The limitation of job satisfaction study is can be related to factors of job satisfaction. There are quite different approaches about satisfaction factors for employees. Thus, the first approach which called information processing model concludes that job satisfaction depends on the job itself which allows to people to gather information related to job, company and evaluating it in order to define the approximate level of job satisfaction (Jex, 2002: 117). The second approach of job satisfaction explains that job satisfaction based on social information which opinion others have about job and how they assess the job (Pennings, 1986: 65). The third approach refers to individual characteristics of employees based on genetic, cultural characteristic and experience (Jex, 2002: 117).

As there is no single and clear answer what makes employee satisfied or dissatisfied and it creates curtain limitation for the study.

Secondly, the fear of exploring employees' job satisfaction based on nationalities of their superiors can be suspicious to make clear answers regardless of the anonymous survey as it can be considered not ethic to study and explore nationalities for employees who have still communist values.

The third limitation is related to number of superiors as numbers of foreign employees at the company much less than locals.

The fourth limitation can be related to the fact that national cultural values are not necessarily reflection of employees' values.

The management style assess of the study is limited in curtain way as it has been measured only based on one company and perception of employees of this company can be differ from perception of employees with similar company but in a different location. Furthermore, there is no pure style of management and mostly the style of management represents combination of several management styles.

As the last limitation of this thesis, it can be added that all documentation of the company proceeded in English and executives of high level needed translators. In order to translate and transfer correct messages, translators need high level of the foreign language skills and at the same time they should be capable of delivering the context of the messages in the correct way. It is well known that translators may deliver messages with wrong meaning due to mismatches in the perception of the information from foreign representatives and translate and transfer it to another person who will have his or her own perception.

2.1.6. Data Analysis

The responses of the questionnaire was transferred into a single data in excel sheet and transferred to SPSS. The responses of the job satisfaction questionnaire contained all types of data including nominal data (nationality of superior, job title), ordinal data (Linkert's 5 point scale for answers of questions) and scale data (job period, age). Then the data was controlled for missing responses and they were replaced by 999 values as missed and set in SPSS.

The responses of the job satisfaction questionnaire include such types of data as nominal (nationality of superior, job title), scale data (job period, age) and answers of questions represented answers with describing situation. Then the data was controlled for missing responses and they were replaced by 999 values as missed and set in SPSS.

Data was tested for frequency distribution, means, medians, standard deviation, percentage, charts, reliability analysis, factor analysis, MANOVA for job satisfaction questionnaire as it contains 15 facets and Chi square technics for management style assess as it contains nominal variables.

CHAPTER THREE

ANALYSIS AND RESULTS

The data analysis and result chapter examines the data of the research, including preparation of the data for analysis and conducting different statistical analysis to conclude the result.

3.1. THE RELATIONSHIP BETWEEN JOB SATISFACTION OF EMPLOYEES AND SUPERIOR'S NATIONALITIES

As research question of the job satisfaction section of the survey will be followed as: Is there a difference between employees satisfaction in KPO with their job based on their superior's nationalities. This question will be answered by measuring satisfaction level of employees based on nationalities of superior's as in following hypothesis: Ho: there is no difference between employee job satisfaction and their superior's nationalities; H1: there is a significant difference between employee job satisfaction and their superior's nationalities.

In order to examine the relationship between these hypothesis the data was tested by MANOVA analysis as it contains 43 variables includes overtime, working time, working conditions, work-life harmony, work activities, responsibility, communication with superior, interpersonal relationship at the job, independence, immediate superior evaluation, training and development, rewards and promotion, job security, work policies and rules aspects of job satisfaction.

The first output of MANOVA is Multivariate Tests which is shown in below table 18.

Multivariate Tests has four different approaches including Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root. The core importance of the table is level of significance which is less than 0.05. This assumption allows rejecting null hypothesis and accepting alternative hypothesis which verifies that there is a significant difference between job satisfactions of employees depending on nationalities of their superiors.

Table 18: Multivariate Tests Output of Job Satisfaction

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.998	4819.260	41.000	358.000	.000	.998
	Wilks' Lambda	.002	4819.260	41.000	358.000	.000	.998
	Hotelling's Trace	551.926	4819.260	41.000	358.000	.000	.998
	Roy's Largest Root	551.926	4819.260	41.000	358.000	.000	.998
Nationality	Pillai's Trace	1.684	6.401	164.000	1444.000	.000	.421
	Wilks' Lambda	.045	10.262	164.000	1429.952	.000	.539
	Hotelling's Trace	8.252	17.937	164.000	1426.000	.000	.674
	Roy's Largest Root	6.864	60.432	41.000	361.000	.000	.873

The next output of MANOVA is Tests of Between-Subjects Effects which is shown in table 19.

The importance of this section is also level of significance. However, alpha (0,05) cannot be used at this point as it is per test. Bonferroni adjusted alpha is used for the Between-Subjects Effects output. Bonferroni adjusted was conducted to escape Type I error in researches. Bonferroni adjusted alpha is defined by dividing standard alpha (0,05) to numbers of groups of independent variables (Heppner, Wampold, Kivlighan 2008: 223). In other words, Bonferroni adjusted alpha equals 0,05 divided by 41 which equals 0,001.

Tests of Between-Subjects Effects shows that only question five of Training and Development facet of the survey is higher than 0,001 and all other facets are less than Bonferroni adjusted alpha which indicate the small risk of the Type I error.

Table 19: Tests of Between-Subjects Effects Output of Job Satisfaction

Dependent Variable	Sum of Sq.	df	Mean Square	F	Sig.	Partial Eta Sq.
Overtime Q1	21.090	4	5.272	27.641	.000	.217
Overtime Q2	17.496	4	4.374	15.922	.000	.138
Job Security Q1	9.845	4	2.461	12.957	.000	.115
Job Security Q2	13.624	4	3.406	19.986	.000	.167
Rewards Promotion Q1	3.902	4	.975	6.066	.000	.057
Rewards Promotion Q2	9.140	4	2.285	15.658	.000	.136
Performance Q1	3.890	4	.972	6.041	.000	.057
Performance Q2	4.632	4	1.158	6.112	.000	.058
Performance Q3	24.554	4	6.138	33.803	.000	.254
Training and Development Q1	4.108	4	1.027	5.131	.000	.049
Training and Development Q2	14.379	4	3.595	5.188	.000	.050
Training and Development Q3	17.969	4	4.492	7.847	.000	.073
Training and Development Q4	15.402	4	3.851	7.992	.000	.074
Training and Development Q5	5.607	4	1.402	2.161	.073	.021
Superior Assess Q1	25.887	4	6.472	33.569	.000	.252
Superior Assess Q2	25.827	4	6.457	40.554	.000	.290
Superior Assess Q3	25.679	4	6.420	39.867	.000	.286
Independence Q1	64.268	4	16.067	76.497	.000	.435
Independence Q2	79.042	4	19.760	113.057	.000	.532
Independence Q3	23.949	4	5.987	26.152	.000	.208
Interpersonal Relationship Q1	21.531	4	5.383	36.027	.000	.266
Interpersonal Relationship Q2	24.346	4	6.087	48.875	.000	.329
Interpersonal Relationship Q3	27.776	4	6.944	37.642	.000	.274
Communication Q1	26.183	4	6.546	32.146	.000	.244
Communication Q2	36.049	4	9.012	48.485	.000	.328
Communication Q3	5.893	4	1.473	6.491	.000	.061
Communication Q4	28.310	4	7.077	30.729	.000	.236
Responsibility Q1	22.367	4	5.592	39.381	.000	.284
Responsibility Q2	25.476	4	6.369	56.946	.000	.364
Work Activities Q1	26.479	4	6.620	72.381	.000	.421
Work Activities Q2	11.309	4	2.827	14.579	.000	.128
Work-life Harmony Q1	20.774	4	5.193	36.176	.000	.267
Work-life Harmony Q2	26.174	4	6.544	59.438	.000	.374
Working Conditions Q1	25.908	4	6.477	32.753	.000	.248
Working Conditions Q2	19.774	4	4.943	40.805	.000	.291
Working Conditions Q3	29.528	4	7.382	40.998	.000	.292
Working Time Q1	23.145	4	5.786	31.086	.000	.238
Working Time Q2	24.663	4	6.166	40.428	.000	.289
Working Time Q3	27.543	4	6.886	43.653	.000	.305
Policies and Rules Q1	20.592	4	5.148	32.149	.000	.244

Policies and Rules Q2	79.382	4	19.846	94.340	.000	.487
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3.1.1. Relationship Between Satisfaction with Overtime and Superior's Nationalities

To evaluate job satisfaction with overtime the following two questions were formulated in the survey:

1. I am not pressured by my immediate superior to do overtime works;
2. I am able to work overtime whenever it is needed and approved by my immediate superior;

Table 20: Estimated Marginal Means for Overtime Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Overtime Q1	American	4.667	.180	4.313	5.020
	British	4.800	.088	4.627	4.973
	Italian	4.034	.082	3.874	4.195
	Kazakh	3.901	.027	3.849	3.954
	Russian	3.833	.046	3.742	3.925
Overtime Q2	American	4.167	.213	3.747	4.586
	British	4.680	.105	4.474	4.886
	Italian	3.690	.097	3.499	3.881
	Kazakh	3.864	.032	3.802	3.927
	Russian	3.844	.055	3.736	3.953

Estimated marginal means of MANOVA in table 20 shows highest mean or satisfaction level of employees with British superiors, which is 4,8 for the first question of overtime assess and 4,68 for the second question.

Job satisfaction with American superiors is a little less than British superiors, which is 4,667 for the first question of overtime assess and 4,167 for the second question.

The third rate of job satisfaction between Italian and Kazakh executives, which is 4,034 for the first question by Italian superiors and 3,864 for the second question by Kazakh superiors.

The fourth rate is also mixed as the first question was rated by 3,901 for Kazakh executives and 3,844 by Russian executives.

The lowest job satisfaction with overtime assess is rated for Russian and Italian Executives, 3,833 and 3,690 respectively.

Figure 2: Estimated Marginal Means for Overtime Question 1

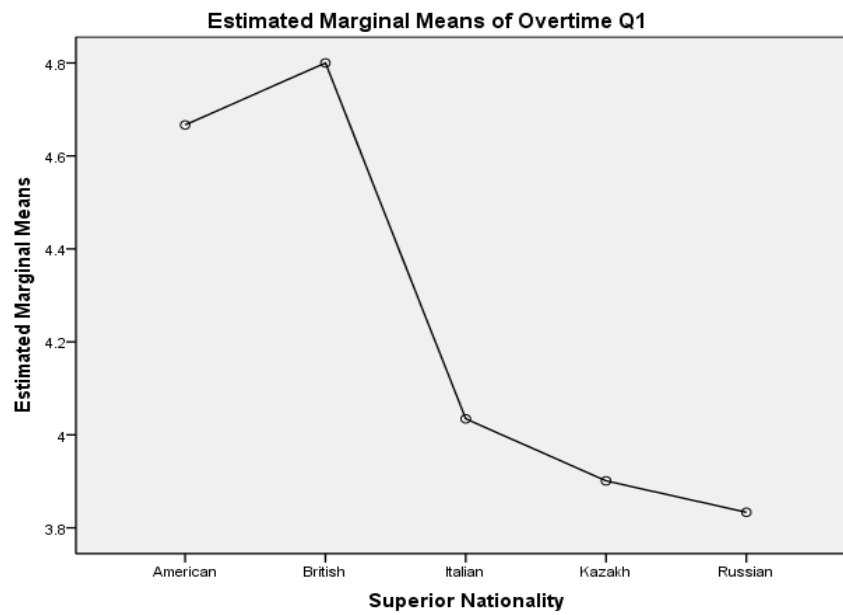
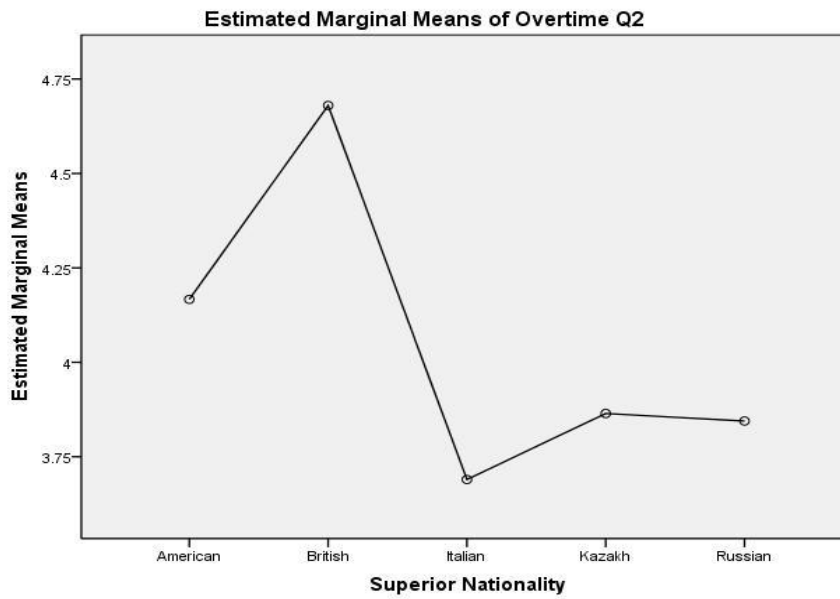


Figure 3: Estimated Marginal Means for Overtime Question 2



3.1.2. Relationship Between Satisfaction with Working Time and Superior's Nationalities

To evaluate job satisfaction with working time the following three questions were formulated in the survey:

1. I am satisfied with the work schedule and hours approved by my immediate superior;
2. The workload and employee numbers allocated are enough to perform the work;
3. My immediate superior allows me to take assigned vacation leave when requested;

Table 21: Estimated Marginal Means for Working Time Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Working Time Q1	American	4.667	.177	4.320	5.014
	British	4.720	.087	4.550	4.890
	Italian	3.966	.080	3.808	4.123
	Kazakh	3.838	.026	3.787	3.890
	Russian	3.811	.046	3.721	3.901
Working Time Q2	American	4.500	.159	4.188	4.812
	British	4.920	.078	4.767	5.073
	Italian	3.828	.072	3.686	3.970

	Kazakh	3.897	.024	3.851	3.943
	Russian	3.922	.041	3.842	4.003
Working Time Q3	American	4.833	.160	4.519	5.148
	British	4.880	.078	4.726	5.034
	Italian	3.759	.073	3.615	3.902
	Kazakh	3.871	.024	3.825	3.918
	Russian	3.889	.041	3.808	3.970

Estimated marginal means of MANOVA in table 21 shows highest mean or satisfaction level of employees with British superiors, which is 4,72 for the first question of working time assess, 4,92 for the second question and 4,88 for the third question respectively.

Job satisfaction with American superiors is a little less than British superiors, which is 4,667 for the first question, 4,500 is for the second question and 4,833 is for the third question respectively.

The third rate of job satisfaction between Italian and Russian executives, which is 3,966 with Italian superiors for the first question, 3,922 with Russian superiors for the second question and 3,889 with Russian superiors for the third question respectively.

The fourth rate is also mixed as the first question was rated by 3,838 for Kazakh executives and 3,889 by Russian executives.

The lowest job satisfaction with 3,811 for Russian executives, 3,828 for Italian executives and 3,759 for Italian executives respectively.

Figure 4: Estimated Marginal Means for Working Time Question 1

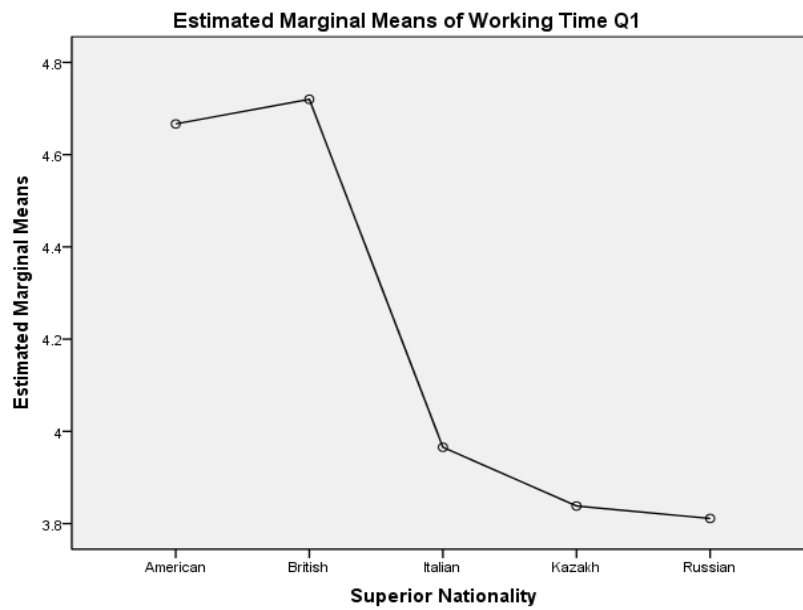


Figure 5: Estimated Marginal Means for Working Time Question 2

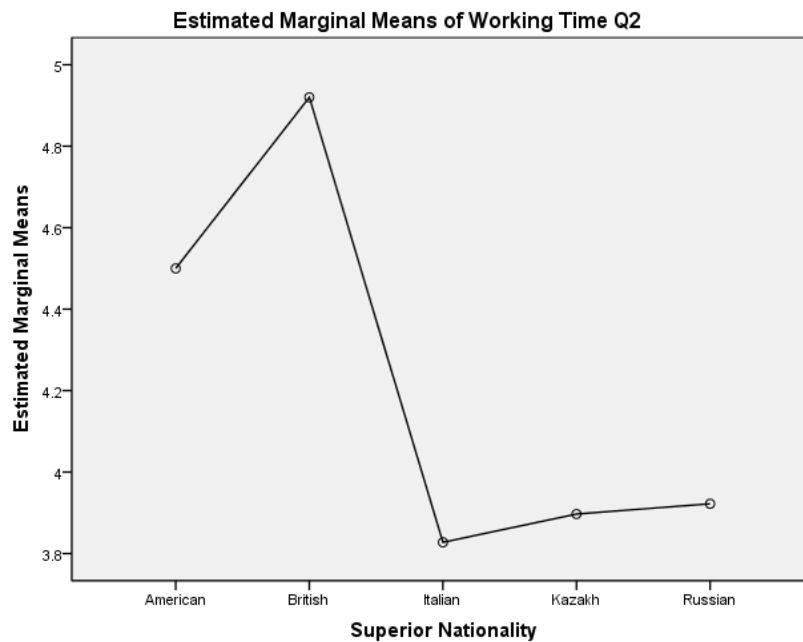
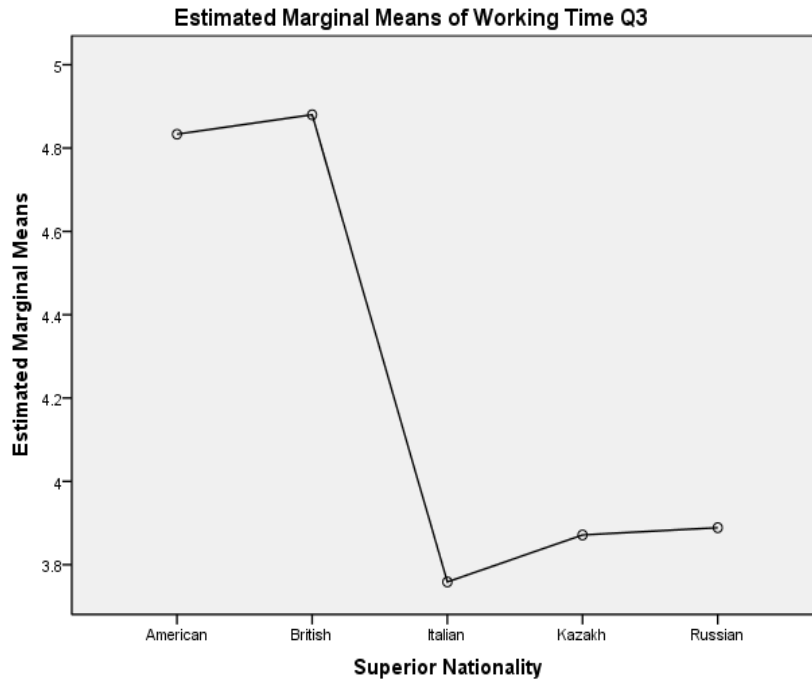


Figure 6: Estimated Marginal Means for Working Time Question 3



3.1.3. Relationship Between Satisfaction with Working Condition and Superior's Nationalities

To evaluate job satisfaction with working condition the following three questions were formulated in the survey:

1. My superior allows me to have necessary equipment for my job;
2. My immediate superior maintains a pleasant/good job environment;
3. My superior does not overload me with job duties;

Table 22: Estimated Marginal Means for Working Condition Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Working Conditions Q1	American	4.833	.183	4.474	5.193
	British	4.840	.090	4.664	5.016
	Italian	3.724	.083	3.561	3.888
	Kazakh	3.844	.027	3.791	3.898

	Russian	3.876	.047	3.783	3.970
Working Conditions Q2	American	4.333	.144	4.051	4.616
	British	4.840	.070	4.701	4.979
	Italian	3.828	.065	3.699	3.956
	Kazakh	3.930	.021	3.887	3.972
	Russian	3.966	.037	3.893	4.040
Working Conditions Q3	American	4.833	.172	4.496	5.171
	British	4.920	.084	4.755	5.085
	Italian	3.897	.078	3.743	4.050
	Kazakh	3.878	.026	3.827	3.928
	Russian	3.787	.045	3.699	3.874

Estimated marginal means of MANOVA in table 22 shows highest mean or satisfaction level of employees with British superiors, which is 4,840 for the first question of working condition assess, 4,840 for the second question and 4,920 for the third question respectively.

