A pilot validation of Hofstede’s original 4 dimensional cultural model and its marketing implications from the perspective of the Czech Republic, Slovakia and Poland.

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I. Declaration

I hereby certify that this dissertation has been composed by me, and that it is the record of work carried out by me. I conducted this project at the University of Economics in Prague (following up on the MRes thesis written at Saint Andrews University) and in 3M the Czech Republic, Poland and Slovakia from 1 September 2012 to 9 December 2014 in the course of fulfilling the requirements of the university for a PhD degree under the supervision of Dr. Hana Mohelská.

This work received assistance in writing with style, idiom, grammar syntax of spelling, from Steven Del Riley, BA of VŠE.
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1. Introduction

The 21st century has been the ground for the trends such as the globalisation, “the global village” (Baltas, 2003, p48) and multinational cooperations etc. The rapid pace of the development of this era, fuelled by the invention of cheap travel, the spread of the Internet, the outreach of global firms and the unstipulated financial market have all driven some scholars to question whether it might be feasible to look at the world as a single society.

The early success of American multinational corporations supported the idea of globalisation and the “one product for all markets” approach or so-called “standardisation”. Levitt (1983, pp92-103) introduced the “global product for the global market” idea. It was, however, the founding of the Uppsala school which suggested customised market entries. Such a theory shift called for re-examining Levitt’s dogma of standardisation.

U.S. corporations started to fail outside their own country during the early 90s (Knight, 1995). The reasons varied; GM named their car Nova which later resulted in the market blunder whilst entering the Mexican market. The reason was simple; “no va” means “not go” in Spanish. Other unsuccessful attempts to exercise standardisation on the foreign markets can be found throughout the literature.

Such a development called for a deeper examination of the causal nexus of the missteps. The concept of the culture, long known to social science, seems to have been avoided by scholars of Management. It was Geert Hofstede who introduced the 4 dimensional cultural construct based upon his previous research carried out for IBM. Although the results of his research are constantly being challenged, it has prevailed as the dominant and most significant cross-cultural framework, gaining compelling momentum in its citations.
The strength of the Hofstede’s 4 Dimensional Cultural Model lies in its solid quantitative base (160,000 respondents in 60 counties) (Soares, et al., 2007). Some countries, however, were not examined due to political reasons; the Czech Republic, Poland and Slovakia would be a case in point. One might argue that previous research on the above-mentioned countries has been carried out. However, such research failed to duplicate the original study for a) methodological fallacies, b) misinterpretation of the original study or c) conceptual caveats.

**The purpose of this dissertation is** four-fold:

1) To discuss the proper methodology for the research;

2) to replicate the original study in order to suggest the values for the Czech Republic, Poland and Slovakia;

3) to introduce the marketing application theoretical framework for the original study, and

4) to translate the results to marketing scholars and practitioners.
1.1. **Executive Summary**

With the increasing interaction of today's global society, cultural sensitivity has turned out to be the key practice for successful marketers. Hofstede's model enjoys increasing attention as a culture assessment tool, both in practice and in social science. Central and Eastern Europe is one of the fastest growing regions. Consequently, these assumptions welcome culture related research, which could provide a valuable learning lesson for marketing science.

1.1.1 **Scope**

The study is a triangular method based study, tilting towards the functionalist paradigm, introducing the verification of Hofstede’s 4 Dimensional Cultural Model across the Czech Republic (Czech, Czechia or the CR), Poland and Slovakia.

The researcher is a native speaker of Czech with working knowledge of Slovakian, which made the necessary data gathering possible. An on-line questionnaire based on HM methodology in the local language provided data for further analysis and its later interpretation to the marketing related implications.

Several sources were considered for this study. The higher academic impact sources were preferred over the ones with the latest date of publication. This might cause the reader confusion, raising justified questions such as: “Why weren’t the latest articles incorporated, or why does this study consider out of date data”? Nevertheless, research recognized as: 1] World cutting edge, 2] World leading research or 3] Leading research, are more relevant for building a solid rigor base for this study in the opinion of the author.

1.1.2 **Aim**

The research hopes to provide a deeper understanding of the leading countries in the Central Eastern Europe (CEE) region from a culture sensitive marketing perspective. The aim of this work is to provide a pilot study upon which more critical national culture studies are to be introduced.
1.1.3. Objective

The objective of the project is to address the following research questions:
1) is the estimation of Hofstede’s Model valid for CR, Poland and Slovakia? 2) What are the marketing implications?
2. Literature Review

2.1. The Western Discussion on Globalisation and Standardisation

Management science has its roots in the US, when at the end of the 19th century Harvard University and the University of Chicago started the first two business schools in history (Wren, 2005). Early approaches reflected the needs of the US industrial sector and focused rather on an “elaborative mechanism” than on leadership and “soft disciplines”. The entire focus of the education was to observe, measure and improve efficiency and resource utilisation of production (Wren, 2005), for which numerical methods were best suited (Stevenson, 2008). It took 40 years before the first non-numerical research was conducted by Pennock in 1929. However, it never got significant distinction till Gouldner’s study in 1954. Such a late start provided qualitative research time to establish a solid base, which still prevails today. The resistance to change was further fuelled by the need of Western organisations to move swiftly in volatile business environments (Porter, 1996) forcing managers to rely heavily on quantitative data such as financial statements, business forecasts and managerial reports (Porter, 1998; Vossen, 2007). ASEANs, on the other hand, base their decisions on relationships, intuition and advice of senior or experienced colleagues (Matoušek, 2009). The same author relates an example of how a leading European carmaker failed in Taiwan by underestimating the power of Guan-Xi\(^1\), which could have been predicted by a fieldwork survey (Maylor & Blackmon, 2005).

Nonaka (1991) identified a rising need for more empirical qualitative research reflecting the behaviour of executives. He further explains that such a sample is not proper for a questionnaire research due to the uniqueness of the behaviour within the organisational cultural settings, which is the case for which participant observation is the best method, as noted by Tedlock (1991). Such a

\(^1\) “(in China) the system of social networks and influential relationships which facilitate business and other dealings.” (Oxford Dictionary, 2014)
method could identify a complete set of managerial roles, their tacit knowledge, also known as “habitus” (Bourdieu, 1990) and strategies (Lant, et al., 1992).

Levitt introduced the idea of the global market during the later progress of management science, on which a standardised (read: non-modified) product could be launched (Levitt, 1983). The advantage of a global product is in its monetary impact on the economy of scale; such a product is therefore more effective. Levitt further explains that using such a product would benefit companies with the increased business performance compared to its competitor. Such a cost effective strategy would certainly have a positive impact on the corporation’s long-term strategy, explains Potter (1996).

“A global product is a standardised product that can be sold across borders. Companies standardise their products to keep them in the quality standards that are acceptable in all countries, so as to take advantage of global markets and sell them internationally” reads the definition of the global product (Ask.com, 2014). Red Bull might be a case of a truly global product.

On the other hand, Mathur (2014) argues that even Red Bull, although its taste has not changed, uses various packaging for the particular markets, e.g. a special golden can for the Chinese market. Such discrepancies led the researchers to doubt the universal-ness of the globalised strategy. An early attempt was done by the Upsalla school introducing custom market entries (Wren, 2005).

### 2.2. Localisation

Although the globalisation strategy still finds applications in the business field (e.g. the offshore manufacturing), the literature now suggests that localisation is more efficient when addressing the non-home market (Knight, 1995; Buckey & Horn, 2009; Hofstede, 2001; Soares, et al., 2007).

When in the early 70s the US manufacturers expanded rapidly to Asia, particularly to Japan, several major failures were noticed by multinational corporations. Cakeron, a rice cooker enabled cake was not a success in Japan, as it
failed to understand that rice cookers are also used as rice storage, rather than only as a cooking vessel (Knight, 1995).

Skoda Auto was another case demonstrating the failure of a non-localised product. This Czech carmaker introduced a standard version of the car in Taiwan, not recognising the needs of the local market for the extra chrome parts or leather seats; this being the major factor for their unsuccessfully entering the market (Matoušek, 2009).

For the evidence introduced above, localisation as the function of the local culture impact started to be observed by business practice as well as academia.

2.3. Culture

Hofstede described an unchangeable “Program of the mind” (Hofstede, 2010, p53), based on tacit knowledge passed from generation to generation that makes people act, perceive and express themselves differently. Japanese customers reject some American products which are loved in their country of origin, e.g. the major 3 US car manufacturers failing when cultural factors were not considered sensitively such as a different driving style or colour preferences (Knight, 2008). Local languages can also be an issue, such as when General Motors introduced the “Nova” in Mexico, not paying attention to the fact that “No Va” means “won’t go” in Spanish (Graen & Hui, 1998).

The 19th Century definition of culture is as follows: “the complex whole which includes knowledge, belief, art, morals, custom and any other capabilities and habit acquired by man as member of society” (Tylor 1871 in McCort and Malhotra, 1993, p147). Geertz (1973) suggests culture is a solid set of plans, recipes, rules and instructions which govern human behaviour. This was put by Hofstede et al (2005, p35) into a computer-based analogy, referring to culture as “the collective mental programming of the people in an environment. Culture is not characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience”. Welzel & Inglehart (2008)
suggested a map of the world based on cultural similarities. Similar authors also pointed out the influence of the culture on the polarisation of local beliefs, e.g. tolerance to minority religions. Literature agrees strongly that culture is based on values (Hofstede 2010, Mooij, 2010, Soares 2007, etc.).

However, there are many different meanings hidden in the word “culture”. It may refer to an ethnic group; a nation or a group within a nation; a profession; or even statutory groups (Mooij, 2010). It is an inherited way people behave and perceive; forged by language, beliefs, attitudes, manners, environment, family and historical factors, etc. Culture is not unchangeable and it is influenced from within as well as from interaction with other cultures. The US pop-culture, for example, influenced Asian students to change their socializing habits by abandoning traditional dinner parties and gathering instead in bars (Moeller & Harvey, 2011).

Although the most important factors upon which culture is built are values, Hofstede (2005) introduced 4 manifestations of culture: symbols, rituals, heroes and values.

Symbols are “words, gestures, pictures or objects”, explains Mooij (2010, p213). McDonalds, for example, became a global symbol representing American fast food.

Heroes “possess characteristics that are highly appreciated in society” (Mooij, 2010, p201), in other words they represent sought out behaviour (Harrison & McKinnon, 1999).

Values can be characterised as ideas of what is good and what is not (Daft, 2007). Although definitions vary, the literature agrees on the elementary distinction in between bad and good (Hofstede, 1984; Krueger & Nandan, 2008; Mooij, 1998).
Hofstede (2010, p32) described rituals as “collective activities, technically superfluous in reaching desired ends, but which, within a culture, are considered as socially essential”.

2.4. Hofstede’s Model

The so-called “Hofstede Model” (HM) was named after its creator, Dutch professor Geert Hofstede. Hofstede was assigned to develop a model for IBM which would help increase working efficiency across their branches around the world. Hofstede created a working motivation/satisfaction questionnaire during his research, which was distributed in over 60 branches of “Big Blue”.

HM is based upon the idea of mental programs (Hofstede, 2001), a set of value driven behaviours shared among individuals within a common culture. Germans, for example perceive time with punctual preciseness compared to Italians for whom 10-20 minutes does not represent a serious delay (Cateora, et al., 2006).