Job satisfaction with American superiors is a little less than British superiors, which is 4,833 for the first question, 4,333 for the second question and 4,833 for the third question respectively.

The third rate of job satisfaction between Italian and Russian executives, which is 3,876 with Russian superiors for the first question, 3,966 with Russian for the second question and 3,897 with Italian for the third question respectively.

The fourth rate was rated by 3,844 for Kazakh executives for the first question, 3,930 is also for Kazakh executives and 3,897 for Kazakh superiors too.

The lowest job satisfaction with working condition was rated as 3,724 for Italian, 3,828 for Italian and 3,787 for Russian superiors.

Figure 7: Estimated Marginal Means for Working Condition Question 1

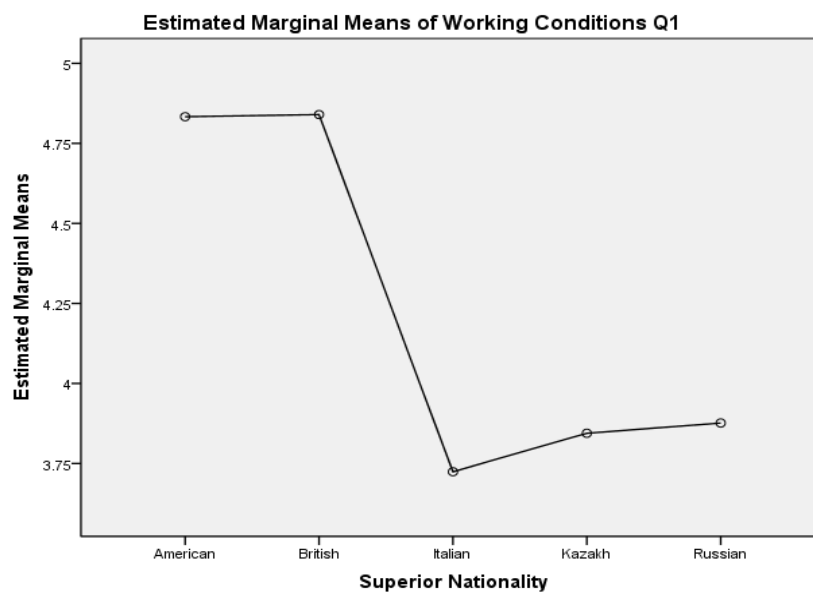


Figure 8: Estimated Marginal Means for Working Condition Question 2

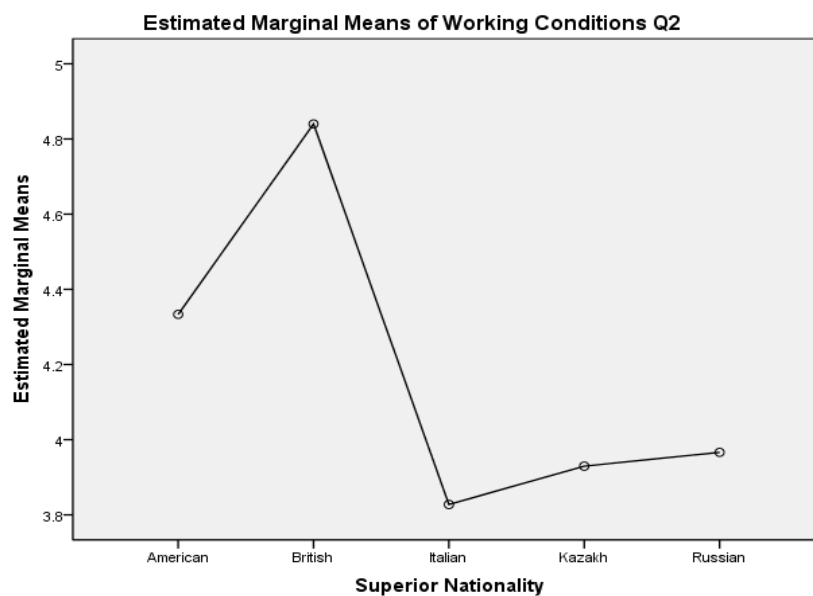
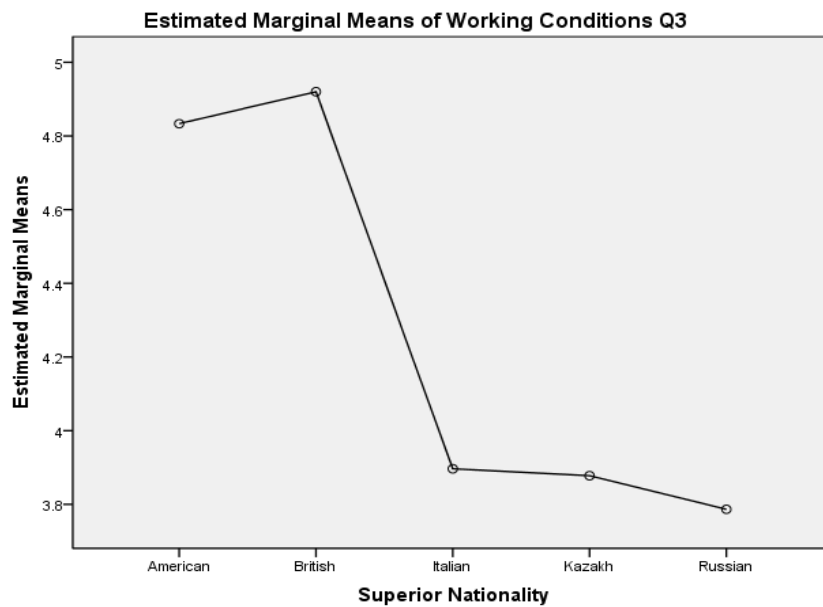


Figure 9: Estimated Marginal Means for Working Condition Question 3



3.1.4. Relationship Between Satisfaction with Work-Life Harmony and Superior's Nationalities

To evaluate job satisfaction with work-life harmony the following two questions were formulated in the survey:

1. My job responsibilities do not affect my personal life;
2. I am not exhausted/overworked by my superior to perform my duties;

Table 23: Estimated Marginal Means for Work-Life Harmony Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Work-life Harmony Q1	American	4.667	.155	4.361	4.972
	British	4.833	.078	4.681	4.986
	Italian	4.172	.071	4.033	4.311

	Kazakh	3.930	.023	3.885	3.976
	Russian	3.956	.040	3.877	4.034
Work-life Harmony Q2	American	4.667	.138	4.396	4.938
	British	4.958	.069	4.823	5.094
	Italian	4.034	.063	3.911	4.158
	Kazakh	3.926	.020	3.886	3.967
	Russian	3.878	.036	3.808	3.948

Estimated marginal means of MANOVA in table 23 shows highest mean or satisfaction level of employees with British superiors, which is 4,833 for the first question and 4,958 for the second question.

Job satisfaction with American superiors is a little less than British superiors, which is 4,667 for the first question and 4,667 for the second question.

The third rate of job satisfaction of work-life harmony with Italian superiors, which is 4,172 for the first question and 4,034 for the second question.

The fourth rate is mixed as the first question was rated by 3,956 for Russian executives and 3,926 by Kazakh executives.

The lowest job satisfaction with work-life harmony is rated as 3,930 for Kazakh and 3,878 for Russian executives respectively.

Figure 10: Estimated Marginal Means for Work-Life Harmony Question 1

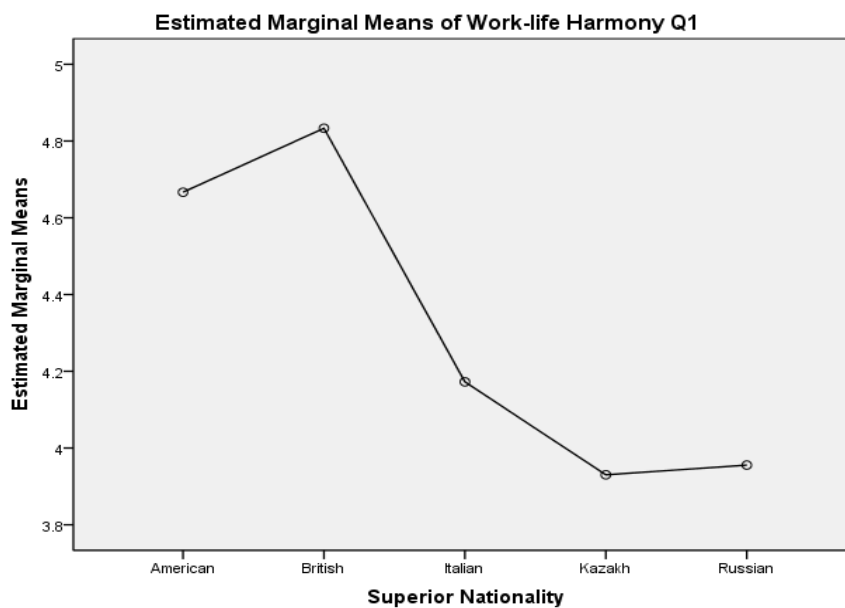
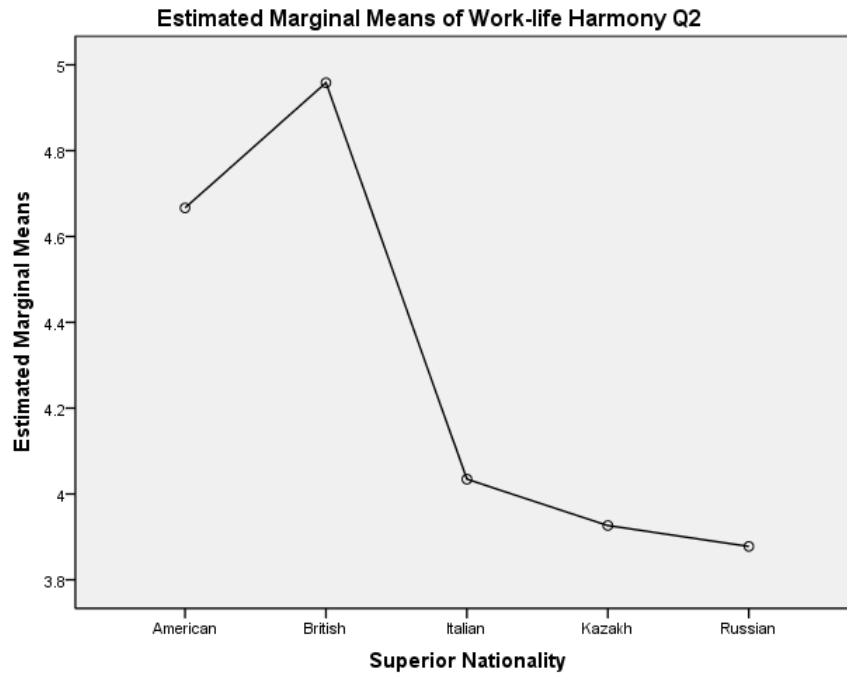


Figure 11: Estimated Marginal Means for Work-Life Harmony Question 2



3.1.5. Relationship Between Satisfaction with Work Activities and Superior's Nationalities

To evaluate job satisfaction with work activities the following two questions were formulated in the survey:

1. I am assigned the required tasks of job responsibilities by my superior;
2. I am granted with the possibility for periodic changes for my job tasks by my superior;

Table 24: Estimated Marginal Means for Work Activities Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Work Activities Q1	American	5.000	.124	4.756	5.244
	British	4.920	.061	4.800	5.040
	Italian	3.931	.057	3.820	4.042

Work Activities Q2	Kazakh	3.963	.018	3.927	4.000
	Russian	3.911	.032	3.848	3.974
	American	3.333	.179	2.981	3.686
	British	3.280	.088	3.107	3.453
	Italian	3.862	.082	3.702	4.022
	Kazakh	3.114	.027	3.062	3.166
	Russian	3.178	.046	3.087	3.269

Estimated marginal means of MANOVA in table 24 shows highest mean or satisfaction level of employees with American superiors, which is 5,000 for the first question and Italian for the second question, which is 3,862 for the second question.

The second rate of job satisfaction by work activities is mixed between British and American superiors, which are 4,920 for the first question and 3,333 for the second question respectively.

The third rate of job satisfaction of work activities is mixed between Kazakh and British superiors, which are 3,963 for the first question and 3,280 for the second question respectively.

The fourth rate is mixed by Italian and Russian superiors, which was rated as 3,931 for Italian executives and 3,178 with Kazakh executives.

The lowest job satisfaction with work activities is rated as 3,911 for Russian and 3,114 for Kazakh executives respectively.

Figure 12: Estimated Marginal Means for Work Activities Question 1

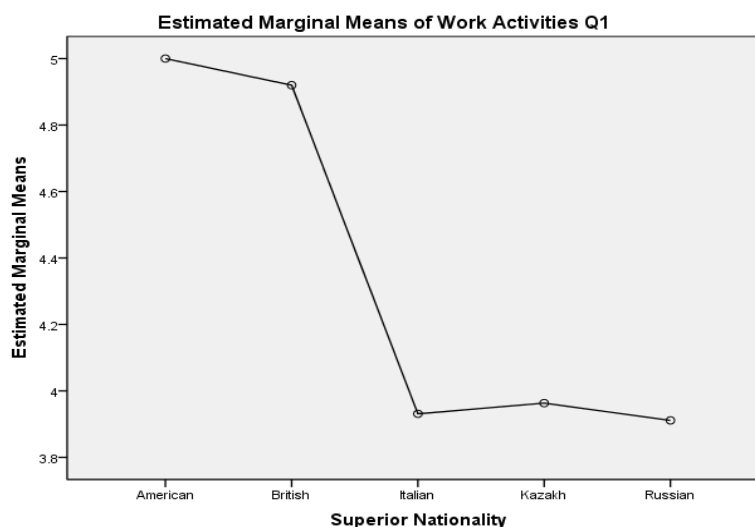
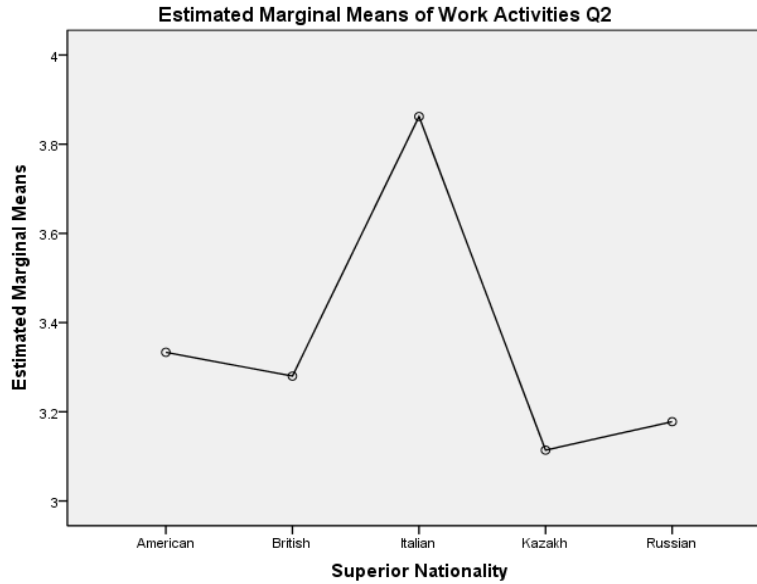


Figure 13: Estimated Marginal Means for Work Activities Question 2



3.1.6. Relationship Between Satisfaction with Responsibility and Superior's Nationalities

To evaluate job satisfaction with responsibility the following two questions were formulated in the survey:

1. My immediate superior is responsible appropriately towards his/her employees;
2. Employees are assigned to their responsibility at the right extent;

Table 25: Estimated Marginal Means for Responsibility Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Responsibility Q1	American	4.333	.156	4.027	4.640
	British	4.920	.076	4.770	5.070
	Italian	3.960	.076	3.810	4.110

	Kazakh	3.926	.023	3.881	3.972
	Russian	3.878	.040	3.799	3.957
Responsibility Q2	American	4.667	.139	4.393	4.941
	British	4.920	.068	4.786	5.054
	Italian	3.960	.068	3.826	4.094
	Kazakh	3.938	.021	3.897	3.978
	Russian	3.900	.036	3.829	3.971

Estimated marginal means of MANOVA in table 25 shows highest mean or satisfaction level of employees with British superiors, which is 4,920 for the first question and 4,920 for the second question.

The second rate of job satisfaction by responsibility is 4,333 for the first question with American and 4,667 is for the second question with American executives too.

The third rate of job satisfaction of responsibility is 3,960 for the first question with Italian and 3,960 is for the second question with Italian too.

The fourth rate is 3,926 for the first question with Kazakh and 3,938 is for the second question with Kazakh executives.

The lowest job satisfaction with responsibility of both questions with Russian executives: 3,878 and 3,900 respectively.

Figure 14: Estimated Marginal Means for Responsibility Question 1

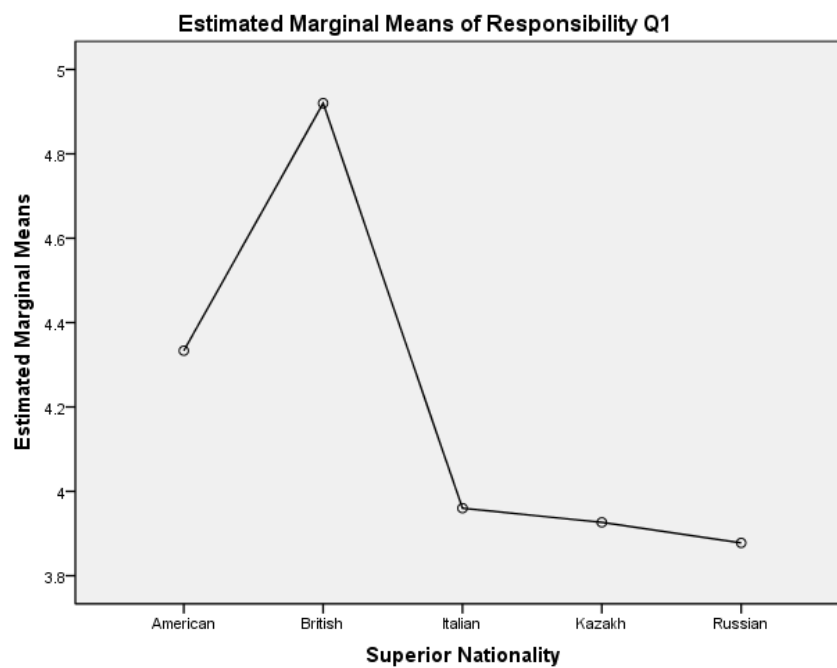
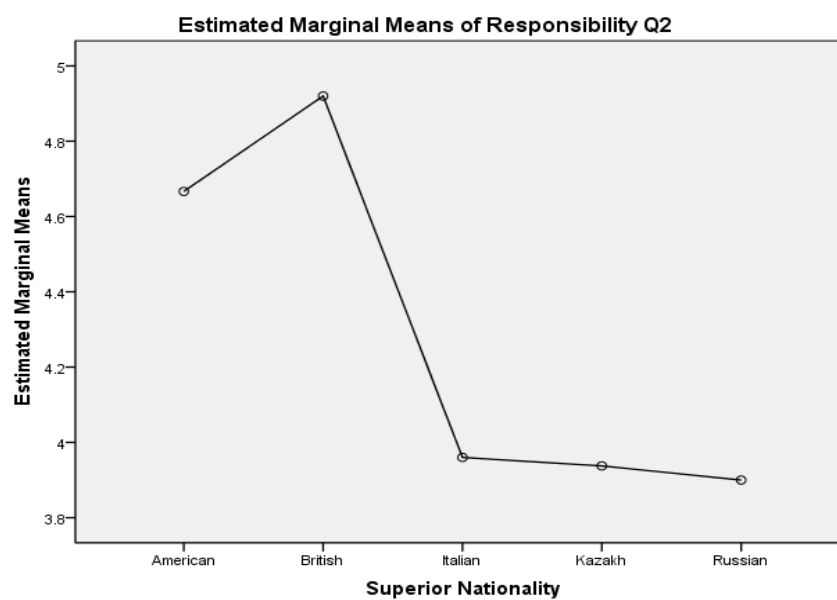


Figure 15: Estimated Marginal Means for Responsibility Question 2



3.1.7. Relationship Between Satisfaction with Communication and Superior's Nationalities

To evaluate job satisfaction with communication with superiors the following four questions were formulated in the survey:

1. My superior communicates in the respectful and professional way with his/her employees;
2. It is very easy to communicate with my superior as he or she is easily approachable and helpful;
3. My superior talks only in official way;
4. My immediate superior listens to my suggestions and offers;

Table 26: Estimated Marginal Means for Communication with Superior Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Communication Q1	American	4.667	.183	4.308	5.026
	British	4.840	.089	4.664	5.016
	Italian	3.893	.085	3.727	4.059
	Kazakh	3.872	.027	3.819	3.925
	Russian	3.733	.047	3.641	3.826
Communication Q2	American	5.000	.173	4.661	5.339
	British	4.920	.085	4.754	5.086
	Italian	3.964	.080	3.807	4.121
	Kazakh	3.788	.026	3.737	3.838
	Russian	3.767	.045	3.679	3.854
Communication Q3	American	2.000	.191	1.624	2.376
	British	1.280	.094	1.096	1.464
	Italian	1.214	.089	1.040	1.389
	Kazakh	1.110	.028	1.054	1.166
	Russian	1.089	.049	.992	1.186
Communication Q4	American	4.333	.196	3.948	4.718
	British	4.840	.096	4.651	5.029
	Italian	4.143	.091	3.965	4.321
	Kazakh	3.777	.029	3.719	3.834
	Russian	3.833	.051	3.734	3.933

Estimated marginal means of MANOVA in table 26 shows highest mean or satisfaction level of employees with British and American superiors, which is 4,840 for the first question with British superiors, 5,000 is for the second question with American superiors, 2,000 is for the third question by American superiors and 4,840 is for the fourth question with British superiors.

The second rate of job satisfaction by communication with superiors is 4,667 for the first question with American, 4,920 is for the second question with British executives, 1,280 is for the third question by British executives and 4,333 is for the fourth question by American executives.

The third rate of job satisfaction of responsibility is 3,960 for the first question with Italian and 3,964 is for the second question with Italian too, 1,214 is for the third question with Italian superiors and 4,133 is for the fourth question with Italian executives.

The fourth rate is 3,872 for the first question with Kazakh superiors, 3,788 is for the second question with Kazakh, 1,110 is for the third question with Kazakh superiors and 3,833 is for the fourth question with Russian superiors.

The lowest job satisfaction with communication with superiors rated as follow: 3,733 is for the first question with Russian superiors, 3,767 is for the second question with Russian superiors, 1,089 is for the third question with Russian superiors, 3,777 is for the fourth question with Kazakh superiors.

Figure 16: Estimated Marginal Means for Communication with Superior Question 1

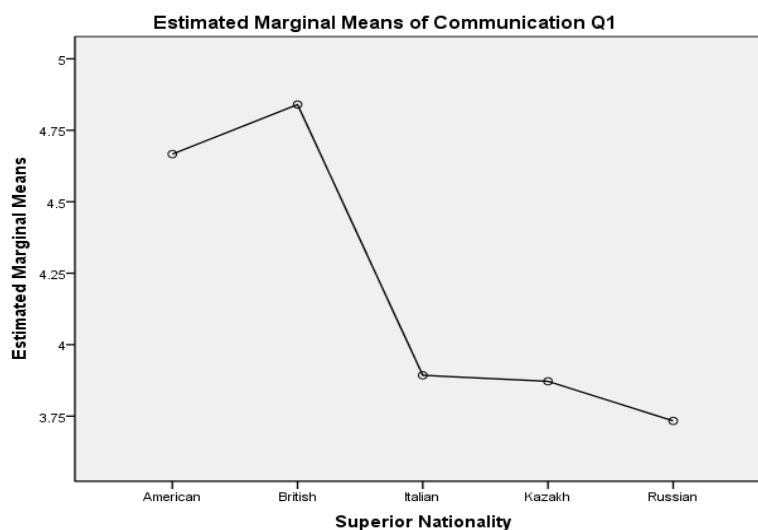


Figure 17: Estimated Marginal Means for Communication with Superior Question 2

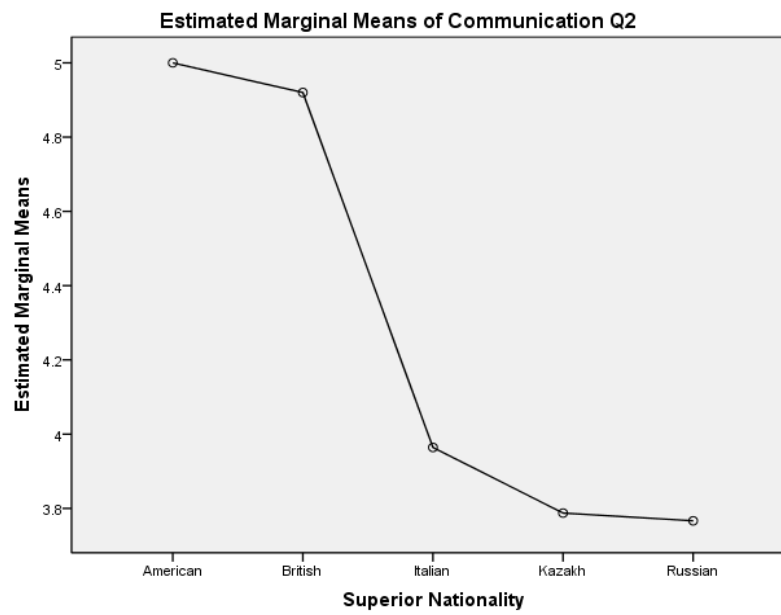


Figure 18: Estimated Marginal Means for Communication with Superior Question 3

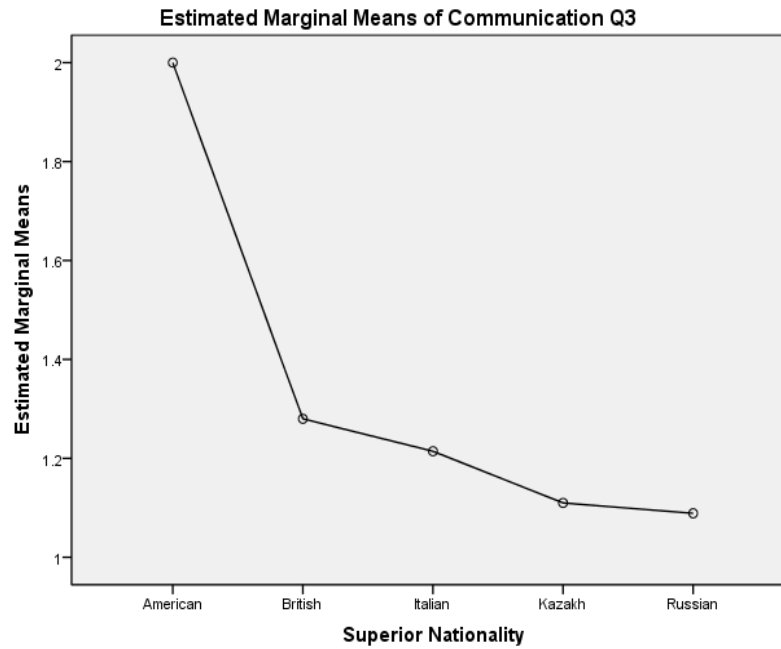
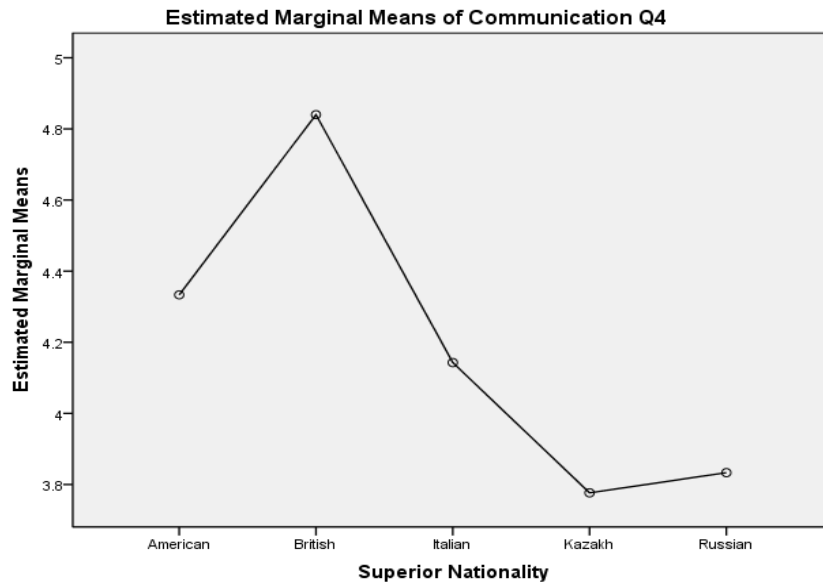


Figure 19: Estimated Marginal Means for Communication with Superior Question 4



3.1.8. Relationship Between Satisfaction with Interpersonal Relationship and Superior's Nationalities

To evaluate job satisfaction with interpersonal relationship with superiors the following three questions were formulated in the survey:

1. My immediate superior has enough skills to maintain positive relationship with his/her co-workers;
2. My immediate superior can maintain positive relationship between him/her and me;
3. My immediate superior is capable of maintaining a good team work atmosphere;

Estimated marginal means of MANOVA in table 27 shows highest mean or satisfaction level of employees with British and American superiors, which is 4,880 for the first question with British superior, 4,880 is for the second question with British superiors, 5,000 is for the third question with American superiors.

The second rate of job satisfaction by interpersonal relationship with superiors is 4,667 for the first question with American, 4,833 is for the second

question with American executives, 4,880 is for the third question with British executives.

The third rate of job satisfaction of interpersonal relationship is 3,941 for the first question with Kazakh and 3,949 is for the second question with Kazakh too, 3,897 is for the third question with Italian superiors.

The fourth rate is 3,921 for the first question with Russian superiors, 3,931 is for the second question with Italian, 3,886 is for the third question with Kazakh superiors.

The lowest job satisfaction with interpersonal relationship rated as follow: 3,897 is for the first question with Italian superiors, 3,921 is for the second question with Russian superiors, 3,876 is for the third question with Russian superiors.

Table 27: Estimated Marginal Means for Interpersonal Relationship Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Interpersonal Relationship Q1	American	4.667	.158	4.357	4.977
	British	4.880	.077	4.728	5.032
	Italian	3.897	.072	3.756	4.037
	Kazakh	3.941	.023	3.895	3.987
	Russian	3.921	.041	3.841	4.002
Interpersonal Relationship Q2	American	4.833	.146	4.547	5.120
	British	4.880	.071	4.740	5.020
	Italian	3.931	.066	3.801	4.061
	Kazakh	3.949	.022	3.906	3.991
	Russian	3.921	.038	3.847	3.996
Interpersonal Relationship Q3	American	5.000	.177	4.652	5.348
	British	4.880	.087	4.709	5.051
	Italian	3.897	.081	3.738	4.055
	Kazakh	3.886	.026	3.835	3.938
	Russian	3.876	.046	3.786	3.967

Figure 20: Estimated Marginal Means for Interpersonal Relationship Question 1

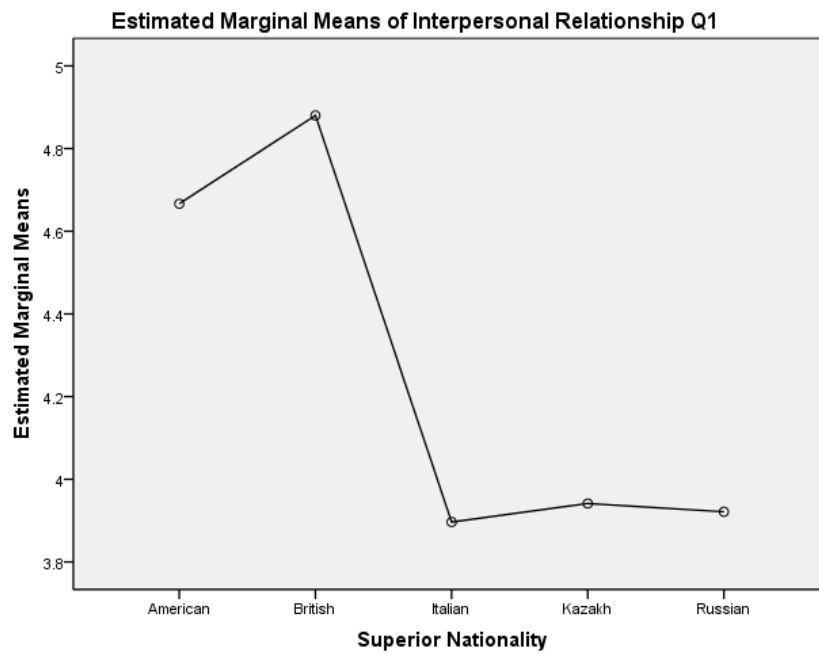


Figure 21: Estimated Marginal Means for Interpersonal Relationship Question 2

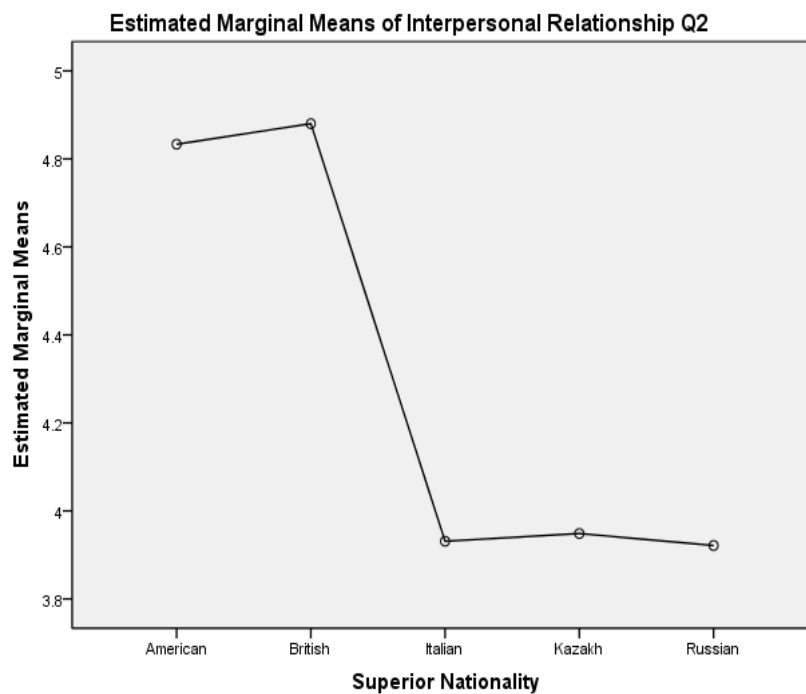
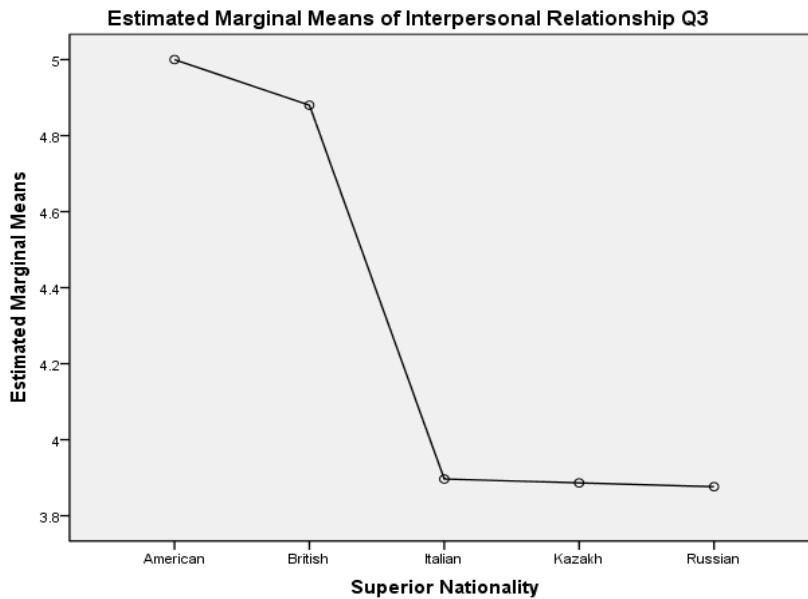


Figure 22: Estimated Marginal Means for Interpersonal Relationship Question 3



3.1.9. Relationship Between Satisfaction with Independence and Superior's Nationalities

To evaluate job satisfaction with independence the following three questions were formulated in the survey:

1. I am given appropriate level of independence by my superior to be initiatives and take actions to accomplish my duties;
2. I am given with appropriate level of independence by my superior to utilise my skills and abilities;
3. I am allocated with enough level of autonomy by my superior to make my own decision when it is needed;

Estimated marginal means of MANOVA in table 28 shows highest mean or satisfaction level of employees with British and American superiors, which is 4,760 for the first question with British superiors, 4,880 is for the second question with British superiors, 4,333 is for the third question with American superiors.

The second rate of job satisfaction by independence is 4,500 for the first question with American, 4,833 is for the second question with American executives, 4,120 is for the third question with British executives.

The third rate of job satisfaction of independence is 3,190 for the first question with Kazakh and 3,345 is for the second question with Italian, 3,379 is for the third question with Italian superiors.

The fourth rate is 3,172 for the first question with Italian superiors, 3,244 is for the second question with Russian, 3,245 is for the third question with Kazakh superiors.

The lowest job satisfaction with independence rated as follow: 3,156 is for the first question with Russian superiors, 3,161 is for the second question with Kazakh superiors, 3,222 is for the third question with Russian superiors.