The advantage of the HM concept is in its robust empirical base; research was carried out in 60 countries with more than 160,600 participants and used quantitative methods (Hofstede, 1984). Hofstede (2001, p35) characterises culture as “the collective programming of the mind”. Originally, HM identified 4 main dimensions in which culture could be assessed: (1) Individualism (ID); (2) Uncertainty avoidance (UA); (3) Power distance (PD); and (4) Masculinity-femininity (MA) (Soares, et al., 2007). Due to the wording limitation of this doctoral thesis, the focus will be only on the original 4 dimensions, leaving later additions such as Long-term Orientation un-discussed. Mooij and Hofstede (2010), quoting from (Hofstede 2001, 2005), provide the best explanation of individual dimensions as follows.

(1) **Individualism** represents “People looking after themselves and their immediate family only, versus people belonging to in-groups that look after them
in exchange for loyalty” (Hofstede, 2012, p73). This dimension is bi-polar as it expresses individualism vs. collectivism. The more “collectivist” a country is, the less individualism it enjoys. ID introduces social interaction; whether people live in tight families, larger families or they live alone. Chinese culture has difficulty understanding the Western concept of “my or myself” explains Hsu (1971). This is related to the perception of individuality, which in traditional Chinese culture is conceptualized by an emperor who symbolizes the entire Chinese population (Hsu, 1971). Individualism was considered evil by Mao Ze-tsung, as it reflected the self-perceived greatness of the United States of America (Short, 2001). Etzioni (1975) elaborates more fully, explaining that in a collectivist society one respects her fiduciary duty towards other members of the community. Countries with the highest ID are those of Anglo-American origins: the USA, Australia and Great Britain as opposed to Latin countries such as Guatemala, Ecuador and Venezuela. The European Marketing Survey of 1997 supported this differentiation.

(2) Uncertainty Avoidance “the extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations” (Hofstede, 2012, p92). Rules, technology and religion help create controls which reduce uncertain outcomes in the future. For example, Swiss Airlines pilots were supposed to consult the emergency manual in case of an unexpected situation; American Airlines, on the other hand, encourages their crews to cope with the situation first and then check the manual (BBC, 2012). High UA countries would therefore be expected to have a developed bureaucratic system trying to deal with unexpected situations by a strictly defined set of rules. Computer simulations could achieve similar goals, the deployment of scientists or strict control systems, which are so called “rituals”. Greece, Belgium and Japan lead the table of UA. Great Britain, Singapore and Sweden scored low on the level of uncertainty avoidance chart. Similar distinctions were also found in the Values Survey Module (1982) and VWS (1993) supporting the UA chart suggested by Hofstede.

(3) Power Distance is “the extent to which less powerful members of a society accept and expect that power is distributed unequally” (Hofstede, 2012). It could also be understood as a boss-subordinate relationship. This evokes cultural
attributes rooted in social inequality such as wealth, power and prestige. Cultures with a high PD will support an elite social class over the welfare of the group. This behaviour is reflected in corporate culture. It is the elite group of managers who are perceived to have a superior, unquestionable social standard. Those cultures tend to be highly hierarchical with deep respect for elders. Malaysia, Panama and Arab counties topped the PD table opposed to Austria, Nordic countries and New Zealand with the lowest level of PD. World Value Surveys (WVS) researched family values e.g. “hard work, obedience, independence, free-mind” and find clusters of nations to fit the HM. According to WVS, children in high-PD countries were supposed to strictly follow the values of their parents by being obedient. New Zealander’s children were supported in creativity and innovation. This phenomenon was supported by other studies e.g. the Spencer-Oatey (1997) comparison of British and Chinese students.

(4) **Masculinity** represents masculinity/femininity. It describes how individuals behave differently in the society based on the gender stereotypes. Feminine culture focuses on relationship, helping others, physical environment. The masculine culture aims at money, success, advancement and career. Mead (1950, p101) characterises men as “assertive, competitive and tough” and “women as caring and tender”. Not only gender differentiation stresses dissimilar values, it also proves different feelings and socializing (Tannen, 1992, p28): “The dominant values in the masculine society are achievement and success; the dominant values in feminine society are caring for others and quality of life”.

The Germans, Swiss and Italians scored high on the masculinity side; Nordic counties along with the Netherlands were among the most feminine states (Hofstede & Hofstede, 2005). Women tend to work at the same job position as men in low masculinity countries, earning similar wages (Umans, et al., 2008).

Shoetzel and Inglehart’s (1997) survey studies how the variable content of children’s books resulted in correlation with MA, as this dimension is highly embedded in social norms.
2.4.1 Confirming Evidence

Several studies were examined for the supporting evidence. The significant criteria were:

1) Large sample size.
2) Cross-national scale.
3) Long term data collection.
4) Its focus on the values.

The final selection included:

2) Hofstede’s original IMEDE research.
3) Inglehar’s (1997) WVS Microanalysis study.

All were critically evaluated with the later dated studies.

2.4.1.1. Power distance

The study was originally conducted by Helmreich and Mettitt (1998) on commercial airline pilots in 23 countries. This study included 15,000 pilots and took place from 1993 to 1997. Results showed a strong correlation between the original IBM research and pilot research. Shane and Verkataraman (1996) chose to incorporate the original set of PD questions when determining the most effective questions, and their choice demonstrates continuing support for Hofstede’s thesis.

The most significant critical study comparing the validity of the Hofstede’s research is suggested to be Inglehar (1997) WVS and his macro-analysis. His research was conducted in 27 countries and most of them overlap with Hofstede’s original work. Inglehar introduced a secular-rational factor correlated with national wealth. Hofstede’s PDI is also correlated to the GDI of the nation examined; when evaluated by Mooij (1998) HM and WVS both showed positive correlation to GDI. This was suggested to be supporting evidence of the original findings (Hofstede, 2012)
Later research by Furnham (1984) introduced an idea of “just world beliefs” examined in a sample of 1,659 students from over 12 countries. A positive correlation between his results and the results of PD was later highlighted by Hofstede (2012) as fitting his theory.

2.4.1.2. Uncertainty Avoidance

VSM (1982) replicated 3 questions from the original research on a sample of 1,500 respondents from more than 17 countries. There was also a positive correlation found between VSM (1982) and UA when the results attained were adjusted considering the higher education level of the survey participants.

The survey of pilots confirmed an intermediate correlation between Hofsted's IBM research and Helmreich and Merritt's (1998) findings.

The European Media and Marketing Survey (1997), when carefully evaluated, explains Mooij (1998), suggesting a correlation between Hofstede’s original research and EMS findings.

Shane (1995) duplicated the original survey on 4,400 workers across the 20 nations and his results demonstrated a positive correlation with HM research. Nevertheless, Shane’s research and Hofstede’s original study showed correlation that was lower than expected. This was explained by Hofstede (2012) as being sufficient due the fact that all the respondents of Shane’s research had a higher level of education.

2.4.1.3. Individualism

VSM and IMEDE studies proved a justification of HM as a scientific model. They both strengthen this research by the general agreement of these studies in:

1) The acquiescence pattern.
2) The presence of similar factors (e.g. collectivism and social factor).
3) The scores show correlated similarities.
4) The ranking of 12 out of 14 personal goals ranked similarly.
Commercial airline pilots show a correlation; however, the individualism of the pilots was slightly higher. Hofstede (2002) says this is due to the nature of the pilot’s occupation. Pilots from collectivist countries also scored higher on the individualism scale than those from other professions.

Schwartz conducted research (1994) on elementary school teachers and college students with a sample of 25,000 respondents from more than 44 countries. However, Schwartz used 7 categories for his study. Those categories were: conservatism, hierarchy, mastery, affective autonomy, intellectual autonomy, egalitarian commitment and harmony. Hofstede (2005) suggests a negative correlation of conservatism and hierarchy to ID. Mastery correlated with MA and affective autonomy and intellectual autonomy with Individualism. Negative correlation could be explained by a research focus which was more on momentary psychological conditions than on general attitudes. In general, only two categories (mastery and harmony) out of 7 did not correlate with the original HM.

In his research, Inglehart (1997) identified two major cultural dimensions which he calls well-being vs. survival and secular-rational vs. traditional authority. Both Hofstede’s dimensions and those identified by Inglehart correlated to the economical denominators, especially to the GDP. Mooij (1998) tested correlation between both researchers and points out a strong correlation of UA and IDV to “subjective well-being, trust and tolerance, nationalism and confidence in institutions” (Mooij in Hofstede, 2010, p318).

2.4.2. Contradicting Evidence

There is a general agreement throughout literature that possible fallacies of Hofstede’s cultural model are both methodological and theoretical in nature (Chiang, 2005; Yoo & Bonthu, 2002; Williamson, 2002).
Methodological flaws are recognized by some authors (Banai, 1982; Smirich, 1983; Roberts & Boyacigiller, 1993; Triandis, 1982) as follows:

1) Generalisability of the research results
2) Subjectivity of the research
3) Cultural boldness
4) Data collection methods

Several researchers (Ahrens, 1997; Smith, 1996; Triandis, 1982) suggested theoretical issues such as:

1) Construct of the culture.
2) Conceptualization of the culture.
3) Contemporary applications pointed out in the literature.

Special critical attention to Hofstede’s research contribution was paid by McSweeney (2002) who developed a 5 fold argument of why 4 dimensional models failed both in research validity and reliability structure (Schwartz & Sagiv, 1995; Trompennars & Turner-Hampden, 1997) due to the fact that:

1) Questionnaires are not suitable for culture related research.
2) Culture is not supposed to be studied on a national level.
3) The IBM study cannot be generalized as those were only branches of one international cooperation; and one with quite a unique corporate culture.
4) Data are obsolete and outdated.
5) There is an insufficient number of dimensions developed for the culture assessment and models with more complex understanding of culture as concept.

Orr and Hauser (2008) also suggest that more research reflecting the “21st century” is needed as the impact of globalization could influence local cultures. Research not based on discriminate, nomological validity is needed (iBit).

In rebuttal, Hofstede (2002) pointed out that McSweeney’s arguments are only focused on a portion of the research, and entirely ignore critical parts of the
original work (Hofstede, 1984; Hofstede, 2002). HM enjoyed support from several qualitative researchers such as Chapman (1997). Hofstede (2002) explains, (that) this is quite strong as anthropologists rather than an “accountant” wrote it. McSweeney’s critique is also questionable as it failed to understand a functionalist paradigm suggested by Burrell & Morgan (1979) and Williamson (2002) agrees, and further elaborates that McSweeney failed to comprehend the positivist tone on which Hofstede operates. On the other hand, the same Williamson (2002) suggests that more research replicating the original research or tests the robustness of the model is required.

2.5. The Czech Republic

It was impossible for Hofstede to carry out his research in formerly communist countries due to political reasons, so values were only estimated (Hofstede & Hofstede, 2005). The Czech Republic was among such countries (see estimated values below) as suggested by Hofstede (2012):

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech²</td>
<td>57</td>
<td>58</td>
<td>57</td>
<td>74</td>
</tr>
</tbody>
</table>

Table 1: Country Values Proposed by Hofstede, (2012)

The increasing economic importance of the Czech Republic (CR) (Spěváček, 2010; Spěváček, 2011; EuroWeek, 2011; EUobserver, 2010) suggests more cross-cultural clashes will emerge (Katchanovski, 2000; Kotler & Keller, 2012). Klicperova, et al (1997) suggests that when assessing formal communist countries,

² The scale has not been set by the Dutch Scholar, however an easy rule of thumb can be applied for better understanding of the value’s magnitude: 0-49 low values, 50 border line or 51 and more as high values. For example Czech Republic’s 74 UA can be consider as a rather high value.
one needs to take into consideration factors such as “post-communist syndrome” which may influence the culture of those who experienced communist doctrine. The level of corruption, which is consistently high throughout Poland, Slovakia and The Czech Republic (Transparency International, 2011) proves that assumption (Aidt, 2009). All these factors may have an influence on the precision of Hofstede’s estimations. The assumptions mentioned above further support the thesis that contemporary society in the examined country varies from what was suggested by HM.

2.5.1. The History of the CR

The first written work describes Bohemia and Moravia as a part of Great Moravian Empire ruled by the Svatopluk I (Čapka, 1998). The Czech Lands were granted the status of kingdom in 1212. The Czech kingdom reached its greatest territorial influence under the later rule of the Luxembourghs. Charles University was established in 1348, making it the oldest German-phonie University in Europe. After 1526 the House of Habsburg took over the Czech throne and remained there until 1918 when Czechoslovakia was established. Czechoslovakia soon became an economic powerhouse with a large manufacturing sector (Rybák, 2011). Paradoxically, that sector later provided Hitler with 60 percent of the machinery he needed in the Battle of Britain (World War Two: Britain Stands Alone, 2006). Czechoslovakia, a democratic country was left under the dominance of the Soviet Union after WWII, leading to a Communist coup in 1948 (Kosslerová, 2005). Although an attempt at reform the so-called ‘Prague Spring’ was crushed in 1968, Czechoslovakia became a democracy once again in 1989. After the split with Slovakia in 1993 the Czech Republic became an independent country.

There were 4 major turning points in the history of the Czech Republic which have had an influence on the current culture. Those trends were:

3 Charles University invited scholars and students from various countries (Bohemians, Polish, Bavarians and Saxons, etc). German was the major language of instruction, as only 20% of the students were Czech speakers (Chynský, 2009).
1) Protestant\textsuperscript{4} wars in the 15th century (Krejčí & Styan, 2005).
3) National enlightenment in the 19th century (Hroch, 1999).

The Czech Republic has improved dramatically in terms of the economy and has been recognized as a Switzerland of Eastern Europe. Currently, the Czech Republic ranks as the 34th richest country by GDP (PPP) next to New Zealand or Oman (World Bank, 2013). Such a high rating was due to the double-digit growth over the past 2 decades. Nevertheless, in terms of life satisfaction, the Czech Republic is still struggling from both an identity crisis suffered by the older generation and by the high level of corruption (Klicperová, et al., 1997; OECD, 2011).

2.6. Slovakia

As in the case of the Czech Republic, Slovakia was assigned estimated data by the Dutch scholar. Early attempts to identify the true values were made (Hussan, et al., 2013; DeLorenzo, et al., 2010; Schmitt & Van Biesebroeck, 2013). However, they fail to provide a justified study confirming/ rejecting the academic soundness of the original research. The University of London, Senate House Library e-research (Čejka, 2014) returned only 38 JSOR references, 0 references from Business Source Premier. No other IF\textsuperscript{5} recognized literature was identified.

\textsuperscript{4} The authors (Krejčí & Styan, 2005) use the word Protestants from the perspective of the non-Catholic sympathies of the Hussites. The Hussites were Bohemian followers of Jan Hus, a Bohemian priest opposing the Roman Church (Engles, 1978).

\textsuperscript{5} Impact Factor represents the social science relevancy of research. It is an international standard measured by the number of citations calculated from 1975 (Thomson Reuters, 2014).
The reports read that Slovakia secured economic prosperity due to reforms taken in early 2010 (OECD, 2014; Pilková, et al., 2012). The author of the reforms, Mr. Mikloš, a former minister and a member of the Slovak Government Financial Board, has suggested that Slovakia should meet the Czech economic standard in 2015 (Břešťan, 2014). Such a conclusion is supported by the faster economic growth of Slovakia (Eurostat, 2013). However, some scholars argue that this is unrealistic due to political decisions made in Slovakia as opposed to its ration driven western neighbour (Whitefield & Evans, 1999) or the high uncertainty on the Slovak job market (Herzog jr, 2000). Yet, such scientific data are obsolete and the debate around how well the economic development of this CEE republic is performing (Hunt, 2013) justifies the need for a deeper understanding of Slovak culture.

2.6.1. The History of the Slovakia

Although it gained its independence in 1993, Slovakian history dates back to the fifth century AD. The Avars ruled these lands from the 6th-7th century followed by Samo (Čapka, 1998). In 833 the Slavic integration resulted in the creation of the Moravian Kingdom ruled by the Svatopluk I (Honzák, 2007; Steinhubel, 2004).

Until the uprising in 1918, Slovakia was part of the Hungarian kingdom of the Austrian-Hungarian Empire. For a short period of time Bratislava was the capital of Hungary (Čapka, 1998). The strong presence of the Catholic Church led to the establishment of the Trnava archbishop’s house (Čapka, 1998).
During the Second World War Slovakia was a recognized satellite of Hitler’s Germany until the anti-Nazi uprising in 1944 (Lipscher, 1992).

Following their historical ties with the Czechs, a Czechoslovak Social Republic was formed in 1948 and 21 years later Slovakia was recognized as a legitimate country of the Czechoslovak Federation. Such recognition was strengthened in 1989 when Slovaks gained a higher level of autonomy and sovereignty having their own parliament, flag, coat of arms, national seal and anthem (Perski, et al., 2008).

There were 5 major turning points in the history of Slovakia which have had an influence on the current culture. Those trends were:

1) A strong Catholic Church establishment since the 15th century (Honzák, 2007).
2) Hungarian hegemony (Čapka, 1998).
3) Collaboration with Nazi Germany (Lipscher, 1992).
5) Gaining independence in 1992 (Slovakia.org, 2005).

2.7. Poland

Due its size, Poland, the northern neighbour of the Czech Republic and Slovakia, has enjoyed more attention culture focused researchers than its Slavic neighbours. However, the most relevant studies were either related to the case based approach (Sojkin, et al., 2012), used interpretivism as a research paradigm (Pearce, 1995), suffered from low IF impact recognition or were irrelevant from the Management Science perspective (Czaplicka, 1919).

The geographic and population size of Poland and its economic reforms has attracted the attention of foreign investors raising the economic importance of this country (Morgan, 1992) Poland outperformed the region during the recent global economic crisis, growing its GDP by 3.3% in 2014 with a projected 3% in 2015 (OECD, 2014). Some see Poland as the “United States” of Eastern Europe for its
innovative private owned small/medium sized companies (The Economist, 2014). The combination of unexplored cultural aspects of Poland combined with a strong economic performance and its 38 million inhabitants (Polish Central Statistical Office, 2014) make Poland a clear opportunity for academic exploration.

Hofstede’s cultural estimates of the four major dimensions are presented in the table below:

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poland</td>
<td>61</td>
<td>64</td>
<td>66</td>
<td>82</td>
</tr>
</tbody>
</table>

Table 3: Poland’s values according to the original study (Hofstede, 2012)

2.7.1. The History of Poland

The Polish kingdom was formally established in 1025, becoming the focus of gravity within its CEE neighbours. This country was one of the earliest democracies in the world (Britannica Educational Publishing, 2013). The Piast dynasty was the first documented ruler of this land; it also accepted Christianity in 966. This religion dominates Poland today (as in Slovakia). Such strong ties to the Vatican shaped the local culture of this country. The Jagiellon dynasty that superseded the Piasts started an economic development after defeating the Teutonic Knights at the Battle of Grunwald. Poland also established its dominance over the Czech Lands too from 1471 (Lukowski & Zawaszki, 2001).

Although they were occupied early in the war, Polish foreign legions were the 5th largest armed forces resisting Nazi Germany (Haumann, 2002).

The country of such land mass attracted the interest of different superpowers over the ages. Russia, Prussia and Germany all occupied Poland or took attempted to overtake rule over this prized state. After 1947, Poland became a satellite of the Soviet Republic. The turmoil in 1989 returned Poland to a free, independent, self-ruled country again.

The key milestones in Polish history were as follows (Wandycz, 1992):

1) 966 Baptism of Poland
2) Various Polish-Teutonic Wars
3) 1806 Greater Polish Uprising
4) 1939-1945 World War II
5) Communist Influence

2.8. **A comparison of the Czech Republic, Slovakia and Poland**

The three Slavic countries are similar in its language group and in some fragments of history. One may expect that the cultural dimensions are likewise inseparable. However, some variations are obvious when compared (see table 4).

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech</td>
<td>57</td>
<td>58</td>
<td>57</td>
<td>74</td>
</tr>
<tr>
<td>Slovakia</td>
<td>100</td>
<td>54</td>
<td>100</td>
<td>41</td>
</tr>
<tr>
<td>Poland</td>
<td>61</td>
<td>64</td>
<td>66</td>
<td>82</td>
</tr>
</tbody>
</table>

*Table 4: The CR, Slovakia and Poland trans-national comparison based upon the original HM (Hofstede, 2012)*

Individualism is the dimension with the lowest range from 54 for Slovakia to 64 for Poland.
Power distance, on the other hand, suggests quite distinctive disproportions among the countries examined. The CR with its 57 is thought to have the lowest PD, followed by Poland at 61, with Slovakia skyrocketing to 100.

Similar discrepancies are found for Masculinity, where Slovakia enjoys the highest score of 100, whilst the CR is the lowest ranked country at 57, with Poland coming in the middle at 66, leaning towards the Czechs.

Slovaks are suggested to be the least Uncertainty Avoidance of the 3 countries examined; the SK scored 41, followed by the CR (74) and Poland (82).

This preliminary comparison demonstrates a significant cultural differentiation despite the geographical and historical proximity.

This historical comparison of the countries has revealed several similarities:

<table>
<thead>
<tr>
<th>Historical Similarities</th>
<th>CZ</th>
<th>SK</th>
<th>PL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The CR</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protestant Wars</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forced Catholicisation &amp; Germanisation</td>
<td>☑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Enlightenment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communist Influence</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td><strong>Slovakia</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strong Catholic Church Establishment</td>
<td>☑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hungarian hegemony</td>
<td>☑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nazi Collaboration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communist Influence</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td><strong>Poland</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conversion to Christianity</td>
<td>☑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polish-Teutonic Wars</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polish Uprising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WW II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communist Influence</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
</tbody>
</table>

*Table 5: Historical Similarities of the CR, Poland and Slovakia*

The Communist Influence after the Second World War is the commonly shared historical experience of the countries examined. The CR, Poland and Slovakia are, according to Hofstede (2010) characterised as medium ID countries. This is often seen in nations with an identity crises (Klicperová, et al., 1997); post-Soviet republics are the point in case (Katchanovski, 2000).
Although there is no other commonly shared strong historical set of events having an influence on all 3 countries examined, Catholism played an important role in Slovakian and Polish history whilst foreign hegemonies seems to be a shared experience between Czechs and Slovaks.