Table 28: Estimated Marginal Means for Independence Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Independence Q1	American	4.500	.185	4.136	4.864
	British	4.760	.091	4.582	4.938
	Italian	3.172	.084	3.007	3.338
	Kazakh	3.190	.027	3.136	3.244
	Russian	3.156	.048	3.062	3.250
Independence Q2	American	4.833	.171	4.497	5.170
	British	4.880	.084	4.715	5.045
	Italian	3.345	.078	3.192	3.498
	Kazakh	3.161	.025	3.111	3.211
	Russian	3.244	.044	3.158	3.331
Independence Q3	American	4.333	.199	3.943	4.724
	British	4.120	.097	3.929	4.311
	Italian	3.379	.090	3.202	3.557
	Kazakh	3.245	.029	3.188	3.303
	Russian	3.222	.051	3.121	3.323

Figure 23: Estimated Marginal Means for Independence Question 1

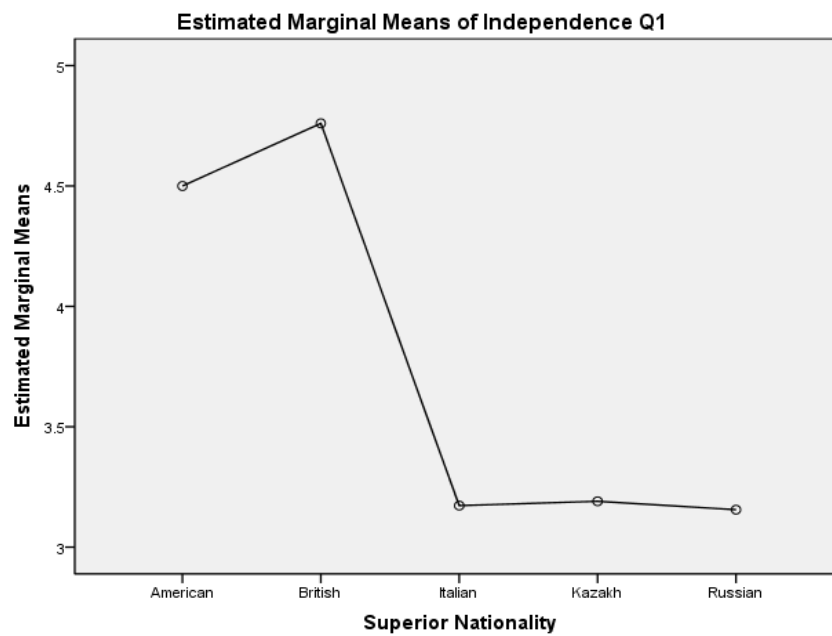


Figure 24: Estimated Marginal Means for Independence Question 2

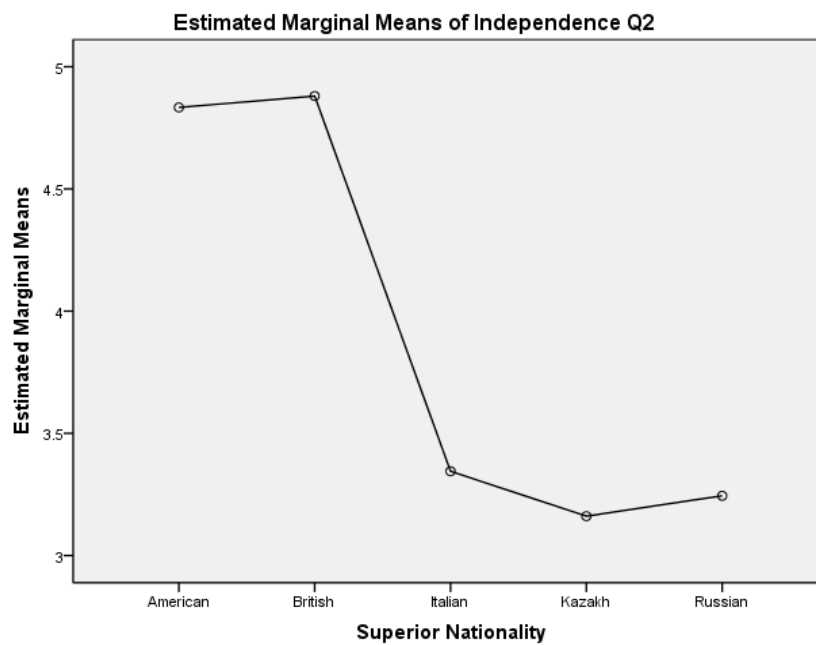
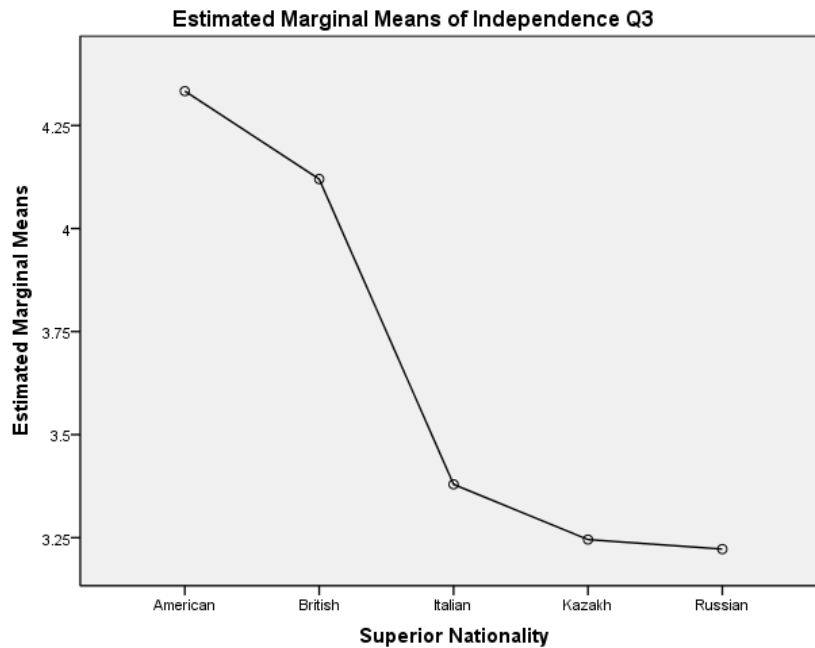


Figure 25: Estimated Marginal Means for Independence Question 3



3.1.10. Relationship Between Satisfaction with Immediate Superior and Superior's Nationalities

To evaluate job satisfaction with immediate superior the following three questions were formulated in the survey:

1. My immediate superior has appropriate skills and experience;
2. My immediate superior has appropriate conflict resolution skills;
3. My immediate superior provides me with sufficient information for my job;

Estimated marginal means of MANOVA in table 29 shows highest mean or satisfaction level of employees with British and American superiors, which is 5,000 for the first question with American superiors, 4,840 is for the second question with British superiors, 4,880 is for the third question with British superiors.

The second rate of job satisfaction by immediate superiors is 4,800 for the first question with British, 4,833 is for the second question with American executives, 4,667 is for the third question with American executives.

The third rate of job satisfaction of immediate superior is 3,966 for the first question with Italian and 4,000 is for the second question with Italian, 3,878 is for the third question with Russian superiors.

The fourth rate 3,850 is for the first question with Kazakh superiors, 3,889 is for the second question with Russian, 3,862 is for the third question with Italian superiors.

The lowest job satisfaction with immediate superior evaluation rated as follow: 3,844 is for the first question with Russian superiors, 3,883 is for the second question with Kazakh superiors, 3,842 is for the third question with Kazakh superiors.

Table 29: Estimated Marginal Means for Immediate Superior Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Superior Assess Q1	American	5.000	.178	4.650	5.350
	British	4.800	.087	4.628	4.972
	Italian	3.966	.081	3.806	4.125
	Kazakh	3.850	.026	3.798	3.902
	Russian	3.844	.046	3.754	3.935
Superior Assess Q2	American	4.833	.161	4.516	5.151
	British	4.840	.079	4.685	4.995
	Italian	4.000	.073	3.856	4.144
	Kazakh	3.883	.024	3.836	3.930
	Russian	3.889	.042	3.807	3.971
Superior Assess Q3	American	4.667	.166	4.340	4.993
	British	4.880	.081	4.720	5.040
	Italian	3.862	.076	3.713	4.011
	Kazakh	3.842	.025	3.794	3.891
	Russian	3.878	.043	3.793	3.962

Figure 26: Estimated Marginal Means for Immediate Superior Assess Question 1

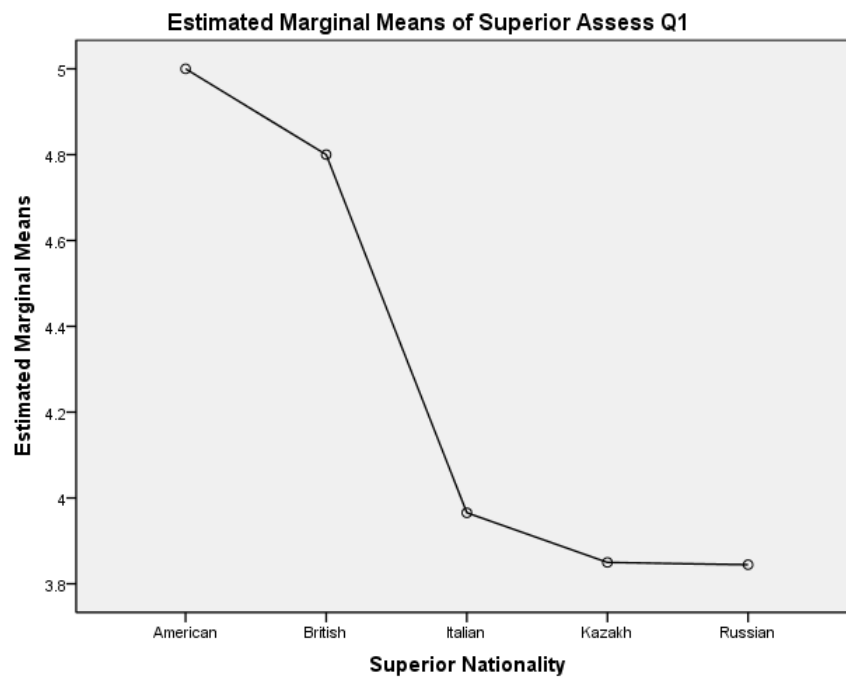


Figure 27: Estimated Marginal Means for Immediate Superior Assess Question 2

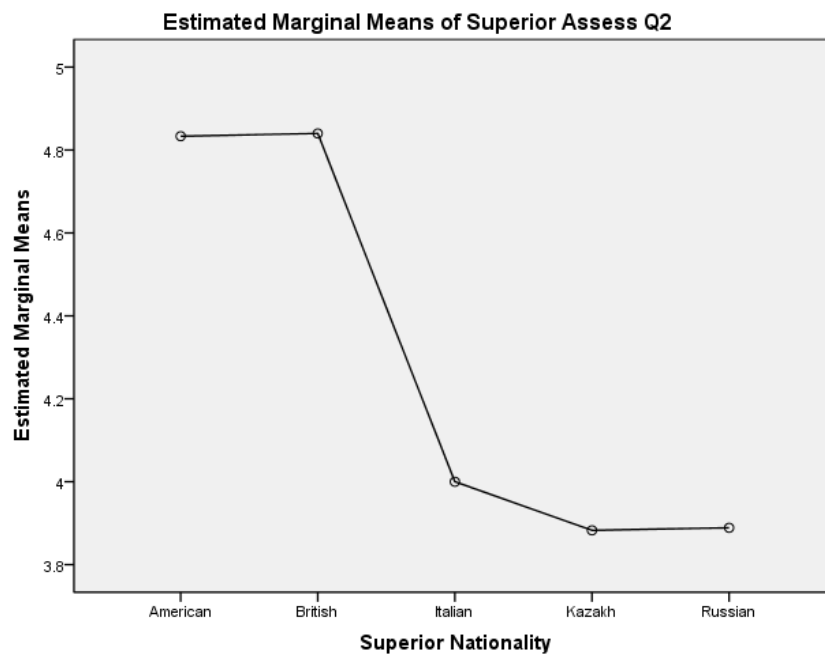
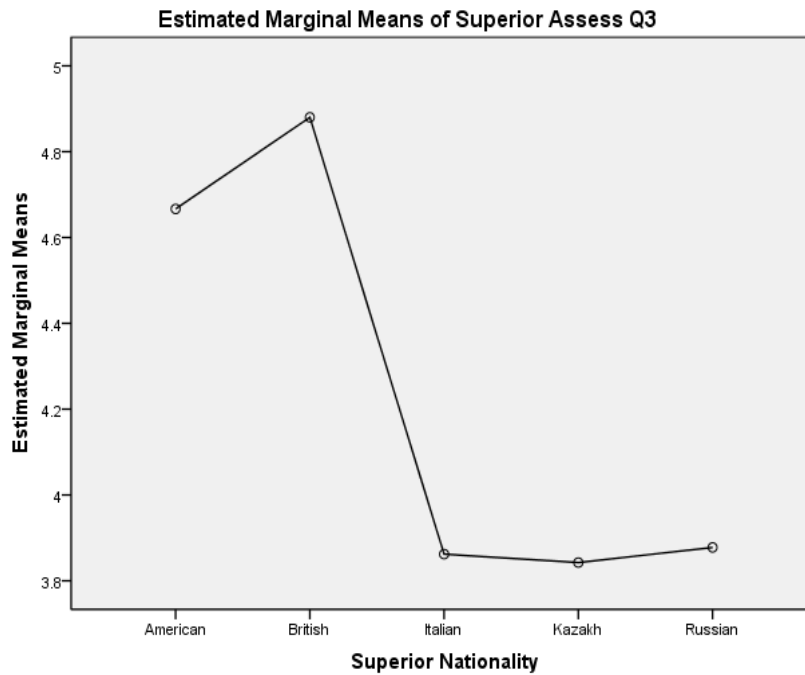


Figure 28: Estimated Marginal Means for Immediate Superior Assess Question 3



3.1.11. Relationship Between Satisfaction with Training and Development and Superior's Nationalities

To evaluate job satisfaction with training and development the following five questions were formulated in the survey:

1. My superior supports me with necessary training programs when needed;
2. My superior assigns training programs fairly;
3. My superior assigns adequate amount of training and development programs;
4. Training programs assigned for me by my superior meets requirements for my development;
5. My immediate superior supports my career progress at KPO;

Estimated marginal means of MANOVA in table 30 shows highest mean or satisfaction level of employees with British and American superiors, which is 4,333 for the first question with American superiors, 4,167 is for the second question with British superiors, 4,125 is for the third question with British superiors, 4,167 is for

the fourth question with American superiors, 3,578 is for the fifth question with Russian superiors.

Table 30: Estimated Marginal Means for Immediate Superior Assess

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Training and Development Q1	American	4.333	.181	3.977	4.690
	British	4.125	.091	3.947	4.303
	Italian	3.897	.083	3.734	4.059
	Kazakh	3.838	.027	3.785	3.891
	Russian	3.756	.047	3.663	3.848
Training and Development Q2	American	4.000	.338	3.335	4.665
	British	4.167	.169	3.834	4.499
	Italian	3.207	.154	2.905	3.509
	Kazakh	3.563	.050	3.464	3.661
	Russian	3.533	.087	3.362	3.705
Training and Development Q3	American	4.000	.307	3.396	4.604
	British	4.125	.154	3.823	4.427
	Italian	3.103	.140	2.829	3.378
	Kazakh	3.423	.046	3.333	3.512
	Russian	3.400	.079	3.244	3.556
Training and Development Q4	American	4.167	.280	3.616	4.717
	British	4.000	.140	3.725	4.275
	Italian	3.207	.127	2.956	3.457
	Kazakh	3.331	.042	3.249	3.413
	Russian	3.333	.072	3.191	3.475
Training and Development Q5	American	3.167	.333	2.512	3.822
	British	3.125	.167	2.797	3.453
	Italian	3.276	.152	2.978	3.574
	Kazakh	3.496	.049	3.399	3.594
	Russian	3.578	.086	3.409	3.747

The second rate of job satisfaction by training and development is 4,125 for the first question with British, 4,000 is for the second question with American executives, 4,000 is for the third question with American executives, 4,000 is for the fourth question with British superiors and 3,496 is for the fifth question with Kazakh superiors.

The third rate of job satisfaction of training and development is 3,897 for the first question with Italian and 3,563 is for the second question with Kazakh, 3,423 is for the third question with Kazakh superiors, 3,333 is for the fourth question with Russian superiors and 3,276 is for the fifth question with Italian superiors.

The fourth rate 3,838 is for the first question with Kazakh superiors, 3,533 is for the second question with Russian, 3,400 is for the third question with Russian superiors, 3,331 is for the fourth question with Kazakh superiors and 3,167 is for the fifth question with American superiors.

The lowest job satisfaction with training and development evaluation rated as follow: 3,756 is for the first question with Russian superiors, 3,207 is for the second question with Italian superiors, 3,103 is for the third question with Italian superiors, 3,207 is for the fourth question with Italian superiors and 3,125 for the fifth question with British superiors.

Figure 29: Estimated Marginal Means for Training and Development Question 1

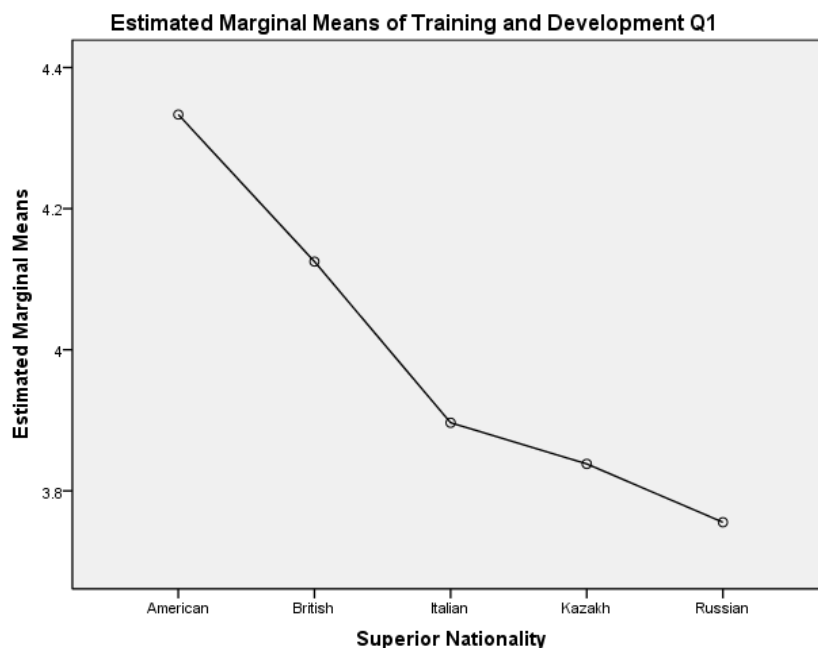


Figure 30: Estimated Marginal Means for Training and Development Question 2

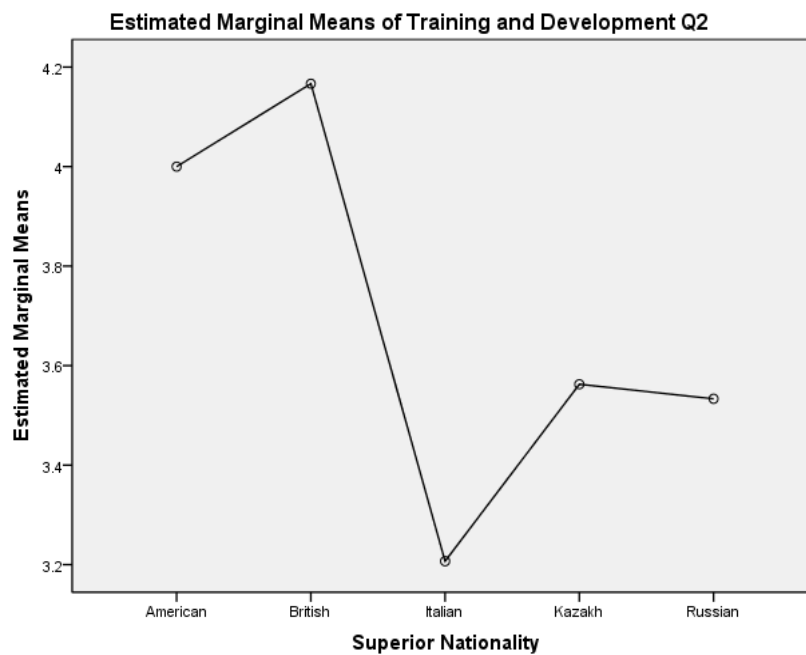


Figure 31: Estimated Marginal Means for Training and Development Question 3

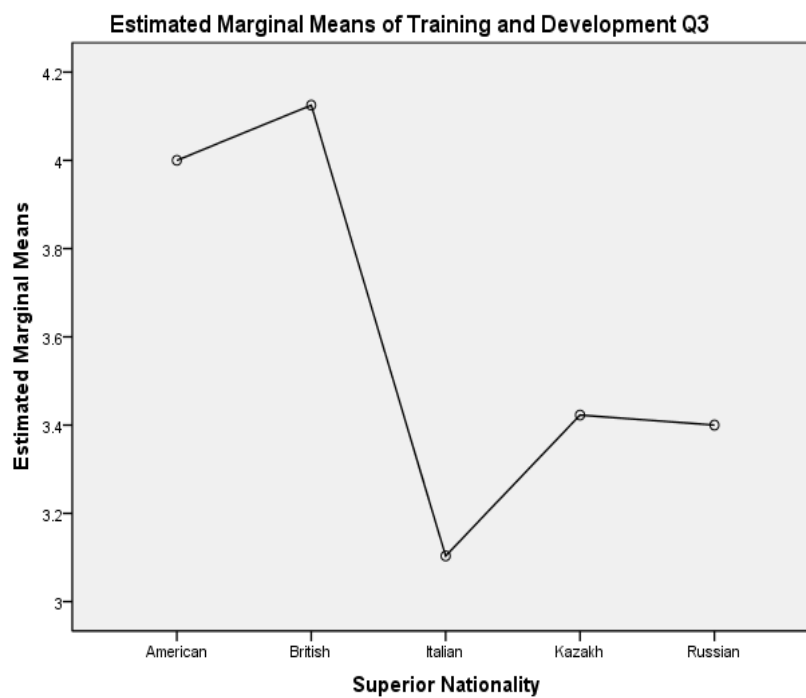


Figure 32: Estimated Marginal Means for Training and Development Question 4

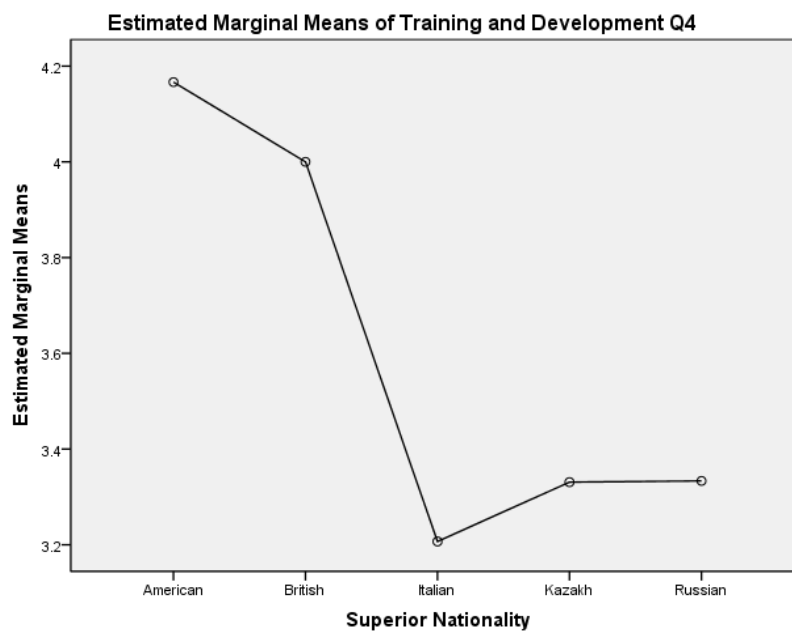
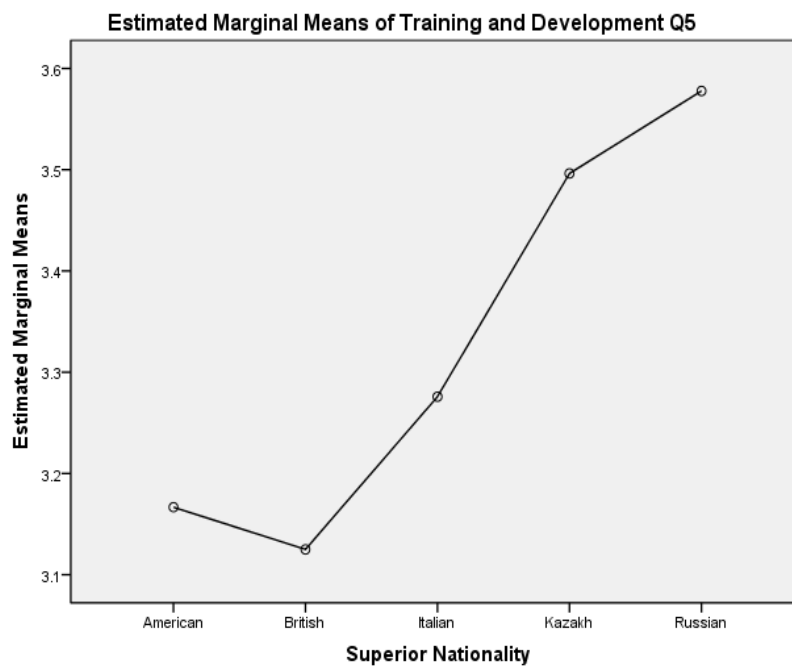


Figure 33: Estimated Marginal Means for Training and Development Question 5



3.1.12. Relationship Between Satisfaction with Performance Assessment and Superior's Nationalities

To evaluate job satisfaction with performance assessment the following three questions were formulated in the survey:

1. My performance assessed fairly by my superior;
2. My performance assessed objectively by my superior;
3. My performance evaluated by my superior on a regular basis;

Table 31: Estimated Marginal Means for Performance Assessment

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Performance Q1	American	4.500	.163	4.179	4.821
	British	4.200	.080	4.043	4.357
	Italian	3.897	.074	3.751	4.043
	Kazakh	3.882	.024	3.834	3.930
	Russian	3.900	.042	3.817	3.983
Performance Q2	American	4.333	.178	3.983	4.683
	British	4.280	.087	4.109	4.451
	Italian	3.828	.081	3.668	3.987
	Kazakh	3.886	.026	3.834	3.938
	Russian	3.822	.046	3.732	3.913
Performance Q3	American	4.500	.179	4.149	4.851
	British	4.240	.087	4.068	4.412
	Italian	4.724	.081	4.564	4.884
	Kazakh	3.815	.027	3.763	3.868
	Russian	3.789	.046	3.698	3.880

Estimated marginal means of MANOVA in table 31 shows highest mean or satisfaction level of employees, which is 4,500 for the first question with American superiors, 4,333 is for the second question with American superiors, 4,724 is for the third question with Italian superiors.

The second rate of job satisfaction by performance assessment is 4,200 for the first question with British, 4,280 is for the second question with British executives, 4,500 is for the third question with American executives.

The third rate of job satisfaction of performance assessment is 3,900 for the first question with Russian and 3,886 is for the second question with Kazakh, 4,240 is for the third question with British superiors.

The fourth rate is 3,897 for the first question with Italian superiors, 3,828 is for the second question with Italian, 3,815 is for the third question with Kazakh superiors.

The lowest job satisfaction with performance assessment evaluation rated as follow: 3,882 is for the first question with Kazakh superiors, 3,822 is for the second question with Russian superiors, 3,789 is for the third question with Russian superiors.

Figure 34: Estimated Marginal Means for Performance Assessment Question 1

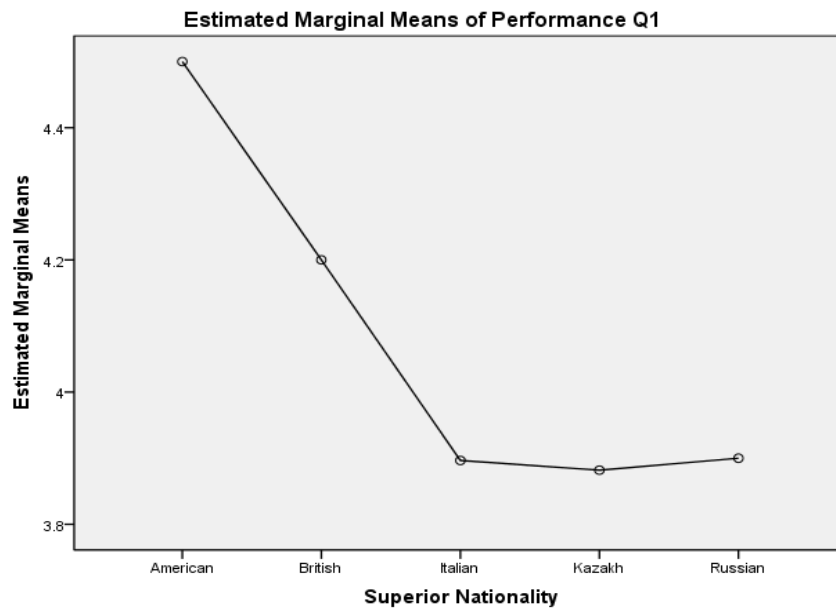


Figure 35: Estimated Marginal Means for Performance Assessment Question 2

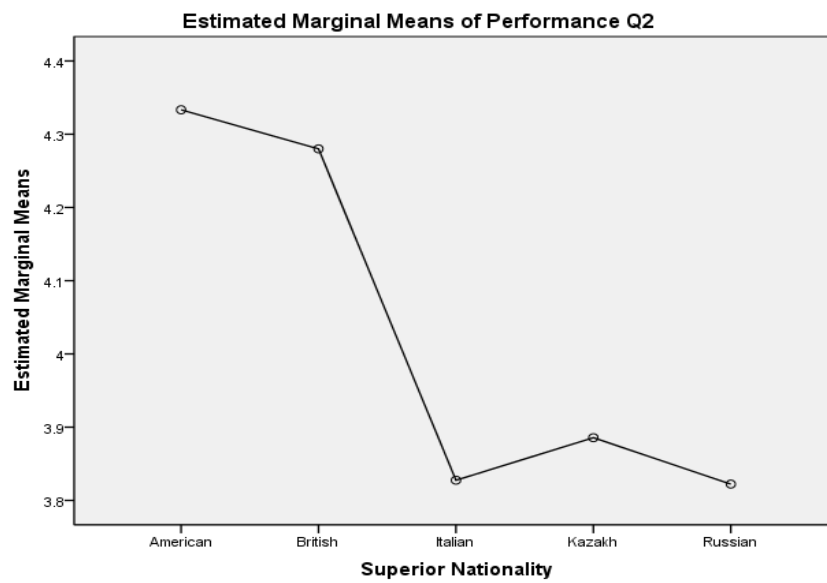
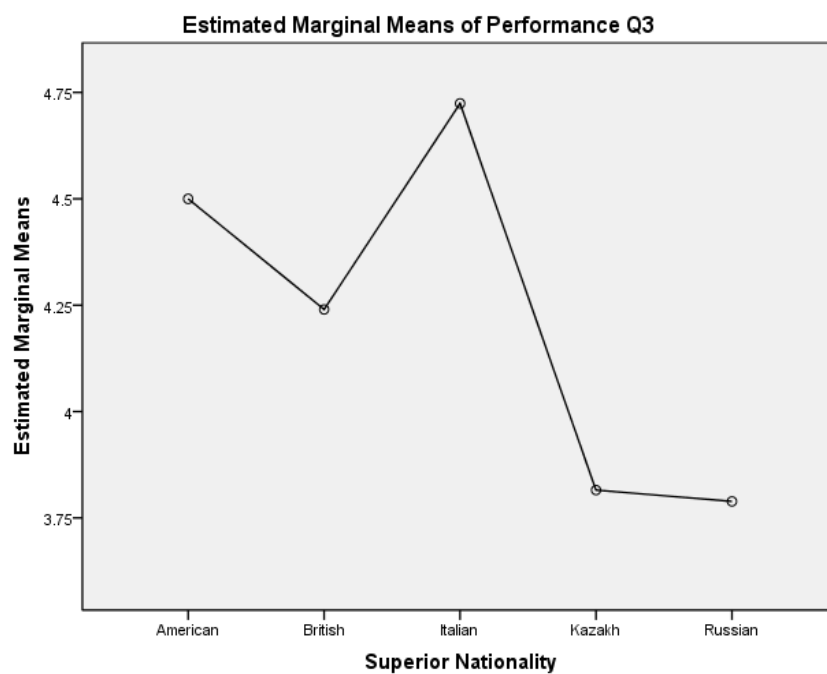


Figure 36: Estimated Marginal Means for Performance Assessment Question 3



3.1.13. Relationship Between Satisfaction with Rewards and Promotion and Superior's Nationalities

To evaluate job satisfaction with rewards and promotion the following two questions were formulated in the survey:

1. I am satisfied with the rewards and promotions provided;
2. Rewards and promotions opportunities are fair and objective;

Table 32: Estimated Marginal Means for Rewards and Promotion

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Rewards Promotion Q1	American	4.500	.167	4.172	4.828
	British	4.240	.082	4.079	4.401
	Italian	3.897	.076	3.747	4.046
	Kazakh	3.919	.025	3.871	3.968
	Russian	3.889	.043	3.804	3.974
Rewards Promotion Q2	American	4.333	.155	4.028	4.639
	British	4.040	.076	3.890	4.190
	Italian	3.379	.071	3.240	3.518
	Kazakh	3.905	.023	3.859	3.950
	Russian	3.978	.040	3.899	4.057

Estimated marginal means of MANOVA in table 32 shows highest mean or satisfaction level of employees, which is 4,500 for the first question with American superiors, 4,333 is for the second question with American superiors.

The second rate of job satisfaction by rewards and promotion is 4,240 for the first question with British, 4,040 is for the second question with British executives.

The third rate of job satisfaction of rewards and promotion is 3,919 for the first question with Kazakh and 3,978 is for the second question with Russian executives.

The fourth rate is 3,897 for the first question with Italian superiors, 3,905 is for the second question with Kazakh executives. The lowest job satisfaction with rewards and promotion rated as follow: 3,889 is for the first question with Russian superiors, 3,379 is for the second question with Italian superiors.

Figure 37: Estimated Marginal Means for Rewards and Promotion Question 1

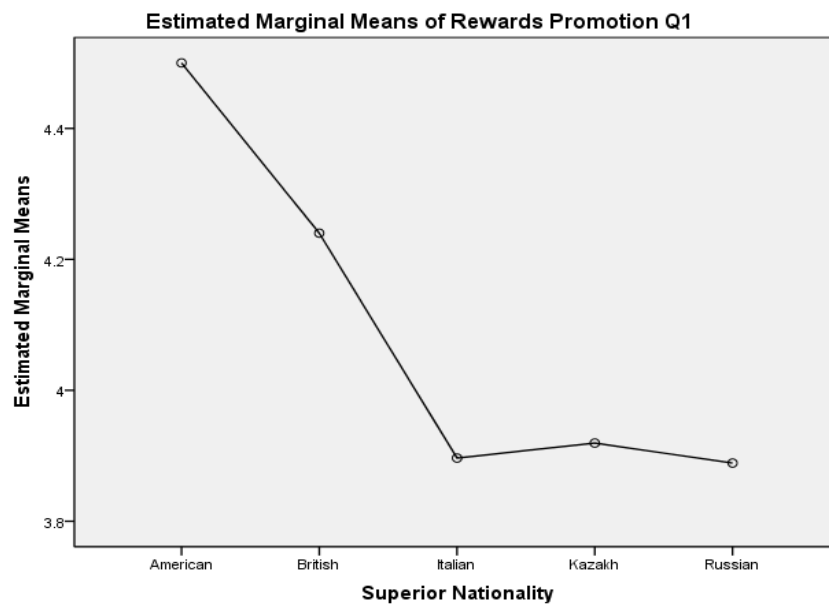
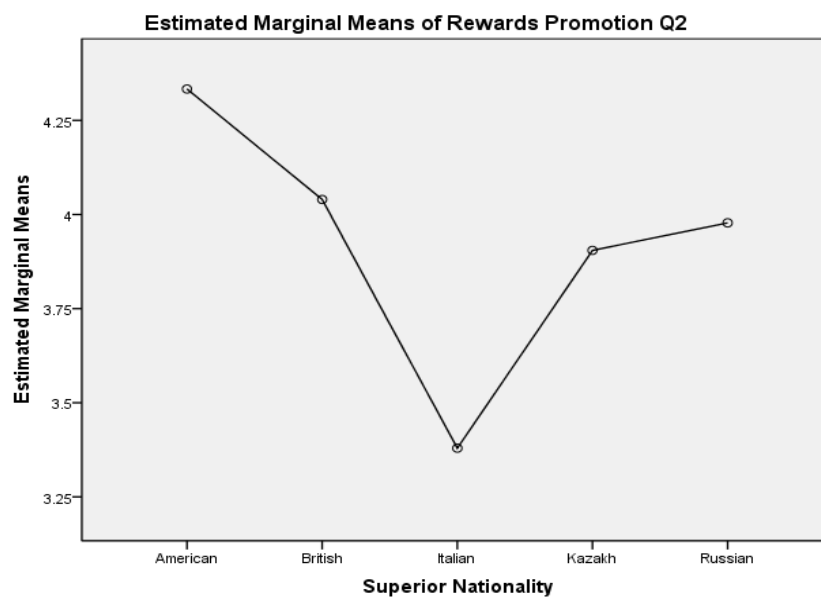


Figure 38: Estimated Marginal Means for Rewards and Promotion Question 2



3.1.14. Relationship Between Satisfaction with Job Security and Superior's Nationalities

To evaluate job satisfaction with job security the following two questions were formulated in the survey:

1. I am provided with enough level of job security;
2. The amount job security provided by the company guarantees a secured future for the employees;

Table 33: Estimated Marginal Means for Job Security

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Job Security Q1	American	4.667	.176	4.320	5.013
	British	4.480	.086	4.310	4.650
	Italian	3.966	.080	3.808	4.123
	Kazakh	3.883	.026	3.831	3.934
	Russian	3.911	.046	3.822	4.001
Job Security Q2	American	4.333	.168	4.004	4.663
	British	4.640	.082	4.478	4.802
	Italian	3.897	.076	3.747	4.047
	Kazakh	3.894	.025	3.845	3.943
	Russian	3.889	.043	3.804	3.974

Estimated marginal means of MANOVA in table 33 shows highest mean or satisfaction level of employees, which is 4,667 for the first question with American superiors, 4,640 is for the second question with British superiors.

The second rate of job satisfaction by job security is 4,840 for the first question with British, 4,333 is for the second question with American executives.

The third rate of job satisfaction of job security is 3,966 for the first question with Italian and 3,897 is for the second question with Italian executives.

The fourth rate 3,911 is for the first question with Russian superiors, 3,894 is for the second question with Kazakh executives.

The lowest job satisfaction with job security rated as follow: 3,883 is for the first question with Kazakh superiors, 3,889 is for the second question with Russians superiors.

Figure 39: Estimated Marginal Means for Job Security Question 1

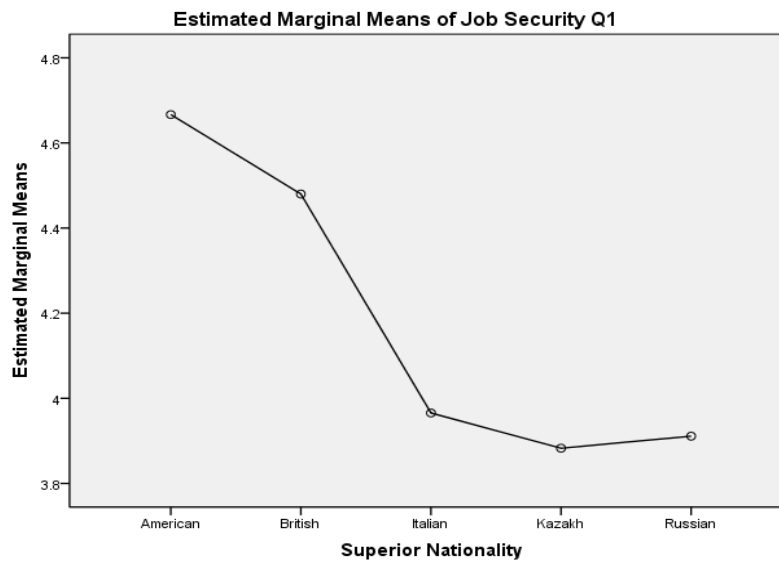
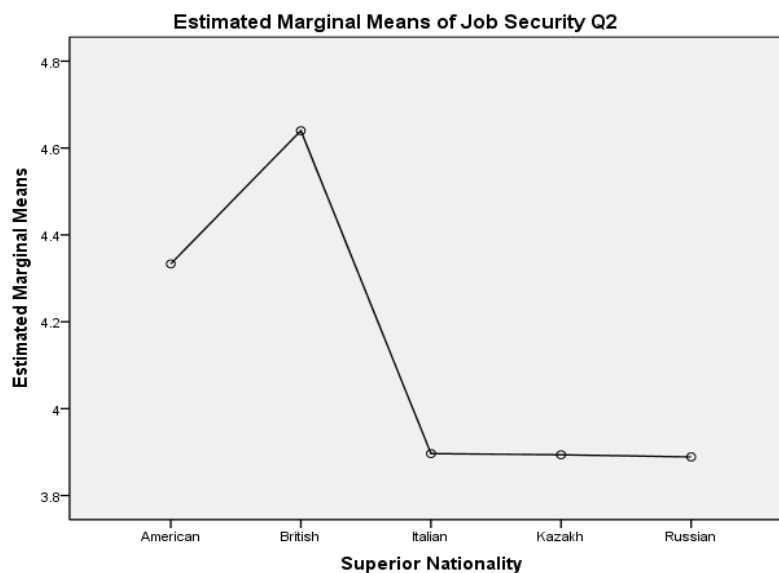


Figure 40: Estimated Marginal Means for Job Security Question 2



3.1.15. Relationship Between Satisfaction with Work Policies and Rules and Superior's Nationalities

To evaluate job satisfaction with work policies and rules the following two questions were formulated in the survey:

1. I am provided with plan of duties in advance;
2. My superior provides with clearly defined policies, procedures and rules;

Table 34: Estimated Marginal Means for Work Policies and Rules

Dependent Variable	Superior Nationality	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Policies and Rules Q1	American	4.333	.162	4.015	4.651
	British	4.840	.079	4.684	4.996
	Italian	3.857	.075	3.710	4.004
	Kazakh	3.875	.024	3.828	3.923
	Russian	3.878	.042	3.796	3.960
Policies and Rules Q2	American	4.333	.189	3.961	4.706
	British	4.920	.093	4.738	5.102
	Italian	4.000	.088	3.828	4.172
	Kazakh	3.209	.028	3.154	3.264
	Russian	3.222	.049	3.126	3.318

Estimated marginal means of MANOVA in table 34 shows highest mean or satisfaction level of employees, which is 4,840 for the first question with British superiors, 4,920 is for the second question with British superiors.