The goal of this work is not to identify a correlation between the cultural and historical development of individual countries. Such an attempt is also impossible for the thesis’ positivist tone. However, the discussion above (2.5.-2.8.) invites scholars from different disciplines to examine the historical impact on the local/ regional cultures of these 3 Slavic countries.

2.9. **Research Questions**

The literature review concludes the following research questions:

1. Can HM’s values estimated for CR, Poland and Slovakia be considered valid?
2. What are the suggested direct marketing implications of HM’s model for the respective countries?
3. Methodology and Research Methods

Although Management science is an unique discipline with a large variety of fields such as: Human Resource Management, General Management, Business Administration, Logistics, Strategy, Organisational Behaviour, Accounting, Marketing, Finance and others, it is not positioned in a vacuum; on the contrary, it sets itself to intellectual tradition of the social sciences described above (Bryman & Bell, 2011).

Some scholars (Starkey, et al., 2004) argue that management science, due to its purely academic character. Yet, a rising number of practice focused managerial literature indicates the opposite trend (Reay, et al., 2009). On the other hand, Burell (1997) feels that it is not the purpose of management science to supply practical needs of business, as this could only be analogous to abusing social science, such as politology, philosophy, etc. for political purposes (Horkheimer & Adorno, 1972). Gibson (1994) further suggests that management studies create knowledge in a “hybrid way” which is a combination of a wisdom commutation introduced by Weber (1974, p268) and “…trans-disciplinary mode…in which the production of knowledge is less confined to academic institutions…and is driven by practitioners using their knowledge tackling the problem”.

3.1. Epistemology & Ontology

Ontology and Epistemology were defined by Burrell & Morgan (1979, p99) as a “nature of reality and a nature of a knowledge respectively”. Gray (2000, p62) notes “unashamedly positivist” paradigm prevails in management studies over qualitative research (Patten, 2002). Hart (1998) rationalises the dominance of positivism by explaining how easy it is to get familiar with statistics and also suggests that results could be achieved quicker. Numerical explanation is by some expected to be “reliable, valid and thus…are encouraged” in management science, elaborates Keohane (2009, p38) on the topic.
Let us focus on Positivism first; positivist logic, for instance, uses reliable quantitative methods to prove the existence or essence of something (Wittgenstein, 1972). However, it may miss some other important aspects as Piaget and Inhelder (1955) demonstrated among others: the complexity of human language. Positivism is also a so-called “natural epistemology”, as it uses a precise, mostly statistical way to describe the word. It combines both inductive and deductive ways of assessing the information and most commonly draws a conclusion confirming or rejecting the relationship between theory and practice. Strength of positivism consists in the generalibility of the findings, which according to Pugh (1983) is the major task of the researcher. Positivism is based on an assumption that “it is possible to collect observation in a manner that is not influenced by pre-existing theories” (Bryman & Bell, 2011). An example of well-accepted positivist research is Hofstede’s (1984) 5 dimensional cultural framework. Hofstede, via a questionnaire, addressed 160,000 respondents drawing from generally applicable cultural schema based on 5 major dimensions: Individualism, Power Distance, Uncertainty Avoidance, Masculinity and Long Term Orientation. Although this research is questioned by some (Schwartz, 1992), it is still the most frequently used and accepted cultural model in management research (Soares, et al., 2007).

Laing (1967, p416) points out some fallacies related to positivist research: “The error fundamentally is the failure to realize that there is an ontological discontinuity between human beings and it-beings...Persons are distinguished from things in that persons experience the world, whereas things behave in the world”. He also identified the following major issues related to applying a positivist approach: 1) humans actions need to be understood rather than only explained, 2) subjective comprehensions which is needed to understand humans is unknown to natural science, 3) human actions are based on values, beliefs, motives and attitudes which vary with each individual, 4) human actions derive from meanings which cannot be described by mathematics.
Interpretivism, on the other hand, could be considered an antagonism to positivism. It is also more suited to Weber’s definition of *Verstehen*, as it describes causal interference, which according to Wright (1971) provides an understanding of the relationship rather than positivist explanation. Social science, he explains, is about “empathic understanding of human behaviour”. An example of such behaviour could be a study of Knight (1995) who observed cultural differences between American and Japanese customers based on individual blunders of international firms. He claims that this could only be achieved by observation of social actions and understanding their real meaning, streamming from the various cultural backgrounds. Schutz (1962, p402), who was strongly influenced by Weber, wrote: “…word of nature explored by natural scientist does not mean anything to molecules and atoms…but the observational field of the social scientist-social reality-has a specific meaning and relevance structure for being living…in order to be founded upon the thought object constructed by the common-sense thinking of people living their daily life”.

There is a school of thoughts discourse in academic literature regarding the research methods as much as there is a debate on epistemological assumptions (Adams, 2007). Nevertheless, some suggests that long lasting dispute over the relevancy of quantitative and qualitative methods is obsolete (Layder, 1993). However, there is a general agreement in a solid distinction between these two categories (Adams, 2007; Bryman & Bell, 2011; Burrell & Morgan, 1979; Ghauri & Grønhaug, 2002). Although there are many other epistemological approaches in social science besides positivism and interpretivism, it is typical for managerial studies and the management research field. Under the hegemony of numerical approaches (Gill & Johnson, 2002), there is a tendency to differentiate only between what Gray (2000, p62) calls “unshamfully positivist approach” and “ethnographic approaches”. This not only limits the worldview but it leaves out realism, instrumentalism, functionalism, structuralism, phenomenology and or post-structuralism (Burrell & Morgan, 1979; King, et al., 1994)
What are advantages and disadvantages of each approach?

<table>
<thead>
<tr>
<th>Synthetical Analysis of Natural vs Ethnographic Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural Science/Positivist Approach</strong></td>
</tr>
<tr>
<td>Question</td>
</tr>
<tr>
<td>Data type</td>
</tr>
<tr>
<td>Method</td>
</tr>
<tr>
<td>Findings</td>
</tr>
<tr>
<td>Ontology</td>
</tr>
<tr>
<td>Epistomology</td>
</tr>
</tbody>
</table>

*Table 6: Synthesis of (Bryman & Bell, 2011; Maylor & Blackmon, 2005; Schutz, 1962; Wright, 1971)*

As can be observed from the analytical summary (table 6), there is no clear answer on the question of whether the natural science approach is the most suitable for management studies. On the contrary, several limitations and a vivid critique of such epistemology has been pointed out. It is the nature of the research questions, the type of data and the findings sought which suggest the relevancy of the methods selected. It was also shown in several examples that both major approaches provide equally competent research outcomes from the general perspective of social science and therefore it is up to each researcher which approach to select.
3.2. The literature review method

The purpose of the literature review is to identify and address the gap in knowledge (Hart, 1998). By filling the research gap, one improves the knowledge upon which other researchers can build on (Weber, 2009); such is the nature of social science inquiry (Keohane, 2009).

Scientifically solid research is required to be built upon the “shoulders of giants” (Weber, 2009, p84) - previously well-received studies. To provide this essay a rigorous approach to the literature review, the following selection hierarchy schema was developed:

1) The Impact factor (University of Michigan, 2013; Thomson Reuters, 2014)
2) Database Relevancy
   a. Business Source Premier
   b. JSTOR
   c. Hein Online
   d. Academic Search Complete
   e. Others
3) Availability
   a. Senate House Library Search, University of London
   b. Seeker, University of St Andrew’s Library
   c. Google Scholar
   d. Others
4) A year of publishing (in descending retrospective order)
5) Complementary Information
   a. Reports
   b. Statistic Databases
      i. Eurostat
      ii. Czech Statistical Office
      iii. OECD
Examples:

1) High impact factor journal articles are to be preferred over low impact up-to-date research.

2) A Business Source Premier or Senate House Library search are considered superior to the Google Scholar identified findings.

This provides this dissertation with a distinctive and transparent information selection criterion.

3.2.1. Citation Standard

The Harvard Anglia Ruskin University Standard (Anglian Ruskin University, 2012) is used in this work, as this is a commonly exercised template in management science. Although this dissertation intends to provide full references where possible, the author acknowledges several fallacies: a) some works involved an unknown author, b) some directly quoted citations’ missing pages. When faced with incomplete information, this thesis follows the citation standard (e.g. quoting Anon. for unknown authors, or uses partially complete citations).

3.3. Research Philosophies in Social Science

As previously discussed, managerial science has its roots in the US, when at the end of the 19th century Harvard University and the University of Chicago started the first two business schools in history (Wren, 2005). Early approaches reflected the needs of the US industrial sector and focused rather on an “elaborative mechanism” than on leadership and “soft disciplines”. The entire focus of the education was to observe, measure and improve the efficiency and resource utilisation of production (Wren, 2005), for which numerical methods are best suited
It took 40 years until Pennock conducted the first non-numerical research in 1929, but it never received significant distinction until Gouldner’s study in 1954. Such a late start provided qualitative research time to establish a solid base, which still prevails. Such resistance to change is further fuelled by the need of Western organisations to move swiftly in volatile business environments (Porter, 1996), forcing managers to rely heavily on quantitative data such as financial statements, business forecasts, and managerial reports (Porter, 1998; Vossen, 2007). ASEANs on the other hand base their decisions on relationships, intuition and on the advice of senior or experienced colleagues (Matoušek, 2009). The same author shows an example of how a leading European carmaker failed in Taiwan by underestimating the power of Guan-Xi	extsuperscript{6}, which could have been noticed by a fieldwork survey (Maylor & Blackmon, 2005).

Critiques of ethnographic approach find pitfalls mainly in: 1) internal validity, 2) external validity, 3) population validity, 4) ecological validity and 5) reliability. (Gill & Johnson, 2002). A major argument for supporters of the natural scientist approach is the validity and reliability of the research.

Although statistic based, positivist dogma continues in the Western business schools dominated by the United States of America (Bonoma, 1985). In the East there is a divergence from the mainstream and may be a counter-weight to prevailing positivist epistemology in vogue (Foo, 2009). Confucian Asia seems to be culturally pre-set for approaches based on fieldwork. Northouse (2010) explains that Confucian countries such as Japan, China, South Korea, Taiwan and Singapore, due to language and societal structure, tends to be “reading between the lines” and constantly looking for underlying meanings. It is this cultural characteristic which, for example, let Chinese business executives fully understand and adopt interpretivism based works such as Sun Tzu’s The Art of Work (Chen, 1994; Foo, 2009; Lee, et al., 1994), while Western scholars and the business world sees this work as too primitive to reflect real contemporary issues

	extsuperscript{6} “(In China) the system of social networks and influential relationships which facilitate business and other dealings.”
(de Man, 1996; McCormick, 2001). They also believe that only parts of the Art of War could be translated into actual management practice (MacDonald & Neupert, 2005; Rarick, 2007; de Man, 1996). Foo (2009) draws an analogy between the Western Tree of Knowledge and Eastern “holistic and rhizomic approach to learning and change”. He concludes, “One problem for the Westerner to come to grip with the working of the Chinese mind is that many of the ideas are often largely transmitted, sharpened in their meanings, deepened in their multi-faceted shares of meanings, applications and contextual relevance through oral process of conversational learning, exchanges and small group, informal dialogues. In other words, ideas often emerge out of conversations in daily life”.

Nonaka (1991) identified a rising need for more empirical qualitative research reflecting the behaviour of executives. He further explains that such a sample is not proper for a questionnaire research due to the uniqueness of the behaviour within the organisational cultural settings, which as noted by Tedlock (1991), is the case where participant observation is the best method. Such a method could identify complete set of managerial roles, their tacit knowledge, also known as “habitus” (Bourdieu, 1990) and strategies (Lant, et al., 1992).

3.3.1. Scientific vs Ethnographic Approach

Laing (1967) elaborates on the critical evaluation of logical positivism as follows: “the error fundamental is the failure to realise that there is an ontological discontinuity between human beings and it-beings...Persons are distinguished from things in the persons experience the Worlds, whereas things behave in the World”. Consequently, positivism does not properly fit into the “Verstehen” of Weber’s idea. Weber suggests that social researchers should analyse human interaction a posteriori rather than a priory, in a so-called “Erklären” way. Only cumulative knowledge could be considered as a science, he explains, and it is up to a scientist to identify a gap in the research, which then should be addressed and
subjected to public scrutiny (meant academia), either confirming or rejecting the results.

Kings (1992, p208) believes that “interpretivist...who claim distance from positivist belief...rests on a privilege of the consciousness of the researcher who is acumen capable to discover the truth about the world”. Ethnography’s subject-objective dualism makes their supporters believe that the “it” is the active involvement in the field; requiring deeper interaction in the form of participant observation, an unstructured interview of analysis of secondary data, which only then could provide insight deep enough to be called scientific. Ethnographs would argue that positivist logic only verifies relationships (e.g. whether and how much does the level of income influences happiness) and lacks an understanding of the phenomena. On the other hand, the result of the field research and thick description is only uniquely detailed case describing a single phenomenon which then cannot be generalized.

Interpretivists usually describe their research as being capable of describing and understanding the questions of how and why rather than on research questions opposing a frequency and pure explanation of quantitative, positivist approach (Cooper & Schindler, 2008). They also suggest relevant techniques to reach the research goal such as fieldwork, focus groups, participant observation and ethnography, etc. People, Organisations, texts, environment, objects, art or events are the major sources for the interpretivist researcher (ibit). An example of research mapping the spiritual rituals of Brazilian Indians would never be possible without a deeper understanding of their habitat, direct interaction with the researcher enabled by mutual trust (Burgess, 1984) which needs to be developed over long period of time (Mitchell, 1991).

Many defenders of positivism stated that data and results achieved by, qualitative research typical for interpretivism (Adams, 2007), are subjective, influenced by man made errors, and suffers from the bias of the observer’s interpretation (Cooper & Schindler, 2008).
Although this debate drags a lot of academic attention and it is generally believed that one should only choose on epistemology of preference it was Morgan & Burrell (1979) who introduced 4 major paradigms fitting particular research goals. Hassard (1996) later illustrated how such paradigm could influence the research question, research method and outcome. He also suggested that when assessing complex problematic a team including Ethnographs and Scientist shall be established to achieve maximum possible understanding of the phenomena.

3.4. Mixed Approaches – Triangulation

Triangulation is a research design employing multiple methods to collect and analyse data with the least biased outcome (Maylor & Blackmon, 2005). In the previous discussion in the literature review section it was pointed out that Hofstede’s mainly qualitative focus might create methodological and theoretical tensions (McSweeney, 2002). To avoid bias and strengthen the research outcome, triangulation is the best ‘fit for purpose’ tool (Adams, 2007; Ghauri & Grønhaug, 2002). Triangulation can be carried out in several fashions by utilizing (Adams, 2007; Maylor & Blackmon, 2005):

1) Multiple methods.
2) Multiple sources of data.
3) Multiple measures.
4) Multiple viewpoints.
5) Multiple informants.

A combination of questionnaire and individual interviews with multiple inhomogeneous information sources will be implemented in order to avoid the negative critique suggested in the literature review section (Wright, 2005; Orr & Hauser, 2008).

Although implementation of such a strategy has advantages in obtaining data with high confidence (Adams, 2007); it will require extra caution and resources from the researcher to be successful (Ghauri & Grønhaug, 2002). This is due to the higher time requirements; researchers’ know-how and involvement; and
questions regarding compatibility of various research approaches (Maylor & Blackmon, 2005).

However, due to the positivist tone of this thesis the primary focus will be on the on-line questionnaire as the tool to replicate Hofstede’s research. Interviews will be used an auxiliary support of the study.

Image 1: Triangulation used in this research

3.5. Research Setting

3M Cesko, Polska and Slovensko are subsidiaries of a US publicly listed company. 3M has been known for its innovative culture and unique business model which has allowed the corporation to flourish for more than 100 years. Its history of success, international presence and numbers of employees are common features between 3M and IBM. Equal similarities could be found when the respective subsidiaries of both firms are compared. There are currently 103 employees working for 3M Cesko, 2343\textsuperscript{7} for the Polska and 43 in the Slovakian Subsidiary.

\textsuperscript{7} The total number of the 2,343 employees incorporates the manufacturing site. To replicate the original study, the manufacturing part of the subsidiary is to be not considered in this essay. This results in 250 workers of the Polish Sales, Marketing and Technical Services.
There are, however, non-native locals who will not be considered for the questionnaire. On the other hand, one of those will be interviewed as part of the triangulation process.

Some scholars may suggest that differences in corporate culture may influence the outcome (McSweeney, 2002; Hart, 1998; Chiang, 2005). It was however previously found that the original HM survey tends to explore national culture based on statistical central tendency rather than individual or corporate culture (Hofstede, 2012).

When the original research is examined more deeply, it suggests that 3M and IBM also share some similarities embedded in their corporate culture:

1) Strong presence of local management,
2) Flat corporate hierarchy,
3) Placement of the local subsidiaries into capitals,
4) HR hiring processes,
5) Promotion system based on internal resources,
6) Regional operations set-up (Daft, 2007).

The only characteristic in which 3M currently varies from the original research is the hegemony of Americans in the board of directors (IBM, 2012; 3M, 2012). Nevertheless, 3M’s board was also dominated by the US nationals in 1980 (3M, 2012). Currently, there are non-Americans present in both boardrooms; 3M has the second European CEO in a row (3M, 2012).

Local organizations, such as those surveyed by Hofstede, do not have manufacturing facilities (except Polska where the manufacturing site is outsourced), and thus the study will only consider personal from sales, marketing, HR, business support, finance and logistics.
3.5.1. Research Approach and Hypothesis

A self-completion questionnaire based on the original survey was distributed via internal e-mails personally sent and enabled via a Google Drive Questionnaire. Moeller’s (2010) research indicated that only a very short time period of data collection is needed when implementing an on-line questionnaire; which is also a suitable method for sampling across borders. Maylor and Blackmon (2005) suggest the following advantages of the on-line survey: 1) speed, 2) accuracy, 3) data entry, where data are gathered through a self-administrative tool.

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech</td>
<td>H1: 57</td>
<td>H2: 58</td>
<td>H3: 57</td>
<td>H4: 74</td>
</tr>
<tr>
<td>Slovakia</td>
<td>H5:100</td>
<td>H6: 54</td>
<td>H7:100</td>
<td>H8: 41</td>
</tr>
<tr>
<td>Poland</td>
<td>H9: 61</td>
<td>H10:64</td>
<td>H11:66</td>
<td>H12:82</td>
</tr>
</tbody>
</table>

Table 7: Research Hypothesis

Based upon the statistical analysis, a value of actual HM dimension shall be rejected/accepted and consequently interpreted.

3.6. Questionnaire translation and survey administration

The study will replicate the original 1970 questionnaire translated into Czech, Slovak and Polish. No additional content modification will be carried out. In order to avoid translation errors, a back-translation will be taken\(^8\) (Brislin, 1986). Idioms and problematic expressions will be avoided and formulation of the questions is done in plain language. For the translation, two native Czechs with a Master’s level university qualifications in translations will be asked for assistance as in Slovak, whilst a professional translation agency will be involved for the Polish.

---

\(^8\) Original Hofstede’s survey did not run back-translations unless survey results suggested a biased questionnaire.
A pilot run will be facilitated with a small panel of 5 employees to check whether there were any issues with either comprehension or answering the questionnaire.

3.6.1. Research Method

An on-line survey is suggested to be used for purposes similar to indented research (Soares, et al., 2007; Moller & Eisend, 2010; Korneliussen, et al., 2009).

Consequently, the following hypothesis (see table 7: H1-H12) are going to be tested. The questionnaires shall follow HM methodology (Hofstede & Hofstede, 2005) and will be introduced in the local language, thus increasing the accuracy of the survey (Brace, 2004). Data collection in the local language, also spoken by the researcher, will avoid language sub-context based issues (Brislin, 1986) and therefore strengthen the validity of the research results (Bryman & Bell, 2011).

The age of the respondents has no implication on the survey's outcomes. However, the length of study impacts the results. Correction factors are to be implemented where appropriate.

3.6.2. Sampling

As suggested before, the size of the population is 103 people at 3M Czech, 43 from Slovakian Branch Office and 250 Poles (excluding manufacturing operations).

The sampling error was reduced as a non-selective survey was aimed at the entire population of the firm. This is in an alignment with the original survey (Hofstede, 2009).

The author acknowledges that a small population of a firm likely represents samples with a statistically insufficient strength. The confidence level is not to be selected prior to the survey due to the fact that this is a replicatory study and the
desired results are the ones which would have been received by the original study. However, the confidence level obtained is to be critically evaluated in chapter 4.

### 3.6.3. Calculation

Calculations were based on Hofstede’s original research (Hofstede, 2012):

- **Power Distance** = \[135 - \frac{\% \text{ answer 3 in A54}}{\% \text{ answer 1 or 2 in A55}} - 25x \text{(mean score B46)}\]

- **Uncertainty Avoidance** = \[300 - 40x \text{(mean score A37)} - (\% \text{ answer 1 or 2 in A43}) - 30x \text{(mean score B60)}\]

- **Individualism** = \[-27x \text{(mean score A6)} + 30x \text{(mean score A8)} + 76x \text{(mean score A12)} - 43x \text{(mean score A18)} - 29 (= constant)\]

- **Masculinity** = \[-66x \text{(mean score A7)} + 60x \text{(mean score A8)} + 30x \text{(mean score A14)} - 39x \text{(mean score A15)} + 76 (=constant)\]

### 3.7. Interview Administration

The original study was based on quantitative methodology only (Hofstede, 1984). This is why an interview brings an additional value to the research findings. It also aims to mitigate the small sample size and provides this study with a more critical evaluation (Bonoma, 1985).

#### 3.7.1. Interview Structure

Some scholars (Cronbach & Meehl, 1955) argue that one needs to exercise a complex set of methods such as coding, a robust interview structure and rigor interview training to obtain valid interview results. This is true for the researchers leaning towards the interpretivist paradigm (Burell & Morgan, 1979). Due to the
functionalist nature of this work, the interview was purposely chosen to be organised in unstructured manner. The interviewee is presented with the results of the quantitative survey which she/he is asked to either confirm or reject in a so-called “confrontational interview” (Bhimani, 1999). The rational of the final decision is asked to be supported by further explanation.