The second rate of job satisfaction by work policies and rules is 4,333 for the first question with American, 4,333 is for the second question with American executives.

The third rate of job satisfaction of work policies and rules is 3,878 for the first question with Russian and 4,000 is for the second question with Italian executives.

The fourth rate is 3,875 for the first question with Kazakh superiors, 3,222 is for the second question with Russian executives.

The lowest job satisfaction with rewards and promotion rated as follow: 3,857 is for the first question with Italian superiors, 3,209 is for the second question with Kazakh superiors.

Figure 41: Estimated Marginal Means for Rewards and Promotion Question 1

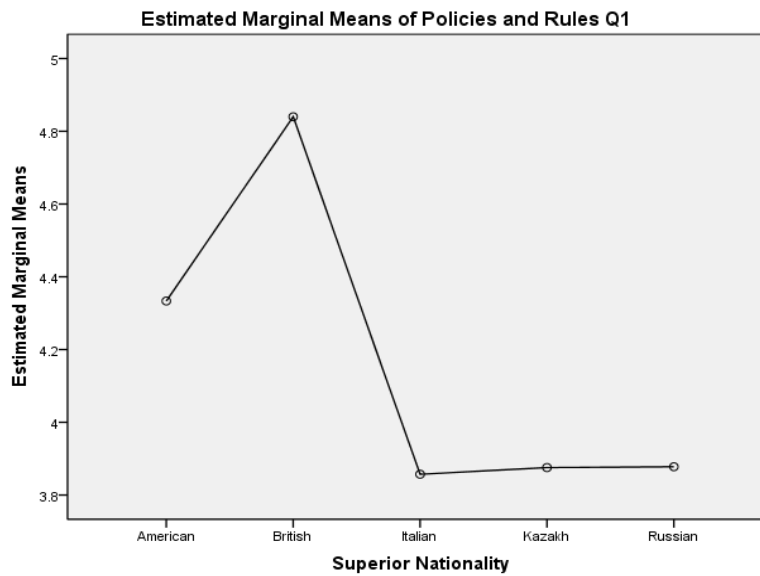


Figure 42: Estimated Marginal Means for Rewards and Promotion Question 2

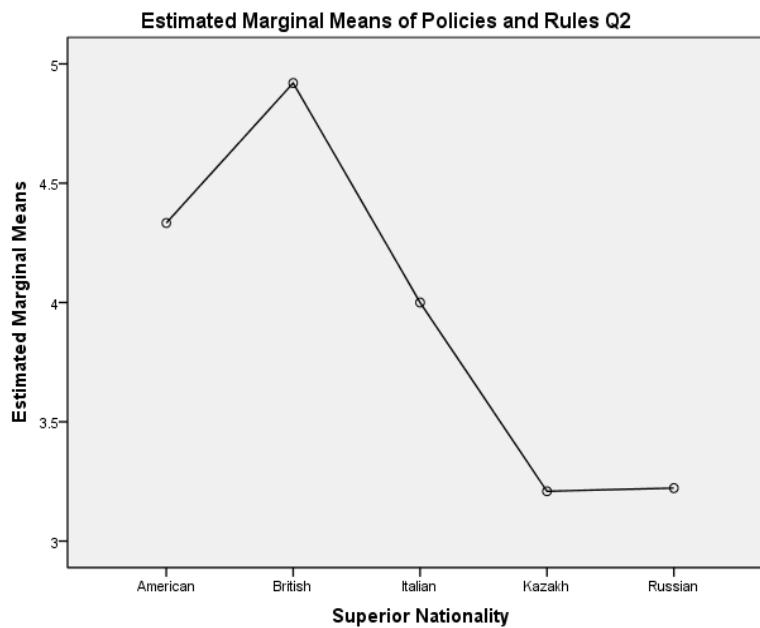


Table 35: Total Estimated Marginal Means for Job Satisfaction Survey

Question	American	British	Italian	Kazakh	Russian
Overtime Q1	4.667	4.8	4.034	3.901	3.833
Overtime Q2	4.167	4.68	3.69	3.864	3.844
Job Security Q1	4.667	4.48	3.966	3.883	3.911
Job Security Q2	4.333	4.64	3.897	3.894	3.889
Rewards Promotion Q1	4.5	4.24	3.897	3.919	3.889
Rewards Promotion Q2	4.333	4.04	3.379	3.905	3.978
Performance Q1	4.5	4.2	3.897	3.882	3.9
Performance Q2	4.333	4.28	3.828	3.886	3.822
Performance Q3	4.5	4.24	4.724	3.815	3.789
Training and Development Q1	4.333	4.125	3.897	3.838	3.756
Training and Development Q2	4	4.167	3.207	3.563	3.533
Training and Development Q3	4	4.125	3.103	3.423	3.4
Training and Development Q4	4.167	4	3.207	3.331	3.333
Training and Development Q5	3.167	3.125	3.276	3.496	3.578
Superior Assess Q1	5	4.8	3.966	3.85	3.844
Superior Assess Q2	4.833	4.84	4	3.883	3.889
Superior Assess Q3	4.667	4.88	3.862	3.842	3.878
Independence Q1	4.5	4.76	3.172	3.19	3.156
Independence Q2	4.833	4.88	3.345	3.161	3.244
Independence Q3	4.333	4.12	3.379	3.245	3.222
Interpersonal Relationship Q1	4.667	4.88	3.897	3.941	3.921
Interpersonal Relationship Q2	4.833	4.88	3.931	3.949	3.921
Interpersonal Relationship Q3	5	4.88	3.897	3.886	3.876
Communication Q1	4.667	4.84	3.893	3.872	3.733
Communication Q2	5	4.92	3.964	3.788	3.767
Communication Q3	2	1.28	1.214	1.11	1.089
Communication Q4	4.333	4.84	4.143	3.777	3.833
Responsibility Q1	4.333	4.92	3.96	3.926	3.878
Responsibility Q2	4.667	4.92	3.96	3.938	3.9
Work Activities Q1	5	4.92	3.931	3.963	3.911
Work Activities Q2	3.333	3.28	3.862	3.114	3.178
Work-life Harmony Q1	4.667	4.833	4.172	3.93	3.956
Work-life Harmony Q2	4.667	4.958	4.034	3.926	3.878
Working Conditions Q1	4.833	4.84	3.724	3.844	3.876
Working Conditions Q2	4.333	4.84	3.828	3.93	3.966
Working Conditions Q3	4.833	4.92	3.897	3.878	3.787
Working Time Q1	4.667	4.72	3.966	3.838	3.811
Working Time Q2	4.5	4.92	3.828	3.897	3.922
Working Time Q3	4.833	4.88	3.759	3.871	3.889
Policies and Rules Q1	4.333	4.84	3.857	3.875	3.878
Policies and Rules Q2	4.333	4.92	4	3.209	3.222
Average Value	4.431	4.504	3.742	3.689	3.68

Average result of overall job satisfaction survey which represented in table 35 indicates that the highest job satisfaction with British superiors with 4,504 points. Satisfaction level with American superiors is slightly less than satisfaction with British superiors and it equals 4,431 points. On the third rate is the satisfaction with Italian superiors which equals 3,742 points. The fourth and fifth level of job

satisfaction is between Kazakh and Russian superiors, which are 3,689 and 3,680 points respectively.

3.2. THE RELATIONSHIP BETWEEN MANAGEMENT STYLES AND SUPERIOR'S NATIONALITIES

As research question of the management style assess section of the survey will be followed as: Is there difference between management style and executives nationalities. And this question will be answered by exploring management style based on nationalities of superior's as in following hypothesis: Ho: there is no difference between employee management style and their superior's nationalities; Ha: there is a significant difference between management style and their superior's nationalities;

Table 36: Scores of Management Style Assess

Nation	Empowering %	Consultative %	Autocratic %	Participative %	TOTAL %
American	10	21	29	40	100
British	8.5	31	34.5	26	100
Italian	30	24	16	30	100
Kazakh	6	47	30	17	100
Russian	7	43	33	17	100

Table 36 indicates the proportion of management style depending on superior's nationality and the table represented as the the summary result which shows numbers of each styles selected for a particular superiors nationality out of total amount percentage selected per nations by employees.

According to table 36 American executives were selected 10 % as empowering, 21 % as consultative, 29 % as autocratic and 40 % as participative. British executives were selected 8,5 % as empowering, 31 % as consultative, 34,5 % as autocratic and 26 % as participative. Italian executives were selected 30 % as empowering, 24 % as consultative, 16 % as autocratic and 30 % as participative. Kazakh executives were selected 6 % as empowering, 47 % as consultative, 30 % as

autocratic and 17 % as participative. Russian executives were selected 7 % as empowering, 43 % as consultative, 33 % as autocratic and 17 % as participative.

Question 1 of the survey: “What will be most probable actions of your immediate manager in case of you do not need close supervision due to gained experience throughout work”?

Table 37 represents chi-square test for the first question of management style assess. The importance of this table is the first string or Pearson Chi-Square which represents the correlation between two nominal variables and the level of significance. The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of some subordinate does not need any close supervision due to gained experiences and skills.

Table 37: Chi-Square for the 1st Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	291.522	12	.000
Likelihood Ratio	151.773	12	.000
N of Valid Cases	421		

Table 38 or Crosstab table for the first question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four style of management answered for the question one. According to table 38:

- American executives were selected 1 (16,7%) times as consultative, 1 (16,7%) times as autocratic and 4 (66,7%) times as participative executives;

According to the result American executives will represent participative style meaning that they will start to discuss a new subject as soon as a subordinate does not need any further supervision.

- British executives were selected 1 (4,0%) time as consultative, 18 (72,0%) times as autocratic and 6 (24,0%) times as participative executives;

Table 38: Crosstab for the 1st Question of Management Style Assess

Superior Nationality			Question 1				Total
			Empowering	Consultative	Autocratic	Participative	
Superior Nationality	American	Count	0	1	1	4	6
		Expected Count	.3	4.0	1.6	.1	6.0
		% within Superior Nationality	.0	.2	.2	.7	1.0
	British	Count	0	1	18	6	25
		Expected Count	1.3	16.6	6.5	.6	25.0
		% within Superior Nationality	.0	.0	.7	.2	1.0
	Italian	Count	12	16	0	0	28
		Expected Count	1.5	18.6	7.3	.7	28.0
		% within Superior Nationality	.4	.6	.0	.0	1.0
	Kazakh	Count	8	196	68	0	272
		Expected Count	14.2	180.3	71.1	6.5	272.0
		% within Superior Nationality	.0	.7	.3	.0	1.0
	Russian	Count	2	65	23	0	90
		Expected Count	4.7	59.6	23.5	2.1	90.0
		% within Superior Nationality	.0	.7	.3	.0	1.0
Total		Count	22	279	110	10	421
		Expected Count	22.0	279.0	110.0	10.0	421.0
		% within Superior Nationality	.1	.7	.3	.0	1.0

According to the result British executives will represent autocratic style meaning that they will continue to give instructions and control performance.

- Italian executives were selected 12 (42,9%) times as empowering, 16 (57,1%) as consultative;

According to the result there are two majority of styles including empowering and consultative. In other words, some Italian executives will stop to give instruction and some of them will make sure only about performance as soon as a subordinate gains needed skills and experiences.

- Kazakh executives were selected 8 (2,9%) times as empowering, 196 (71,1%) times as consultative, 68 (25%) times as autocratic;

According to the result the majority of Kazakh executives will represent consultative style meaning they will make sure only about performance as soon as subordinate is enough skilled.

- Russian executives were selected 2 (2,2%) times as empowering, 65 (72,2%) times as consultative, 23 (25,6%) times as autocratic;

According to the result the majority of Russian executives will represent same style as Kazakh executives.

Question 2 of the survey: “What will be most probable actions of your immediate manager in case of you ignore the given instructions and perform task in your own way”?

Table 39: Chi-Square for the 2d Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.659	12	.074
Likelihood Ratio	16.634	12	.164
N of Valid Cases	420		

The level of significance is more than 0,05 which indicates that there is no significance between immediate managers’ behavior in case of a subordinate ignores given instruction and performs the task in her or his own way.

Table 40 or Crosstab table for the second question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four style of management answered for the question two. According to table 40:

- American executives were selected 3 (50%) times as autocratic and 3 (50%) times as participative executives;

According to the results American executives will represent either autocratic or participative styles meaning that some executives will allow to perform task in any way while others will request to perform according to instructions.

- British executives were selected 20 (80%) times as autocratic and 5 (20%) times as participative executives;

The majority of British executives were selected as autocratic executives meaning that they will request to perform task as required in accordance with instructions.

- Italian executives were selected 4 (14,3%) times as consultative, 21 (75%) times as autocratic, 3 (10,7%) times as participative;

The majority of Italian executives were also selected in same way as British superiors.

Table 40: Crosstab for the 2d Question of Management Style Assess

Superior Nationality			Question_2				Total
			Consultative	Autocratic	Empowering	Participative	
Superior Nationality	American	Count	0	3	0	3	6
		Expected Count	.3	4.9	.1	.8	6.0
		% within Superior Nationality	.0	.5	.0	.5	1.0
	British	Count	0	20	0	5	25
		Expected Count	1.1	20.3	.4	3.2	25.0
		% within Superior Nationality	.0	.8	.0	.2	1.0
	Italian	Count	4	21	0	3	28
		Expected Count	1.3	22.7	.5	3.5	28.0
		% within Superior Nationality	.1	.8	.0	.1	1.0
	Kazakh	Count	10	226	4	32	272
		Expected Count	12.3	220.8	4.5	34.3	272.0
		% within Superior Nationality	.0	.8	.0	.1	1.0
	Russian	Count	5	71	3	10	89
		Expected Count	4.0	72.3	1.5	11.2	89.0
		% within Superior Nationality	.1	.8	.0	.1	1.0
Total		Count	19	341	7	53	420
		Expected Count	19.0	341.0	7.0	53.0	420.0
		% within Superior Nationality	.0	.8	.0	.1	1.0

- Kazakh executives were selected 10 (3,7%) as consultative, 226 (83,1%) as autocratic, 4 (1,5%) times as empowering, 32 (11,8%) times as participative;

The majority of Kazakh executives were also selected in same way as British and Italian superiors.

- Russian executives were selected 5 (5,6%) times as consultative, 71 (79,8%) times as autocratic, 3 (3,4%) times as empowering, and 10 (11,2%) times as participative.

The majority of Russian executives were also selected in same way as British, Kazakh and Italian superiors.

This result of question two of the survey indicates that almost majority of all executives were selected as autocratic no matter of their nationality which confirms the level of significance which equals 0,074.

Question 3 of the survey: “What will be most probable actions of your immediate manager in case of scheduling time for some overtime job”?

Table 41: Chi-Square for the 3d Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	348.609	12	.000
Likelihood Ratio	244.474	12	.000
N of Valid Cases	420		

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of scheduling time for some overtime job.

Table 42 or Crosstab table for the third question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four styles of management answered for the question three. According to table 42:

- American executives were selected 3 (50%) times as autocratic, 1 (16,7%) times as participative executives and 2 (33,3%) times as empowering.

According to the results majority of American executives were selected as autocratic meaning that executives will decide the appropriate time for subordinates.

- British executives were selected 1 (4,0%) time as consultative, 7 (28,0%) times as autocratic, 15 (60,0%) times as participative executives and 2 (8%) times as empowering.

According to the results British executives were selected as participative meaning that executives will conduct a meeting to give group decision.

- Italian executives were selected 4 (14,8%) times as empowering, 1 (3,7%) as consultative and 22 (81,5%) times as autocratic.

Majority of Italian executives were selected as autocratic as American executives meaning that executives will decide the appropriate time for subordinates.

Table 42: Crosstab for the 3d Question of Management Style Assess

Superior Nationality			Question 3				Total
			Empowering	Consultative	Participative	Autocratic	
Superior Nationality	American	Count	2	0	1	3	6
		Expected Count	.3	4.5	.8	.5	6.0
		% within Superior Nationality	.3	.0	.2	.5	1.0
	British	Count	2	1	15	7	25
		Expected Count	1.1	18.6	3.3	2.0	25.0
		% within Superior Nationality	.1	.0	.6	.3	1.0
	Italian	Count	4	1	0	22	27
		Expected Count	1.2	20.1	3.5	2.2	27.0
		% within Superior Nationality	.1	.0	.0	.8	1.0
	Kazakh	Count	5	239	26	2	272
		Expected Count	11.7	202.7	35.6	22.0	272.0
		% within Superior Nationality	.0	.9	.1	.0	1.0
	Russian	Count	5	72	13	0	90
		Expected Count	3.9	67.1	11.8	7.3	90.0
		% within Superior Nationality	.1	.8	.1	.0	1.0
Total		Count	18	313	55	34	420
		Expected Count	18.0	313.0	55.0	34.0	420.0
		% within Superior Nationality	.0	.7	.1	.1	1.0

- Kazakh executives were selected 5 (1,8%) times as empowering, 239 (87,9%) times as consultative, 2 (0,7%) times as autocratic and 26 (9,6%) times as participative.

Majority of Kazakh executives were selected as consultative executives meaning that executives will send a memo to choose most appropriate time by subordinates.

- Russian executives were selected 5 (5,6%) times as empowering, 72 (80%) times as consultative, and 13 (14,4%) times as participative.

And majority of Russian executives have the same approach as Kazakh executives.

Question 4 of the survey: “What will be most probable actions of your immediate manager in case of some subordinate is slow learner and cannot perform the job after training”?

Table 43: Chi-Square for the 4th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	592.262	12	.000
Likelihood Ratio	310.145	12	.000
N of Valid Cases	421		

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of some subordinate is slow learner and cannot perform the job after training.

Table 44 or Crosstab table for the fourth question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four styles of management answered for the question four. According to table 44:

- American executives were selected 3 (50%) times as autocratic, 3 (50%) times as participative executives;

According to the results American executives will represent participative or autocratic styles meaning that executives will closely supervise or request to ask what is not clear.

- British executives were selected 24 (96%) time as empowering, 1 (4,0%) times as autocratic;

Table 44: Crosstab for the 4th Question of Management Style Assess

Superior Nationality			Question 4				Total
			Consultative	Empowering	Autocratic	Participative	
Superior Nationality	American	Count	0	3	0	3	6
		Expected Count	.9	.4	4.0	.6	6.0
		% within Superior Nationality	.0	.5	.0	.5	1.0
	British	Count	0	24	1	0	25
		Expected Count	3.9	1.8	16.9	2.4	25.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0
	Italian	Count	1	0	1	26	28
		Expected Count	4.4	2.0	18.9	2.7	28.0
		% within Superior Nationality	.0	.0	.0	.9	1.0
	Kazakh	Count	47	2	215	8	272
		Expected Count	42.6	19.4	183.5	26.5	272.0
		% within Superior Nationality	.2	.0	.8	.0	1.0
	Russian	Count	18	1	67	4	90
		Expected Count	14.1	6.4	60.7	8.8	90.0
		% within Superior Nationality	.2	.0	.7	.0	1.0
Total	Count		66	30	284	41	421
	Expected Count		66.0	30.0	284.0	41.0	421.0
	% within Superior Nationality		.2	.1	.7	.1	1.0

According to the results British executives will represent empowering style meaning that executives will require to perform job as required training has been given.

- Italian executives were selected 1 (3.6%) times as consultative, 1 (3,6%) times as autocratic, and 26 (92,9%) times as participative.

According to the results Italian executives were selected with participative style meaning that executives will advise to ask everything, which is not clear to a subordinate.

- Kazakh executives were selected 2 (0,7%) times as empowering, 47 (17,3%) times as consultative, 215 (79%) times as autocratic and 8 (2,9%) times as participative.

According to the results the majority of Kazakh executives will represent autocratic style meaning that executives will request to perform the job.

- Russian executives were selected 1 (0,1%) times as empowering, 18 (20,0%) times as consultative, 67 (74,4%) times as autocratic, and 4 (4,4%) times as participative.

According to the result the majority of Russian executives will represent the same style as Kazakh executives.

Question 5 of the survey: “What will be most probable actions of your immediate manager in case of some employee decreases productivity due to family issue”?

Table 45: Chi-Square for the 5th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	162.481	12	.000
Likelihood Ratio	161.530	12	.000
N of Valid Cases	420		

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of some subordinate decreases productivity due to family issue.