3.7.2. Samplng & Research Screening

The subject experts are to be considered for the interview. One needs to a) be familiar with the Hofstede Model, b) has conducted culture related research in their own country, c) lecture culture based subjects to be eligible to participate in the interview. The following questions were asked via e-mail prior the interview:

a) Are you well familiar with Hofstede’s 4 Dimensional Cultural Concept?
b) Have you recently conducted a culture related research in the country of your origin?
c) Are you, or have you been, lecturing a culture related subject?

All of the questions (a, b and c) have to be answered “yes” to proceed to the interview stage.

The readers or professors are to be considered for the research as the primarily experts but may be joined by the equally qualified expatriate for further academic criticism.

3.7.3. Research Settings

The scholars of a) University of Economics in Prague (VSE), b) University of Constantin the Philosopher (UKF), c) Wroclaw University (WU), d) or a manager of 3M were identified for the interview. They are to be contacted via the e-mail asking for participation and being screened (3.7.1).
<table>
<thead>
<tr>
<th>Field</th>
<th>Job Title</th>
<th>Institution</th>
<th>Eligibility</th>
<th>Interview method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academia</td>
<td>Professor</td>
<td>VSE</td>
<td>Yes</td>
<td>Face to Face</td>
</tr>
<tr>
<td></td>
<td>2 x Reader</td>
<td>UKF</td>
<td>Yes</td>
<td>Face to Face</td>
</tr>
<tr>
<td></td>
<td>Professor</td>
<td>WU</td>
<td>Yes</td>
<td>Face to Face</td>
</tr>
<tr>
<td>3M</td>
<td>Manager</td>
<td>3M</td>
<td>No</td>
<td>Face to Face</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>3M</td>
<td>No</td>
<td>Face to Face</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>3M</td>
<td>No</td>
<td>Face to Face</td>
</tr>
</tbody>
</table>

Table 8: Interview Participants Overview

3M personal is only eligible in the Czech Republic. There are no 3Mers complying with all the screening parameters in Poland or Slovakia.

The Information for Participation in Interview Research form is to be presented to the interviewee participants to comply with the ethical standards (see chapter 9).

Skype is to be used as an interview medium for a far distance interview(s). The time of the interview will be 60 minutes.

3.8. Literature Review Administration

Leading literature is to be critically reviewed as the 3rd part of the triangulation. The following leading studies, accompanied by other relevant sources, are to be consulted:

1) Original Hofstede’s Work (2010)
2) Globe Study (2012)
4) Schwartz’ Cultural Work (1994)

The major purpose of the literature review is to evaluate ID, PD, UA and MA values gathered by the quantitative survey. A critical evaluation (Hart, 1998) is to be used as the research method.
3.9. **Triangulation Administration**

Methods described in previous session (3.6.-3.8.) will equally contribute to the unbiased evaluation of the data returned by the questionnaires.

3.9.1. **Testing Criteria**

The hypothesis is to be acknowledged as **confirmed** if: a) all the tests confirm the hypothesis, or b) at least two tests confirm the hypothesis.

The tested hypothesis is to be **rejected** in the case that: a) all the tests reject the hypothesis, b) 2 tests reject the hypothesis.

The table introduced below (9) is to be used for validating the summaries.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Est.</th>
<th>Actual</th>
<th>Questionnaire</th>
<th>Evaluation</th>
<th>L. Review</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Supports Hofstede’s findings

Table 9: Sample Evaluation Table for the Research
4. Data Collection and Interpretation

4.1. The Czech Republic

Data were collected from 14 August to 24 August 2012. 35 questionnaires were returned in the first week. Although this amount would be sufficient for satisfactory results, a second round of e-mailing was undertaken to acquire a larger sample. Another 8 more were received after a work week, increasing the total to 43 responses. This number met the criteria for a minimal sample size (of 41) upon which conclusions could be drawn with 90% confidence. The return rate of the questionnaires was lower than in the original study; however, it far exceeded the average return rate of on-line surveys, which rank between 10-15%.

<table>
<thead>
<tr>
<th>Input</th>
<th>Result</th>
<th>PD</th>
<th>UA</th>
<th>ID</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer 3 in A54</td>
<td>28.13%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Answer 1 or 2 in A55</td>
<td>43.75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score B46</td>
<td>3.31</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A37</td>
<td>2.75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Answer 1 or 2 in A43</td>
<td>46.88%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score B60</td>
<td>2.34</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A6</td>
<td>4.56</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A8</td>
<td>4.65</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A12</td>
<td>4.06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A18</td>
<td>4.46</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A7</td>
<td>3.96</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A8</td>
<td>4.65</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A14</td>
<td>3.93</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean Score A15</td>
<td>4.04</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant 1</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant 2</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Questionnaire</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 10: The Czech Republic Hofstede Model Calculator
Due to the fact that 64% of the respondents answered that they have studied more than 17 years, additional correction factors were calculated. No adjustment related to gender were made due to an equal distribution (20 women, 23 men).

<table>
<thead>
<tr>
<th></th>
<th>Result</th>
<th>Correction Factor</th>
<th>After correction</th>
</tr>
</thead>
<tbody>
<tr>
<td>UA</td>
<td>119,33</td>
<td>-9</td>
<td>110,33</td>
</tr>
<tr>
<td>MA</td>
<td>54,37</td>
<td>-5</td>
<td>49,37</td>
</tr>
</tbody>
</table>

Table 11: The Czech Republic After Correction Data

Consequently following results were revealed:

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech (est.)</td>
<td>57</td>
<td>58</td>
<td>57</td>
<td>74</td>
</tr>
<tr>
<td>Czech (act.)</td>
<td>52</td>
<td>104</td>
<td>49</td>
<td>110</td>
</tr>
</tbody>
</table>

Table 12: Original Study vs. the latest results

4.1.1. Discussion

The results were discussed during the interview with an expatriate who has lived in the Czech Republic for 15 years and is familiar with both the local culture and the language. A Czech International Marketing professor from the University of Management and Economics in Prague was asked to validate the results as well.

The key findings from the interview with an expatriate were as follows:

The Czech Republic is one of the high PD countries where a polite form of language (high register) is used and people address each other by working titles.
rather than first names. Educational titles are used on business cards to provide a full hierarchical recognition (e.g. Mgr. Josef Novak, MBA, or Director Petr Cech). Students do not challenge teachers or parents who carry a very high social standard.

Czechs are very concerned about their well-being, family relationships and living comfort. There is a long tradition of woman’s rights. In family life, problems are usually resolved based on consensus where females play the dominant role.

Individualism, however, can be questioned in the Czech Republic. As a result of Communism, individuals (especially of the older generation) tend to be hesitant to take individual decisions and often seek support of the group. On the other hand, the younger generation is educated by more Western standards and often studies abroad, and shows the individual and decisive behaviour common in the USA.

Uncertainty avoidance is culturally embedded in CR as it has been part of the Austrian Hungarian, and under the influence of German and Prussian empire for over 1000 years. Although Czechs are very skilled and innovative, they were not motivated to provide solutions or ideas other than those wanted by their “rulers”. This is also related to the level of bureaucracy which has been inherited from the communist era. Education in CR is based on a catalogue of knowledge rather than applied knowledge. This gives adults limited critical thinking skills leading them to strict rules, regulations and manuals demanding obedience. It was also pointed out that it is extremely difficult to introduce and implement new ideas of companies located in the Czech Republic.

The university professor evaluated the results as follows:

Power distance in the Czech Republic is rooted in the culture due to the historic influence of strong Germanic cultures (Austria and Germany).

Individualism is obvious in everyday behaviour and in the purchase patterns of Czechs, who tend to search on-line to acquire all the necessary information and then make the purchase. It is also a generally accepted fact that each person is responsible for ones own life and decisions. An example of such
individual behaviour is that individuals live separately from their parents from a very early age. It is common that couples also live together in their very own flats. The banking sector enjoys the fact that most people have individual accounts rather than a single family account. A group of friends is very limited, and families stay within their nucleus members.

Masculinity/Femininity seems to be marginally on the side of femininity, which focuses rather on well being, family values, harmony and relaxation. This can be observed by the purchase of symbol or status items. As opposed to neighbouring Slovaks or Poles, Czechs do not enjoy luxury products as much and would rather spend their money on travelling or investing in their homes and leisure activities. The average Slovak will purchase a new car from Germany or Great Britain to demonstrate their social status. Czechs seems to love the Skoda Combi (Estate Car), which is a perfect rational choice undertaken by both partners. The Skoda fits family needs. Modesty and honesty are the main characteristics of this country.

Uncertainty avoidance also seemed to be valid; although it’s high value could be questioned. On the other hand, it is true that Czechs avoid risk taking. They prefer to keep their money in banks. Insurance enjoys high earnings in Czech as opposed to the betting industry. High uncertainty avoidance can also be demonstrated by work travel habits. There is a very low migration of Czechs to work abroad compared to other Central and Eastern Europe (CEE) countries. There are many control mechanisms embedded in Czech society. The Czech bureaucracy is one of the largest in the EU. Czechs tend to be punctual and meet on time.

4.1.2. Discussion within the literature

The Czech Republic is a High Secular-Rational Values country similar to Germany, suggests Inglehart (1997). Although this nation has experienced a shift toward self-expressive values (Inglehart & Welzel, 2010) it is stable in its secular-rationality (very similar to Germans).
There is not a direct connection between Hofstede’s work and the research of Inglehart & Welzel (2010); however, their WVS supports Hofstede’s evidence. They (ibit) suggested that Czechs should be oriented to post-materialist values, free choice, life satisfaction and state of health. Divorce, abortion and homosexually would also be publicly accepted. Those factors characterize a feminine culture (Chu, et al., 2010; Hofstede & Hofstede, 2005; Cleveland, et al., 2010). The Czech divorce rate is one of the highest in Europe (Eurostat, 2011); gay registered partnership has been legal since 2006 (Czech Ministry of Interior, 2006); life satisfaction has increased over the past two decades (Welzel & Inglehart, 2008) and now the CR ranks next to Spain (OECD, 2011).

In the recent years of financial crisis the Czech banking sectors suffered little damage (Spěváček, 2010) due the fact that banks had a high proportion of low risk investments (Spěváček, 2010; Reuters, 2011). A major proportion of people’s investments are saved in banks rather than in funds or stocks (Dubska, 2004). Bureaucracy is large in Czech (Knight & Webb, 1997) and foreign investors face long red-tape procedures to establish new business (ibit). Although the situation has improved over the past 10 years (Šimonová & Antonowicz, 2006), this is a culturally embedded factor which can be hardly changed (Jain, 2001). Education has been criticized for its Austria-Hungary based rigidity (Čapka, 1998), and one-way orientation of teaching (Klicperova, et al., 1997).

Communism had an impact on Poland, Czech, and Slovakia in an identity crisis of the “old guards” which resulted in a ‘post-Communism syndrome’ which has following symptoms: 1) rudeness, 2) apathy, 3) immorality and 4) identity crisis (Klicperova, et al., 1997). The CR however has, due to its economic performance, reduced the impact of such a syndrome (Katchanovski, 2000). In her research, however, Klicperova et al. (1997) suggests that the young generation rejects the post-communist syndrome. She has demonstrated that elementary school pupils performed with a level of individualism and self-confidence similar to the US respondents. Czech students achieved scores similar to Americans; nevertheless, Hungarians did not show such results. Czech, based on its values, describes Inglehart & Welzel (2010) is very similar to Germany. This suggests a high level
of self-reliance, confidence and determinism (Inglehart & Welzel, 2010). The CR has demonstrated a significant positive development in nominal GDP In the WVS research (Schwartz, 1992; Hofstede, 2012); level of happiness (OECD, 2011); shift toward self-expressive values (Welzel & Inglehart, 2008); and impact of post-communist syndrome (Klicperová, et al., 1997).