Table 46 or Crosstab table for the fifth question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four styles of management answered for the question five. According to table 46:

- American executives were selected 2 (33,3%) as empowering and 4 (66,7%) as consultative.

Table 46: Crosstab for the 5th Question of Management Style Assess

Superior Nationality			Question 5				Total
			Autocratic	Participative	Empowering	Consultative	
Superior Nationality	American	Count	0	0	2	4	6
		Expected Count	.1	.2	4.2	1.5	6.0
		% within Superior Nationality	.0	.0	.3	.7	1.0
	British	Count	0	0	0	24	24
		Expected Count	.4	.8	16.6	6.2	24.0
		% within Superior Nationality	.0	.0	.0	1.0	1.0
	Italian	Count	1	4	0	23	28
		Expected Count	.5	.9	19.4	7.2	28.0
		% within Superior Nationality	.0	.1	.0	.8	1.0
	Kazakh	Count	3	8	221	40	272
		Expected Count	4.5	9.1	188.5	69.9	272.0
		% within Superior Nationality	.0	.0	.8	.1	1.0
	Russian	Count	3	2	68	17	90
		Expected Count	1.5	3.0	62.4	23.1	90.0
		% within Superior Nationality	.0	.0	.8	.2	1.0
Total		Count	7	14	291	108	420
		Expected Count	7.0	14.0	291.0	108.0	420.0
		% within Superior Nationality	.0	.0	.7	.3	1.0

According to the results the majority of American executives were selected as consultative meaning that executives will discuss the issue and try to help.

- All British executives were selected 24 (100,0%) time as consultative.

According to the results all British executives were selected as consultative meaning that executives will discuss about the issue and try to help.

- Italian executives were selected 4 (14,3%) times as participative, 23 (62,1%) times as consultative and 1 (3,6%) times as autocratic. The majority of Italian executives were selected also with consultative style.

- Kazakh executives were selected 221 (81,3%) times as empowering, 40 (14,7%) times as consultative, 3 (1,1%) times as autocratic and 8 (2,9%) times as participative.

The majority of Kazakh executives were selected as empowering executives meaning that executives will say that he or she is informed about the problem and beliefs in further corrections.

- Russian executives were selected 3 (3,3%) times as autocratic, 68 (75,6%) times as empowering, 17 (18,9%) times as consultative, and 2 (2,2%) times as participative.

And the majority of Russian executives have the same approach as Kazakh executives.

Question 6 of the survey: “What actions will your manager take if he or she finds out that someone violated the rule of the company”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of some subordinate violates some rule of the company.

Table 47: Chi-Square for the 6th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	442.303	12	.000
Likelihood Ratio	257.482	12	.000
N of Valid Cases	419		

Table 48 or Crosstab table for the sixth question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four styles of management answered for the question six. According to table 48:

- American executives were selected 2 (33,3%) as autocratic and 4 (66,7%) as consultative.

According to the results majority of American executives were selected as consultative meaning that executives will discuss the violation of the rule and observe the further actions of a subordinate.

- British executives were selected 24 (96,0%) time as consultative and 1 (3,6%) times as participative.

According to the results all British executives were selected as consultative meaning the same approach like American executives.

- Italian executives were selected 26 (92,9%) as empowering, 1 (0,4%) times as participative, 1 (0,4%) times as consultative, and 1 (3,6%) times as autocratic.

Table 48: Crosstab for the 6th Question of Management Style Assess

Superior Nationality			Question 6				Total
			Empowering	Participative	Consultative	Autocratic	
Superior Nationality	American	Count	0	0	4	2	6
		Expected Count	1.4	.0	.4	4.1	6.0
		% within Superior Nationality	.0	.0	.7	.3	1.0
	British	Count	0	1	24	0	25
		Expected Count	6.0	.2	1.8	17.0	25.0
		% within Superior Nationality	.0	.0	1.0	.0	1.0
	Italian	Count	26	1	0	1	28
		Expected Count	6.7	.2	2.0	19.0	28.0
		% within Superior Nationality	.9	.0	.0	.0	1.0
	Kazakh	Count	55	1	1	214	271
		Expected Count	65.3	1.9	19.4	184.3	271.0
		% within Superior Nationality	.2	.0	.0	.8	1.0
	Russian	Count	20	0	1	68	89
		Expected Count	21.5	.6	6.4	60.5	89.0
		% within Superior Nationality	.2	.0	.0	.8	1.0
Total		Count	101	3	30	285	419
		Expected Count	101.0	3.0	30.0	285.0	419.0
		% within Superior Nationality	.2	.0	.1	.7	1.0

The majority of Italian executives were selected with empowering style meaning that executives will ask a subordinate not to violate the rule one more time.

- Kazakh executives were selected 55 (20,3%) times as empowering, 40 (14,7%) times as consultative, 214 (79%) times as autocratic and 8 (2,9%) times as participative.

The majority of Kazakh executives were selected as autocratic executives meaning that executives will tell not to violate the rule one more time and check if the subordinate will make the same violation.

- Russian executives were selected 68 (76,4%) times as autocratic, 20 (22,5%) times as empowering and 1 (1,1%) times as consultative.

And majority of Russian executives have the same approach as Kazakh executives.

Question 7 of the survey: “What will be most probable actions of your immediate manager if two subordinates have conflict at team”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of two subordinates have conflict at the team.

Table 49: Chi-Square for the 7th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.652	12	.000
Likelihood Ratio	9.531	12	.657
N of Valid Cases	420		

Table 50 or Crosstab table for the seventh question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four style of management answered for the question seven. According to table 50:

- American executives were selected 2 (33,3%) as autocratic and 4 (66,7%) as consultative.

According to the results majority of American executives were selected as consultative meaning that executives will discuss about the violation of the rule and observe the further actions of a subordinate.

- British executives were selected 24 (96,0%) time as consultative and 1 (3,6%) times as participative.

According to the results all British executives were selected as as consultative meaning the same approach like American executives.

Table 50: Crosstab for the 7th Question of Management Style Assess

Superior Nationality			Question 7				Total
			Consultative	Empowering	Participative	Autocratic	
Superior Nationality	American	Count	0	5	0	1	6
		Expected Count	.0	5.9	.0	.0	6.0
		% within Superior Nationality	.0	.8	.0	.2	1.0
	British	Count	0	25	0	0	25
		Expected Count	.1	24.6	.2	.1	25.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0
	Italian	Count	0	28	0	0	28
		Expected Count	.1	27.5	.2	.1	28.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0
	Kazakh	Count	2	266	2	1	271
		Expected Count	1.3	266.5	1.9	1.3	271.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0
	Russian	Count	0	89	1	0	90
		Expected Count	.4	88.5	.6	.4	90.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0
Total		Count	2	413	3	2	420
		Expected Count	2.0	413.0	3.0	2.0	420.0
		% within Superior Nationality	.0	1.0	.0	.0	1.0

- Italian executives were selected 26 (92,9%) as empowering, 1 (0,4%) times as participative, 1 (0,4%) times as consultative, and 1 (3,6%) times as autocratic.

Majority of Italian executives were selected with empowering style meaning that executives will aske a subordinate not to violate the rule one more time.

- Kazakh executives were selected 55 (20,3%) times as empowering, 40 (14,7%) times as consultative, 214 (79%) times as autocratic and 8 (2,9%) times as participative.

Majority of Kazakh executives were selected as autocratic executives meaning that executives will tell not to violate the rule one more time and check if the subordinate will make the same violation.

- Russian executives were selected 68 (76,4%) times as autocratic, 20 (22,5%) times as empowering and 1 (1,1%) times as consultative.

And majority of Russian executives have same approach as Kazakh executives.

Question 8 of the survey: “What actions will your manager take if one employee has headache and cannot perform required task which is very important for a team”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case a subordinate cannot perform important task due to headache.

Table 51: Chi-Square for the 8th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	307.445	12	.000
Likelihood Ratio	251.836	12	.000
N of Valid Cases	421		

Table 52 or Crosstab table for the eighth question of the management style assess survey will show details among superior’s based on their nationalitis.

The table shows four styles of management answered for the question eight. According to table 52:

- American executives were selected 4 (66,7%) as participative and 2 (33,3%) as consultative.

According to the results majority of American executives were selected as participative meaning that executives will ask to perform required job.

- British executives were selected 2 (8,0%) time as consultative and 23 (92,0%) times as participative.

Table 52: Crosstab for the 8th Question of Management Style Assess

Superior Nationality			Question 8				Total
			Participative	Autocratic	Empowering	Consultative	
Superior Nationality	American	Count	4	0	0	2	6
		Expected Count	.9	.1	4.5	.5	6.0
		% within Superior Nationality	.7	.0	.0	.3	1.0
	British	Count	23	0	0	2	25
		Expected Count	3.9	.4	18.6	2.1	25.0
		% within Superior Nationality	.9	.0	.0	.1	1.0
	Italian	Count	26	0	0	2	28
		Expected Count	4.3	.4	20.9	2.4	28.0
		% within Superior Nationality	.9	.0	.0	.1	1.0
	Kazakh	Count	9	5	239	19	272
		Expected Count	42.0	3.9	202.9	23.3	272.0
		% within Superior Nationality	.0	.0	.9	.1	1.0
	Russian	Count	3	1	75	11	90
		Expected Count	13.9	1.3	67.1	7.7	90.0
		% within Superior Nationality	.0	.0	.8	.1	1.0
Total		Count	65	6	314	36	421
		Expected Count	65.0	6.0	314.0	36.0	421.0
		% within Superior Nationality	.2	.0	.7	.1	1.0

According to the results all British executives were selected with participative style as American executives.

- Italian executives were selected 26 (92,9%) times as participative, 2 (7,1%) times as consultative.

The majority of Italian executives were selected with participative style meaning same as Americans and British executives.

- Kazakh executives were selected 239 (87,9%) times as empowering, 19 (7,0%) times as consultative, 5 (1,8%) times as autocratic and 9 (3,3%) times as participative.

The majority of Kazakh executives were selected with empowering style executives will support a subordinate.

- Russian executives were selected 1 (1,1%) times as autocratic, 75 (83,3%) times as empowering and 11 (12,2%) times as consultative and 3 (3,3%) as participative.

And majority of Russian executives have the same approach as Kazakh executives.

Question 9 of the survey: “What actions will your manager take if one employee will come with great idea to increase productivity of the whole team”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case a subordinate will come with great idea to increase productivity of the whole team.

Table 53: Chi-Square for the 9th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	670.698	12	.000
Likelihood Ratio	331.218	12	.000
N of Valid Cases	418		

Table 54 or Crosstab table for the ninth question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four style of management answered for the ninth question. According to table 54:

- American executives were selected 2 (33,3%) times as empowering and 4 (66,7%) times as autocratic.

According to the results majority of American executives were selected as autocratic meaning that executives will direct a subordinate.

- British executives were selected 3 (12,0%) times as empowering and 22 (88,0%) times as autocratic.

Table 54: Crosstab for the 9th Question of Management Style Assess

Superior Nationality			Question_9				Total
			Participative	Consultative	Empowering	Autocratic	
Superior Nationality	American	Count	0	0	2	4	6
		Expected Count	.3	4.6	.7	.4	6.0
		% within Superior Nationality	.0	.0	.3	.7	1.0
	British	Count	0	0	3	22	25
		Expected Count	1.3	19.0	3.1	1.6	25.0
		% within Superior Nationality	.0	.0	.1	.9	1.0
	Italian	Count	22	2	4	0	28
		Expected Count	1.5	21.3	3.4	1.8	28.0
		% within Superior Nationality	.8	.1	.1	.0	1.0
	Kazakh	Count	0	237	32	1	270
		Expected Count	14.2	205.4	32.9	17.4	270.0
		% within Superior Nationality	.0	.9	.1	.0	1.0
	Russian	Count	0	79	10	0	89
		Expected Count	4.7	67.7	10.9	5.7	89.0
		% within Superior Nationality	.0	.9	.1	.0	1.0
Total		Count	22	318	51	27	418
		Expected Count	22.0	318.0	51.0	27.0	418.0
		% within Superior Nationality	.1	.8	.1	.1	1.0

According to the results all British executives were selected with autocratic style as American executives.

- Italian executives were selected 22 (78,6%) times as participative, 2 (7,1%) times as consultative and 4 (14,3%) times as empowering.

The majority of Italian executives were selected with participative style meaning that executives will support and encourage a subordinate.

- Kazakh executives were selected 237 (87,8%) times as consultative, 32 (11,9%) times as empowering, and 1 (0,4%) times as autocratic.

The majority of Kazakh executives were selected with consultative style meaning that executives will set some goal and be sure that the employee agrees.

- Russian executives were selected 79 (88,8%) times as consultative and 10 (11,2%) times as empowering.

And the majority of Russian executives have the same approach as Kazakh executives.

Question 10 of the survey: “What actions will your manager take when new task must be assigned for the team”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of new task must be assigned for the team.

Table 55: Chi-Square for the 10th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	84.016	12	.000
Likelihood Ratio	44.128	12	.000
N of Valid Cases	420		

Table 56 or Crosstab table for the tenth question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four styles of management answered for the tenth question. According to table 56:

- American executives were selected 6 (100,0%) times as consultative.

According to the results majority of American executives were selected as consultative meaning that executives will describe the project and listen to ideas about performance of it.

- British executives were selected 21 (84,%) time as consultative and 4 (16,0%) times as participative.

According to the results British executives were selected with consultative style as American executives.

- The majority of Italian executives were selected 2 (7,1%) times as autocratic, 4 (14,3%) times as empowering and 22 (78,6%) as consultative.

Table 56: Crosstab for the 10th Question of Management Style Assess

Superior Nationality			Question_10				Total
			Autocratic	Empowering	Consultative	Participative	
Superior Nationality	American	Count	0	0	6	0	6
		Expected Count	.1	1.2	4.7	.1	6.0
		% within Superior Nationality	.0	.0	1.0	.0	1.0
	British	Count	0	0	21	4	25
		Expected Count	.2	5.1	19.5	.2	25.0
		% within Superior Nationality	.0	.0	.8	.2	1.0
	Italian	Count	2	4	22	0	28
		Expected Count	.3	5.7	21.8	.3	28.0
		% within Superior Nationality	.1	.1	.8	.0	1.0
	Kazakh	Count	2	62	208	0	272
		Expected Count	2.6	55.0	211.8	2.6	272.0
		% within Superior Nationality	.0	.2	.8	.0	1.0
	Russian	Count	0	19	70	0	89
		Expected Count	.8	18.0	69.3	.8	89.0
		% within Superior Nationality	.0	.2	.8	.0	1.0
Total		Count	4	85	327	4	420
		Expected Count	4.0	85.0	327.0	4.0	420.0
		% within Superior Nationality	.0	.2	.8	.0	1.0

The majority of Italian executives were selected with consultative style same with American and British managers approach.

- Kazakh executives were selected 2 (0,7%) times as autocratic, 62 (22,8%) times as empowering, and 208 (76,5%) times as consultative.

The majority of Kazakh executives were selected with consultative style meaning with same approach as American, British and Italian executives.

- Russian executives were selected 19 (21,3%) times as empowering and 70 (78,7%) times as consultative.

And majority of Russian executives have the same approach with consultative style.

Question 11 of the survey: “What actions will your manager take in case of one of major subordinate constantly makes mistakes at the report”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers’ behavior in case of one of the major subordinates makes constantly errors on the report.

Table 57: Chi-Square for the 11th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	454.685	12	.000
Likelihood Ratio	285.832	12	.000
N of Valid Cases	420		

Table 58 or Crosstab table for the eleventh question of the management style assess survey will show details among superior’s based on their nationalities.

The table shows four style of management answered for the eleventh question. According to table 58:

- American executives were selected 5 (83,3%) times as consultative and 1 (16,7%) times as autocratic.

According to the results majority of American executives were selected as consultative meaning that executives will explain the importance of the report and ask to perform next one without errors.

- British executives were selected 21 (84,%) time as consultative, 1 (4,0%) times as participative and 3 (12,0%) times as empowering.

According to the results British executives were selected with consultative style as American executives.

- Italian executives were selected 8 (28,6%) times as consultative, 20 (71,4%) times as empowering.

The majority of Italian executives were selected with empowering style meaning that executives will simply ask not to do any errors on the next reports.

- Kazakh executives were selected 59 (21,7%) times as autocratic, 1 (0,4%) times as empowering, 8 (2,9%) times as consultative and 204 (75%) times as participative.

The majority of Kazakh executives were selected with participative style meaning that executives will discuss with a subordinate about the issue.

- Russian executives were selected 22 (24,7%) times as autocratic, 61 (68,5%) times as participative and 6 (6,7%) as consultative.

And majority of Russian executives have the same approach as Kazakh executives.

Table 58: Crosstab for the 11th Question of Management Style Assess

Superior Nationality			Question_11				Total
			Autocratic	Participative	Consultative	Empowering	
Superior Nationality	American	Count	1	0	5	0	6
		Expected Count	1.2	3.8	.7	.3	6.0
		% within Superior Nationality	.2	.0	.8	.0	1.0
	British	Count	0	1	21	3	25
		Expected Count	4.9	15.8	2.9	1.4	25.0
		% within Superior Nationality	.0	.0	.8	.1	1.0
	Italian	Count	0	0	8	20	28
		Expected Count	5.5	17.7	3.2	1.6	28.0
		% within Superior Nationality	.0	.0	.3	.7	1.0
	Kazakh	Count	59	204	8	1	272
		Expected Count	53.1	172.3	31.1	15.5	272.0
		% within Superior Nationality	.2	.8	.0	.0	1.0
	Russian	Count	22	61	6	0	89
		Expected Count	17.4	56.4	10.2	5.1	89.0
		% within Superior Nationality	.2	.7	.1	.0	1.0
Total		Count	82	266	48	24	420
		Expected Count	82.0	266.0	48.0	24.0	420.0
		% within Superior Nationality	.2	.6	.1	.1	1.0

Question 12 of the survey: “What actions will your manager take in case of new method development for the job”?

The level of significance is less than 0,05 which indicates that there is significance between immediate managers' behavior in case of new method developed for the job.

Table 59: Chi-Square for the 12th Question of Management Style Assess

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	246.700	12	.000
Likelihood Ratio	179.044	12	.000
N of Valid Cases	419		

Table 60 or Crosstab table for the twelfth question of the management style assess survey will show details among superior's based on their nationalities.

The table shows four styles of management answered for the twelfth question. According to table 60:

- American executives were selected 3 (50,0%) times as autocratic and 3 (50,0%) times as participative.

According to the results majority of American executives were selected autocratic and participative. Autocratic approach indicates that executives will educate about new method of the job and and require to implement it, while participative executives will show the way how it can be implemented.

- British executives were selected 19 (76,0%) time as autocratic, 6 (24,0%) times as participative.

According to the results British executives were selected with autocratic approach meaning that executives will educate about new method of the job and require to implement it.

- Italian executives were selected 7 (25%) times as autocratic, 21 (75%) times as consultative.

The majority of Italian executives were selected with consultative style meaning that executives will introduce the new method and be sure it will be implemented.

Table 60: Crosstab for the 12th Question of Management Style Assess

Superior Nationality			Question_12				Total
			Empowering	Autocratic	Consultative	Participative	
Superior Nationality	American	Count	0	3	0	3	6
		Expected Count	.0	.6	1.0	4.4	6.0
		% within Superior Nationality	.0	.5	.0	.5	1.0
	British	Count	0	19	0	6	25
		Expected Count	.1	2.4	4.1	18.4	25.0
		% within Superior Nationality	.0	.8	.0	.2	1.0
	Italian	Count	0	7	21	0	28
		Expected Count	.1	2.7	4.5	20.6	28.0
		% within Superior Nationality	.0	.3	.8	.0	1.0
	Kazakh	Count	1	8	32	229	270
		Expected Count	.6	26.4	43.8	199.1	270.0
		% within Superior Nationality	.0	.0	.1	.8	1.0
	Russian	Count	0	4	15	71	90
		Expected Count	.2	8.8	14.6	66.4	90.0
		% within Superior Nationality	.0	.0	.2	.8	1.0
Total		Count	1	41	68	309	419
		Expected Count	1.0	41.0	68.0	309.0	419.0
		% within Superior Nationality	.0	.1	.2	.7	1.0

- Kazakh executives were selected 8 (3,0%) times as autocratic, 1 (0,4%) times as empowering, 32 (11,9%) times as consultative and 229 (84,8%) times as participative.

The majority of Kazakh executives were selected with participative style meaning that executives will introduce the new method and the way how it can be improved;

- Russian executives were selected 4 (4,4%) times as autocratic, 71 (78,9%) times as participative and 15 (16,7%) as consultative.

And majority of Russian executives have the same approach as Kazakh executives.

As it was defined based on Management Style Questionnaire there is no single management style represented by executives of any nationality. Executives of each explored nationalities represent combination of several styles or majority by one style depending on questions.

CHAPTER FOUR

RESULTS AND RECOMMENDATIONS

This chapter is proposed to summarize the results of the study and give some recommendations.

4.1. STUDY SUMMARY

Cross-cultural management is considerably young and wide field and hence only job satisfaction and management style aspects were included in the survey of the study.

The result of the study showed that there is significance between job satisfaction level with executives including American, British, Italian, Kazakh and Russian nationalities which can be further explored in understanding factors which affect job satisfaction level across nationalities.

The study showed that there is no pure management style, which is appropriate for each nationality; however, if questions of management style are explored separately it indicates that for each question there is majority of one management style which is appropriate for each nationality. Based on all that details it can be further explored and defined reasons of each aspects and differences. Visually it is seen that level of job satisfaction with Russian and Kazakh executives are approximately same, which is same for American and British executives, which is mostly relative to proximity of countries. Additionally management styles of Kazakh and Russian executives are also mostly same due to countries' proximity.

The job satisfaction study result is very meaningful itself as theoretical background of the study showed that there is a positive relationship between job satisfaction and level of productivity. Furthermore, the findings of the survey can have some contribution to the job satisfaction across cultures and it can be used by foreigners as number of foreign investments to Kazakhstan is getting more and more.

4.1.1. Findings of the Study

The data of both questionnaires showed positive results in the reliability analysis and factor analysis. Factor analysis of the job satisfaction questionnaire defined five factors including general work rules, activities and job security; superior assess and trainings; ability for independence; superior's professionalism. Factors were labelled based on the loading power of the variables.

Factor analysis of management style assess defined three factors as it has less numbers of the variables. The factors were labelled in accordance with the loading power as actions for new task; actions for subordinate problems and support of superior.

The study was conducted in order to test the significance in job satisfaction level and management style depending on superior's nationalities through quantitative analysis. In order to find the relationships between job satisfaction level and superiors nationality MANOVA test was utilised as data of the survey had 41 dependent variables as ordinal data and one independent variable, which is superior's nationalities. Furthermore, the independent variable represents a group of executives with different nationalities. In order to find the relationships between management style and superiors nationality Chi square test was implemented as both independent and dependent variables of the management style assess questionnaire represent nominal data including four different management styles and superior's nationalities.

MANOVA test of management style assess found that level of significance is less than 0, 05 meaning that null hypothesis was rejected. The rejection of the null hypothesis allowed accepting alternative hypothesis and state that there are significant differences between job satisfactions of employees based on their superior's nationalities. Chi square test of management style assess found that level of significance is less than 0, 05 too.

Job satisfaction study result showed that the highest level of job satisfaction with British employees with 4.504 points and then with American superiors with 4.431 points, then with Italian executives with 3,742 points, then with Kazakh executives with 3,689 points and 3.680 points with Russian executives.

Detailed analysis of each single variable of the job satisfaction study showed that almost all responses of the job satisfaction survey have approximately same level among Russian and Kazakh executives. It is even evidenced by the total score of job satisfaction as total point differences in satisfaction level between Kazakh and Russian executives is 0,009.

The findings of the result show that local employees of the company is more satisfied with foreign superior's rather than local superior's regardless of the almost all specialists of the company are local Kazakhstani people. It indicates that matches between cultural values and management initiatives is higher with foreign superiors.

The reason that local employees have higher level of job satisfaction with foreign superiors is correlated to cultural values of the USA, the UK and Italy. These countries have well established market driven economies with capitalism system and since many years ago than Kazakhstan and Russia. Executives of the USA, the UK and Italy are more powerful in implementing management skills which can create higher satisfaction of employees.

The most typical categorisation of job satisfaction factors were given by Smith, Kendall and Hulin and they defined pay, promotions, colleagues, supervision and work itself as factors of the job satisfaction (Judge and Klinger, 2008: 395). The finding of the research confirms that the supervision is one of the most important factor which affects the job satisfaction level as the result evidences that different nationalities use management practices differently as there is a significance among satisfaction level depending on various nationalities.

Job characteristics and personal characteristics of individual are factors which have impact on job satisfaction, however, Seachors and Tabers state that the link how job characteristics affect job satisfaction is not a clear subject (Seachors and Taber, 1975: 351). For example, due to different personal characteristics several workers of identical job environment and job title can experience quite different job satisfaction (Seachors and Taber, 1975: 353), however, the finding of this study shows that there is direct relationship between job environment and job title as 426 specialists of the company expressed almost similar level with job satisfaction but differentiating not because of personal characteristics and job environment. Shane notes when companies increase payment and improve work conditions they find that this practice

does not increase average job satisfaction a lot and furthermore, he adds why this practice does not help to improve as the job satisfaction level is related to inner factors which can be genetic of employees (Shane, 2010: 14). However, the study conducted in KPO shows that job satisfaction with estimated marginal means for working condition assess and estimated marginal means for rewards and promotion of American and British superiors have higher level than with Kazakh and Russian superiors. Shane adds that only 70 % of job satisfaction can be explained by external factors as pay, rewards and so on and 30 % is related to intrinsic values of employees which based on genetic predisposition (Shane, 2010: 15). But the study of KPO employees shows that employees experience different level of job satisfaction under same condition of external factors.

Klassen, Usher and Bong conducted the study in order to explore if there are differences in job satisfaction among teachers from the USA, Korea and Canada. The result of the survey revealed that teachers from North America have highest scores of satisfaction on all the variables than Korean teachers. Additionally, the survey revealed that job stress has more impact on North American teachers, whereas collectivistic values have great impact on Korean teachers. The most meaningful finding of the result is the similarity that teachers feel less level of job satisfaction if they beleive that they have less level of efficacy. The second meaningful finding of the study is that collectivistic value of Korean teaches have more impact on team orientation which causes the high willingness to avoid conflicts. The third important findings of the study that job stress is not necessarily affects negatively job satisfaction. Higher job stress higher job satisfaction for Korean teachers, while higher job stress lower job satisfaction for North American teachers. For example, the feeling of stress caused by having another teacher with better skills creates the impuls to improve rather than to defeat for Korean teachers, while North American teachers feel dissatisfaction about that (Kail and Cavanaugh, 2007: 427).

The above findings of Klassen, Usher and Bong indicates that job satisfaction may have different components among cultures which must be one of the underlying direction in implementing management practice in any companies with multinational workforce.

The findings of management style assess showed that there is no single management style represented by executives of each nationality. Executives of any explored nationality represents the combination of several styles or majority by one style depending on questions. The result evidenced that there is no pure style, which is appropriate for a particular nationality, however, the result shows that question two among 12 questions has no significant level and rest of questions have significance.

It became obvious that using only one management style for all situations in companies is not appropriate. Tannenbaum and Schmidt added that management style is a continuum from autocratic to democratic, in other words from task-centered to relationship-centered (Walker, 2011: 259).

The findings of the study confirms the statement of Tannenbaum and Schmidt that there is no any single management style which can be applied for whole practices of the management.

American executives were selected 10 % as empowering, 21 % as consultative, 29 % as autocratic and 40 % as participative. British executives were selected 8,5 % as empowering, 31 % as consultative, 34,5 % as autocratic and 26 % as participative. Italian executives were selected 30 % as empowering, 24 % as consultative, 16 % as autocratic and 30 % as participative. Kazakh executives were selected 6 % as empowering, 47 % as consultative, 30 % as autocratic and 17 % as participative. Russian executives were selected 7 % as empowering, 43 % as consultative, 33 % as autocratic and 17 % as participative.

4.2. RECOMMENDATIONS

Profit is a major reason for most companies and it is closely connected to human resources as employees' turnover creates additional costs for recruiting, selecting and training employees and that is why companies must know what makes people to feel dissatisfied with their job and quit it. The rate of quit from job between satisfied and dissatisfied employees are not same, that is why job satisfaction is directly related to financial interest of companies.

According to Trompenaars many management theories are no longer universally appropriate, however, management theories need to be explored in the cultural context (Leo, 2009: 8). Hofstede states that a proven successful management

practices may not be adopted to a new society with same level of success or worst, it can be failed totally. The only way to avoid the failure of adaptation of management practices is to keep learning cultures and management practices from others with “prudence and judgment” (Leo, 2009: 30). The finding of the study confirms one more time that management practices must be learnt from others and implemented as needed.

There are global and facet ways to measure job satisfaction. The global way gives overall view of job satisfaction while facet based way shows specific aspect and used to diagnose strength and weaknesses of the company (Strauser, 2014: 141). The facets based analysis of job satisfaction of this thesis shows that employees of the company are satisfied with overall job; however, there are differences in satisfaction level depending on executives’ nationality which can be considered weakness of the supervision.

The findings of management style assess study of KPO confirms the main idea about management styles that there is no single style which can be implemented for all management practices. The meaningful recommendation of this idea is that managers need to be sensitive to the team in order to feel when the teams need to have more or less independence or have more or less directions in performance of the task.

The next theory which confirms the necessity of flexibility and sensitivity for executives is contingency theory. According to Lawrence and Lorsch, contingency theory referred to the context within which executives have to operate. Executives must take into account the abilities and characteristics of employees, the character of the task to be performed and the work condition within which employees have to perform the certain task (Walker, 2011: 260).

Based on the contingency theory and the findings of the management assess study it is quite obvious that managers must be aware about management styles and implement them depending on work circumstances, personality and skills of employees and the character of the task. It requires the flexibility and good sense of work circumstances in order to implement the most appropriate style of management.

According to Fiedler’s contingency theory the efficiency of management depends on capability of executives intuitively apply either relationship-oriented or

task-oriented style (Walker, 2011: 260). Fiedler's approach is one more evidence that there cannot be predetermined style of management and mostly it is the responsibility of executives to use intuition to choose the right style for a particular situation.

All management styles have as advantages as disadvantages. The autocratic management style have advantage as it is always clear who is in charge of duty, people know exactly what to make. The autocratic management style considered very powerful way in case of some emergency or crisis. The style is also followed by disadvantages as people do not simply follow direction of executives and wish implement their task in their way, subordinates cannot be creative as they are always directed how and what to do. Additionally autocratic executives always believe in that they use the best method and hence they can lose other opportunities (Rounds and Segner, 2011: 115). The autocratic management style is mostly recommended when employees overindulge the authority; when there are new employees who are unfamiliar with job; when employees violate rules and regulation of company (Rush, 2003: 218).

The advantage of democratic management style is that employees are motivated to work effectively as they have independence to use their own way to perform task, however, making a decision takes more time (Pride and others, 2010: 179).

Blanchard says that the key role of successful manager is influence rather than authority. This is the most appropriate for consultative management style where managers have to know how to influence rather than impose on employees the authority. The consultative management style considered the most appropriate for long-term perspective as executives train subordinates to make decisions and solve problems (Theyagu and Daniel, 2014: 49).

The consultative management style is recommended when companies cope with constant planning, when there is need to solve creative problem, when there are many day to day tasks (Rush, 2003: 218).

Participative management style is appropriate when employees getting more skilled in their duties, when there is need for organisational planning, when there is need to motivate highly skilled employees (Rush, 2003: 218). Participative

management style is recommended for competent people who are anxious to take responsibility. The negative side of the participative management style is that time consuming as it requires team meetings and a lot of communications and sometimes they have to discuss about banal things which can be easily solved by a subordinate (DuBrin, 2013: 124).

According to Jacob the recommended management style for multinational companies is participative style as people feel

easier in providing their inputs regardless of their status at job and cultural background (Jacob, 2012: 16).

CONCLUSION

As cross-cultural management is very wide field only job satisfaction and management style aspects were evaluated in the survey of the study.

The results of the both study indicated that there is significance and hence, these studies should be explored further.

The result of the job satisfaction study concluded that level of job satisfaction of local employees vary depending on executives cultural differences including American, British, Italian, Kazakh and Russian nationalities which can be further explored in understanding factors which affects job satisfaction level across nationalities.

The result of the management style assess study showed that all managers apply different styles of management styles; however, if questions of management styles study are explored separately it indicates that for each question there is some majority proportion of one management style which is appropriate for each nationality of manager. This fact means that managers are enough flexible to apply different styles of management which is advised by many contributors of management.

The job satisfaction study result is very meaningful itself as theoretical background of the study showed that there is positive relationship between job satisfaction and level of productivity. Furthermore, the findings of the survey can have some contribution to the job satisfaction across cultures.

This study has several meaningful aspects as it gives overall view of cross-cultural dynamics in the world during the highly intensive process of globalization as world is getting more global and national boundaries is getting less important it is clear that cross-cultural dynamics will have great impact on worldwide business. As cross-cultural dynamics is relatively young field of management and especially no solid studies of understanding cross-cultural management of Kazakhstan have been performed before the study can contribute or to be a starting point of exploring in more precise way how to cope in international companies where several nationalities run the business.

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APPENDIX

Appendix 1: Survey

Dear Respondent,

The purpose of the questionnaire is the academic research of the cross-cultural management in the fields of management styles and job satisfaction for the thesis of the master degree. All questions of the survey were based on scientific researches. The answers are strictly anonymous.

Thank you a lot for your time and assist.

With best regards,

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Section 1: General Information Survey Questions of the Research

Please, select the appropriate answer for you.

1) How old are you?

1) less than 30; 2) 31 – 40; 3) 41 – 50; 4) 51 – 60; 5) Over 61;

2) What is your job title?

1) specialist; 2) coordinator; 3) section head; 4) supervisor; 5) manager;

3) How long have you been working at KPO?

1) less than 1 year; 2) 1 – 5 years; 3) 6 – 10 years; 4) 11 – 15 years;
5) 16 – 20 years;

4) Nationality of your immediate superior?

1) American; 2) British; 3) Italian; 4) Kazakh; 5) Russian;

Section 2: Job Satisfaction Survey for KPO Employees

Please, select the appropriate answer for you.

Facet	Question Number	Item	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
			1	2	3	4	5
Overtime	Q1	I am not pressured by my immediate superior to do overtime works;					
	Q2	I am able to work overtime whenever it is needed and approved by my immediate superior;					
Job security	Q3	I am provided with enough level of job security;					
	Q4	The amount job security provided by the company guarantees a secured future for the employees;					
Rewards and promotion	Q5	I am satisfied with the rewards and promotions provided;					
	Q6	Rewards and promotions opportunities are fair and objective;					
Performance assessment	Q7	My performance assessed fairly by my superior;					
	Q8	My performance assessed objectively by my superior;					
	Q9	My performance evaluated by my superior on a regular basis;					
Training and Development	Q10	My superior supports me with necessary training programs when needed;					
	Q11	My superior assigns training programs fairly;					
	Q12	My superior assigns adequate amount of training and development programs;					
	Q13	Training programs assigned for me by my superior meets requirements for my development;					
	Q14	My immediate superior supports my career progress at KPO;					
Immediate superior evaluation	Q15	My immediate superior has appropriate skills and experience;					
	Q16	My immediate superior has appropriate conflict resolution skills;					
	Q17	My immediate superior provides me with sufficient information for my job;					

Independence	Q18	I am given appropriate level of independence by my superior to be initiatives and take actions to accomplish my duties;					
	Q19	I am given with appropriate level of independence by my superior to utilise my skills and abilities;					
	Q20	I am allocated with enough level of autonomy by my superior to make my own decision when it is needed;					
Interpersonal relationship at the job	Q21	My immediate superior has enough skills to maintain positive relationship with his/her co-workers;					
	Q22	My immediate superior can maintain positive relationship between him/her and me;					
	Q23	My immediate superior is capable of maintaining a good team work atmosphere;					
Communication with superior	Q24	My superior communicates in the respectful and professional way with his/her employees;					
	Q25	It is very easy to communicate with my superior as he or she is easily approachable and helpful;					
	Q26	My superior talks only in official way;					
	Q27	My immediate superior listens to my suggestions and offers;					
Responsibility	Q28	My immediate superior is responsible appropriately towards his/her employees;					
	Q29	Employees are assigned to their responsibility at the right extent;					
Work activities	Q30	I am assigned the required tasks of job responsibilities by my superior;					
	Q31	I am granted with the possibility for periodic changes for my job tasks by my superior;					
Work-life harmony	Q32	My job responsibilities do not affect my personal life;					
	Q33	I am not exhausted/overworked by my superior to perform my duties;					
Working conditions	Q34	My superior allows me to have necessary equipment for my job;					
	Q35	My immediate superior maintains a pleasant/good job environment;					
	Q36	My superior does not overload me with job duties;					
Working time	Q37	I am satisfied with the work schedule and hours approved by my immediate superior;					
	Q38	The workload and employee numbers allocated are enough to perform the work;					
	Q39	My immediate superior allows me to take assigned vacation leave when requested;					
Work policies and rules	Q40	I am provided with plan of duties in advance;					
	Q41	My superior provides with clearly defined policies, procedures and rules;					

Section 3: Management Style Assess Questionnaire

Please, select the appropriate answer for you.

1) What will be most probable actions of your immediate manager in case of you do not need close supervision due to gained experience throughout work?

- 1) Manager will stop directing and only control when it is needed;
- 2) Manager will make sure only about performance;
- 3) Manager will continue to give instructions and control the performance;
- 4) Manager will start a discussion about new subject;

2) What will be most probable actions of your immediate manager in case of you ignore the given instructions and perform task in your own way?

- 1) The manager will accept the job if it is completed;
- 2) The manager will request to do it in accordance with instructions;
- 3) The manager will allow to perform it in any way;
- 4) The manager will discuss about it;

3) What will be most probable actions of your immediate manager in case of scheduling time for some overtime job?

- 1) The manager will allow any time subordinates wish to stay;
- 2) The manager will decide and explain why it is required;
- 3) The manager will conduct the meeting to give group decision;
- 4) The manager will send out the memo to chose time;

4) What will be most probable actions of your immediate manager in case of some subordinate is slow learner and cannot perform the job after training?

- 1) Explain, support and encourage;
- 2) The manager will require to perform job as needed training was given;
- 3) The manager will closely supervise;
- 4) The manager will advise to ask anything which is not clear;

5) What will be most probable actions of your immediate manager in case of some employee decreases productivity due to family issue;

- 1) The manager will closely supervise;
- 2) Support and encourage;
- 3) The manager will say that he or she is aware of the problem and just believe in the future correction;
- 4) Discuss and try to help;

6) What actions will your manager take if he or she finds out that someone violated the rule of the company?

- 1) The manager will ask only not to do it any more;
- 2) The manager will discuss why a subordinate violated the rule;
- 3) The manager will discuss and observe the future actions of employees;
- 4) The manager will tell not to do and check if it is done one more time;

7) What will be most probable actions of your immediate manager if two subordinates have conflict at team?

- 1) The manager will talk to two employees and explain about disadvantages of the conflict and make sure that it is solved;
- 2) The manager will not involve in the conflict;
- 3) The manager will ask two employees to resolve the conflict;
- 4) The manager will closely supervise two subordinates to resolve the conflict;

8) What actions will your manager take if one employee has headache and cannot perform required task which is very important for a team?

- 1) The manager will be supportive;
- 2) The manager will tell to complete the job in any case;
- 3) The manager will tell how whole team suffers and require to perform the job in any way;
- 4) The manager will decrease the task to minimum level;

9) What actions will your manager take if one employee will come with great idea to increase productivity of the whole team?

- 1) The manager will support and encourage the idea;
- 2) The manager will set some goal and be sure that the employee agrees;
- 3) The manager will ask further information and ask to come if the subordinate needs further help;
- 4) The manager will direct and supervise the subordinate;

10) What actions will your manager take when new task must be assigned for the team?

- 1) The manager will just direct someone from the team to do;
- 2) The manager will describe to someone about new task and allow to do in the way a subordinate wishes;
- 3) The manager will describe the new project and listen to ideas about performance from the team;
- 4) The manager will inform about possible ways of the performance of the task;

11) What actions will your manager take in case of one of major subordinate constantly makes mistakes at the report?

- 1) The manager will schedule meeting for next report review;
- 2) The manager will discuss about the problem with the subordinate;
- 3) The manager will explain the importance of the report and ask to make next one as needed;
- 4) The manager will ask to do next one without errors;

12) What actions will your manager take in case of new method development for the job?

- 1) The manager will inform the team about new method and let them to choose;
- 2) The manager will educate the new method and supervise to implement it;
- 3) The manager will introduce the new method and be sure it will be implemented;
- 4) The manager will introduce the new method and the way how it can be improved.