The GDP has a direct impact on individualism, explains Hofstede (2012). In 1970, Britain and Australia had a GDP and PD comparable to the present day CR. Utilizing the regression analysis and correlation of those two factors was identified. On the other hand, there is no correlation between the level of happiness and the GDP; this is called the Easterlin paradox (Clark, et al., 2008). It suggests that the level of happiness is based on the partnership relationships, belonging to the community and health – to what Hofstede called low masculine culture and Inglehart labelled as a self-expression values based culture.

4.1.3. Dimensional Correlation Hofstede’s original research

Hofstede’s research originally elaborated 3 major dimensional correlations: PD&ID, PD&UA and MA&ID. In the values suggested by H4D, Czech is characterized as a high-PD, high-UA, high-PD and high-MA culture. Quantitative analysis unravelled the mystery of the CR’s marginally low-MA culture from the high view perspective and proportional mismatch in individual dimensions of ID and UA (see the summarized table below). Where does the CR belong in the global context?
<table>
<thead>
<tr>
<th>Dimension</th>
<th>Estimated</th>
<th>Actual</th>
<th>Correlation Quadrant</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>57</td>
<td>52</td>
<td>OK: High PD&amp;ID</td>
</tr>
<tr>
<td>ID</td>
<td>58</td>
<td>104</td>
<td>OK: High PD&amp;ID</td>
</tr>
<tr>
<td>UA</td>
<td>74</td>
<td>110</td>
<td>No: High MA&amp;ID</td>
</tr>
<tr>
<td>MA</td>
<td>57</td>
<td>49</td>
<td></td>
</tr>
</tbody>
</table>

Table 13: Correlation of Quadrants of Hofstede Model

The table above introduces the implication of a masculinity mismatch in Hofstede’s theory. This means that CR is located out of its quadrant. Theoretically, it should be in the quadrant with nations such as the USA or Germany; but actual research suggests this country to be closer to the Nordic nations. This is because the work not only simply evaluates the original estimates, it also tries to point out the implications of the current research.

4.1.3.1. Power Distance and Individualism

In this session(s) the newly obtained values are pointed on the respective maps.

High ID and PD level is common in Italy, Belgium and France. Values, suggested by the quantitative survey, however suggest CR to be an outlier due to its extreme ID.
High Uncertainty avoidance is typical for Greece and Portugal; marginal PD could then be observed in Japan, Spain or Italy.
4.1.3.2. Power Distance and Uncertainty Avoidance

In the correlation chart of masculinity and individualism, the CR stands out as an outlier most closely correlated to Canada. Instead of its expected quadrant with USA, Germany or Belgium, it belongs to more socially oriented countries of Spain, Nordic countries and France. Welfare government has ruled Czech for most of the past 20 years, and although right-wing government is currently in power (CIA, 2012), it is expected that Czechs will vote for a leftist government in the next elections (Business News, 2012; Mlada Fronta Dnes, 2011).

Image 2: Correlation of Power Distance and Uncertainty Avoidance (Hofstede, 2012)
4.1.3.3. Masculinity and Individualism

A certain overlap is found when Inglehart & Wenzel’s research is observed. A summary of the neighbours that are most likely related to the Czech Republic is suggested below in groups introduced by H4D and WVS:
The CR was identified as the most Secular-rational values driven country in what is described as Catholic Europe (Welzel & Inglehart, 2008). Traditionally socialistic countries share the similar quadrants with the CR in 2 of 3 correlations.
The previous chapter introduced the implications of dimensional correlations between the original model and the suggested adjustments using the latest findings. These were compared to the WVS model, which supported the results of the currently discovered values.

4.1.4. The CR Results Interpretation

The following table (15) represents the results of the evaluation of the values estimated by Hofstede. The estimated values were compared to the results actually achieved. The results were accepted as valid if 1) the value is in the similar quadrant (e.g. high masculinity, vs. low masculinity) and 2) was not different by 10% of its value. Dual condition increased the evaluative strictness while insuring the validity of quantitative research which only operates with descriptive statistics (Anderson, et al., 2006). The evaluation of the newly acquired value and the original was consulted. However, it was not the task of the interviewees to evaluate the magnitude of the values presented. Their goal was to provide a quality perspective on the suggested values. Their idea was conclusive on how high/low each of the values is. For the bi-polar dimension they were asked to identify the prevailing one (e.g. FE and ID). A consensus was required to find their claim as supportive. Relevant literature was then reviewed to find either supporting or rejecting evidence.
Only PD met Hofstede’s expectations regarding its actual value. The interview and literature review supported this value to be completely valid. The values researched of the ID and UA dimension also varied largely from the values estimated and thus failed the numerical condition. However, they belong to the relevant quadrant, which was supported by the panel discussion and also by the literature review. On the other hand, the masculinity suggested by Hofstede was identified as marginally feminism, and this was supported by independent reviewers as well as by discussion within the literature.

Masculinity is the only value where the original value should be rejected, as femininity dominates in the CR. On the other hand, ID and UA may be also challenged in terms of values discovered as not matching the original research. Nevertheless, this is out of the scope of this essay and shall be tackled in future research.
4.2. Slovakia

4.2.1. Quantitative Survey Results

Data were collected from 1 June to 31 August 2014. 10 questionnaires were returned in the first week. Due to the insufficient data collected for the further processing, a second round of e-mailing was disseminated to acquire a larger sample. The local contact at 3M Slovakia has been asked for help. An additional 15 answers were collected after her involvement in promoting the research. 25 responses were received in total. This number suggest high 9.22 margin of error at the 90% confidence level for which 24 answer would be needed. However the return rate of the questionnaires was higher than in the case of the Czech Republic, where the return rate was 69.4%.
Due to the fact that only 37% of the respondents answered that they have studied more than 17 years, no adjustment was needed. No adjustment related to the gender was made due to an equal distribution (12 women, 13 men).

Consequently, the following results were revealed:

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slovakia (est)</td>
<td>100</td>
<td>54</td>
<td>100</td>
<td>41</td>
</tr>
<tr>
<td>Slovakia (actual)</td>
<td>58</td>
<td>24</td>
<td>58</td>
<td>72</td>
</tr>
</tbody>
</table>

Table 17: Slovakia Comparison of the original estimates and calculated numbers
No quadrants were positively correlated to the original study:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Estimated</th>
<th>Actual</th>
<th>Correlation Quadrant</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>100</td>
<td>58</td>
<td>No: High PD&amp;ID</td>
</tr>
<tr>
<td>ID</td>
<td>54</td>
<td>24</td>
<td>No: High PD&amp;ID</td>
</tr>
<tr>
<td>UA</td>
<td>41</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>MA</td>
<td>100</td>
<td>58</td>
<td>No: High MA&amp;ID</td>
</tr>
</tbody>
</table>

Table 18: Slovakia Correlation Quadrants of HM

4.2.2. Discussion

Two readers⁹ from the University of Constantine the Philosopher in Nitra, Slovakia, the Faculty of Central European Studies, Department of Central European Languages and Cultures were consulted to provide critical evaluation of the newly found values. They evaluate the values as follows:

Power distance is a very important aspect of Slovak cultural life, they elaborated. Although they tend to rely on official titles and a robust organisational structure, she explained, the tendency to formality is lower than the neighbouring Czech Republic. The use of the official educational titles (e.g. such as Ing, Dr.) on the business card is not such a common practice nowadays. However people still use the polite form when addressing someone such as Mr. Vagner, or Mr. Director. Recent reforms aim to reduce bureaucracy in society, supporting the lower PD interpretation.

When discussing individualism, it was pointed out that Slovaks prefer to rely on the “collective responsibility” rather than being personally accountable for

---

⁹ In UK system a Reader is an appointed senior member of the university. It is an equivalent of a Professor/Associate Professor in the US (University of London, 2008) or Docent in the Czech Republic.
their decisions. Nevertheless, the interviewees were concerned (that) this rule is not applicable all across Slovakia and is more valid for the Middle, East and South Slovakia. “The closer to the border with CR you get, more cultural influence can be observed”. The second scholar also added that probably the best echelon would be the middle of Slovakia where the culture is mostly unchanged by the neighbouring countries. She also related the low ID to be a consequence of the quite high level of active Catholics in the respective regions. In the regions with a strong influence of the church, there is a strong family factor (similar to Italy or Spain), where the elderly are respected and the decisions are usually made in the group or by relatives. People in this region also tend to live a communal life compared to the more individualistic Western Slovakia.

Both the interviewees agreed that uncertainty avoidance is high in SK. One could observe manuals, laws, and well-established procedures to be consulted when facing the unknown. Nevertheless, they explained that ‘we Slovaks are less rigid than Czechs, especially in the East, Midlands and South’. The government reforms taken in the course of past 10 years are good case in point. Another example would be the result of the recent presidential election, where a previously politically unknown businessman was elected. This is in exact opposite of what could be observed in the CR, where Czechs chose a well-established politician.

When consulting the Masculinity index with the interviewees, both rejected the suggested result of low masculinity stating that Slovakia is a country ruled by male values as the most appreciated attributes are: money, success, expensive cars, and designer accessories. “Just look around here in Nitra”, invites the academic, “what you will see are unrepaired houses, with bad living conditions inside …however, in front of each of them you may see a brand new expensive BMW, Mercedes or at least VW”. Men have the dominant role within the family. A singer called Rytmus is very popular in pop-music. Money, success are reflected in most of his songs and he is respected for collecting an extensive amount of wealth over his career. One is also greatly exposed to a large amount of branded products and apparel while walking around Slovakia.
At the end of the interview I was also asked whether it could be acknowledged that a culture paradigm shift can be observed in the emerging generation. They said, “the old guards would fit into boxes better than the young kids”; an idea which concluded our interaction.

The interview confirmed a high PD and UA dominating the local culture. The quantitative finding of low ID was supported by the consecutive interview. However, it was the very low MA which got strictly rejected, suggesting SK being a country with a strong tendency toward the male societal values.

4.2.2.1. Power distance and individualism

The low ID and medium PD level is common in Korea and Portugal. The results of the survey suggest that Slovakia would be similar to Latin America or some countries from the South East Asia.
4.2.2.2. Uncertainty avoidance and power distance correlation

The study identified Slovakia to be medium high UA country which tilts towards the large power distance similarly to Thailand, Pakistan or Brazil.
Image 6: Power Distance and Uncertainty Avoidance Correlation
4.2.2.3. Masculinity and Collectivism

The quantitative research has revealed that Slovaks tend to belong to the collectivist masculine segment of nations. Slovakia is closest to Mali, the Philippines and Greece.

Image 7: Individualism and Feminism Correlation

A minor overlap is found if one compares it to Inglehart & Wenzel’s research. The chart below represents the most proximate countries when H4D and WVS were consulted:
### Table 19: Comparison of H4D and WVS

<table>
<thead>
<tr>
<th>Model Comparison correlation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H4D</strong></td>
<td><strong>WVS</strong></td>
</tr>
<tr>
<td>HOK</td>
<td>CHI</td>
</tr>
<tr>
<td>TAI</td>
<td>N/A</td>
</tr>
<tr>
<td>BRA</td>
<td>ITA</td>
</tr>
<tr>
<td>KOR</td>
<td>KOR</td>
</tr>
<tr>
<td>POR</td>
<td>SER</td>
</tr>
</tbody>
</table>

SK was identified as the most secular-rational values driven country in what is described as Catholic Europe (Welzel & Inglehart, 2008). The correlation was found in SK’s affiliation with China\(^{10}\) and Korea in both studies. Brazil and Italy were positioned into the self-expressing cultures in the WVS and so they are unlikely to be related to Slovakia.

Such findings translate as low support for Hofstede’s results.

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\(^{10}\) Hong Kong was not part of China when the original study was carried out (Hofstede, 2001). However, it is considered as part of Chinese culture for contemporary research (Zhu, 2007).
4.2.3. Discussion within the literature

Although little supporting evidence of Slovakia’s low ID can be find the original study of Hofstede, Todd (1996) pointed out that a significant part of Slovakia (the middle and east regions) is ruled by exogamous community families. The community family members usually live in socially related groups; however, there is no marriage engagement within the relatives of the group, explains Todd. He (Todd, 1996) also suggests that communitarian families prefer being authoritarian, egalitarian with collectivists and demonstrate conservative characteristics. National sympathies ought to be inclining to fascist moods (Todd, 1996). A historical parallel supporting such a conclusion can be drawn to the rise in popularity of Andrej Hlinka’s People’s Party with strong national feelings from
1913-1938 (Rychlík, 2012). Hlinka was born in central Slovakia (Tomeš, 1999), a place with strong family collectivism (Todd, 1996). Todd (1996) and VWS support the findings that SK is a collectivist culture similarly to Eastern European cultures such as Serbia.

Some researchers postulate that Slovakia’s PD is high (Hofstede, et al., 1976). Whitefield (1999) introduces the idea that SK and CR employ different approaches to expressing democratic norms. They (Whitefield & Evans, 1999) explain that the similarity of the contribution of political culture only influences a limited set of values. The researchers (iBit) noticed that respect to authorities is the only value shared by both countries on a comparable level. Such a finding supports the PD level to be comparable to CR as suggested by the quantitative part of the survey. Slovaks also scored high on hierarchy in the research carried out by the Schwartz, et al (2000).

Podoba (1998) explains that Slovakia rushed out on the green energy agenda after the Velvet Revolution in 1989. However, it changed its course towards what has been know later on. Gyarfášová, et al (1999) observed voting patterns in the
Slovak society, suggesting that most of the first time voters followed the examples of their family members. The study of Punčák and Piscová (2000) found that most Slovaks prefer to be part of the EU as a guarantee of national identity and long term economic prosperity. Uncertainty was also demonstrated by Macek at el (1998). Lášticová & Bianchi (N/A, p13) sum up the previous research (Schwartz, et al., 2000) that Slovak students tend to live in harmony, as they explain, "avoiding interpersonal conflicts, rather tending to adapt to their enviroment without attempting to change it". The above describe characteristics supporting the finding that Slovak's UA is lower than the Czech one, while still being on the medium-high level.

4.2.4. Interpretation of the Slovakian Results

The following table represents the results of the evaluation similarity as in the Czech example.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Estimated</th>
<th>Actual</th>
<th>Questionnaire</th>
<th>Evaluation</th>
<th>L. Review</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>100</td>
<td>58</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ID</td>
<td>54</td>
<td>24</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>UA</td>
<td>41</td>
<td>72</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>MA</td>
<td>100</td>
<td>58</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Table 20: Evaluation of Hofstede 4D Model: SK

None of the values suggested met the expected values. The estimated vs. actual values variations returned a 30% deviation at minimal. PD and MA were identified in the suggested quadrants. The literature review and quantitative
survey support PD being medium-high level and MA being high on the value scale. Although their numeric value calls for further exploration, it could be concluded that PD and MA values are valid.

ID and UA, on the other hand, failed to prove the relevant quadrant allocation; neither the estimated values were supported by any of the triangulation research facilities. Therefore, UA and ID Hofstede’s estimation were rejected.
4.3. Poland

4.3.1. Quantitative Survey Results

Data were collected from 1 August to 26 November 2014. 6 questionnaires were returned in the first 4 weeks. In cooperation with 3M’s Czech Managing Director and Human Resources director of 3M Poland, an e-mail was sent to participants asking for their involvement. Such an initiative increased the number of collected answers to 54. As the size of the non-manufacturing employees of 3M Poland was 250, it could be suggested that the conclusions could be drawn with 90% confidence (considering 10% margin error). This survey’s return rate was the lowest of the 3 countries examined with 21.6%.

<table>
<thead>
<tr>
<th>Input</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer 3 in A54</td>
<td>60,00%</td>
</tr>
<tr>
<td>Answer 1 or 2 in A55</td>
<td>66,67%</td>
</tr>
<tr>
<td>Mean Score B46</td>
<td>3,28</td>
</tr>
<tr>
<td>Mean Score A87</td>
<td>2,84</td>
</tr>
<tr>
<td>Answer 1 or 2 in A43</td>
<td>48,13%</td>
</tr>
<tr>
<td>Mean Score B60</td>
<td>3,97</td>
</tr>
<tr>
<td>Mean Score A6</td>
<td>3,13</td>
</tr>
<tr>
<td>Mean Score A8</td>
<td>4,01</td>
</tr>
<tr>
<td>Mean Score A12</td>
<td>2,52</td>
</tr>
<tr>
<td>Mean Score A18</td>
<td>3,04</td>
</tr>
<tr>
<td>Mean Score A7</td>
<td>2,48</td>
</tr>
<tr>
<td>Mean Score A8</td>
<td>4,01</td>
</tr>
<tr>
<td>Mean Score A14</td>
<td>2,87</td>
</tr>
<tr>
<td>Mean Score A15</td>
<td>3,92</td>
</tr>
<tr>
<td>Constant 1</td>
<td>29</td>
</tr>
<tr>
<td>Constant 2</td>
<td>76</td>
</tr>
<tr>
<td>Total Questionnaire</td>
<td>54</td>
</tr>
</tbody>
</table>

Table 21: Poland Hofstede Model Calculator

Due to the fact that less than 40% of the respondents answered that they have studied more than 17 years, additional correction factors were calculated. No adjustment related to the gender was made due to an equal distribution (29 women, 25 men).
The following results were revealed:

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poland (est)</td>
<td>61</td>
<td>64</td>
<td>66</td>
<td>82</td>
</tr>
<tr>
<td>Poland (actual)</td>
<td>53</td>
<td>67</td>
<td>68</td>
<td>86</td>
</tr>
</tbody>
</table>

Table 22: Poland comparison of original study and actual numbers

Poland’s results returned the best consistency to the original values suggested by Hofstede. In some of the values the difference was of a marginal or minor character.

**Correlation Quadrants of H4D model**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Estimated</th>
<th>Actual</th>
<th>Correlation Quadrant</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>61</td>
<td>53</td>
<td>Yes: High PD&amp;ID</td>
</tr>
<tr>
<td>ID</td>
<td>64</td>
<td>67</td>
<td>Yes: High PD&amp;ID</td>
</tr>
<tr>
<td>UA</td>
<td>82</td>
<td>86</td>
<td>Yes: High MA&amp;ID</td>
</tr>
<tr>
<td>MA</td>
<td>66</td>
<td>68</td>
<td></td>
</tr>
</tbody>
</table>

Table 23: Poland Correlation Quadrants of HM
4.3.2. Individualism and Power Distance

This study’s results indicate correlation in all the quadrants of H4D.

The studied values suggest that Poland should be placed in the Large PD and Individualistic quadrant. Poland can be considered as being culturally close to Italy or South Africa in PD/ID basis.

Image 9: Correlation of Power Distance and Individualism (Hofstede, 2012)
4.3.3. Power Distance and Uncertainty Avoidance

Image 10: Power Distance and Uncertainty Avoidance Correlation

The relative cultural proximity to Japan suggests high PD and Medium High UA. Other countries to which this country can be clustered are Spain or Argentina.
4.3.4. Individualism and Masculinity

Image 11: Individualism and Feminism Correlation

PL can be found as an outlier in the ID vs MA quadrant map due to its strong Masculinity only comparable to Japan. In terms of Individualism, Poland is placed on the level of Italy or Belgium.
The World Value Survey identified Poland as being clustered among the countries of Catholic Europe, although it lies on both borders. This suggests that there are tendencies to both Secular-Rational values and Traditional as well. Similar phenomenon can be observed in the undescriptive differentiation between
Self Expression Values and Survival ones. However, Poland marginally tilts towards the survival-traditional society similar to Vietnam or India.

4.3.4. Interview

A distinguished professor from the Department of European Cultures at the University of Wroclaw was invited for an interview. Compared to the previous two countries the questions were shared prior to the interview, which took place via the Skype due to the distance between Prague and Wroclaw.

The university professor elaborated on the results gained as follows.

Poland is highly power distance culture, yet I see less formality compared to our southern neighbours. Although there is a general respect for people higher on the social hierarchy. They are challenged by their peers and subordinates. On the other hand, it’s clear that we are still Europeans when compared to US culture.

Individualism is high in the Poland as well, the professor stated. Although people are inclined to Catholic values, they consider themselves to be responsible for their own lives. The recent trend is that the young move out from their family homes early to live independent.

Uncertainty avoidance dates back to the history of Poland that has been constantly harassed by the Prussians, Russians, Austria-Hungary or Germans. Although the country was one of the original democracies in Europe, one can see the evidence of uncertainty being surprised by laws and regulations. “This is why we (read Polish) are such good allies to NATO and the EU, quickly domesticating their laws”. The fundamental cause of this is not the desire for innovation, but rather the anxiety of dilemma. You may see our politicians being well received in the European structures for their high conformity to the political structure and hierarchy.

Society is purely man-centred. This characteristic is linked to the strong Catholic belief that women are destined to care for the family whilst men put food
on the table. When observing the politics or corporate structures, male hegemony is unquestionable. Strong men are well received in society which is why football hooligans are so popular.

Result: The Values were confirmed.

4.3.5. Discussion within the literature

The study of Polish managers identified that Polish Managers tend to score high on the PD level when compared to their Canadian counterparts (Nasierowski & Bogusz, 1998). They also conclude that Polish managers demonstrate their social status by close supervision of their subordinates and afford to look powerful through status symbols and professional titles. The example of spending an annual salary on an expensive car illustrates the culture of high power distance, further supporting the previous argument.

Nasierowski and Bogusz (1998) support the high UA of Polish citizens. They also draw a historical parallel to the hegemony of Russia and Germans over Poland making them believe that the UA was externalised. The research examining Polish expatriates working in UK found that Polish managers believe they could achieve more but are afraid to disobey the standards and values of their home company or family (Lett & Smith, 2009).

Some suggest that individualism in Poland is medium low (Nasierowski & Bogusz, 1998), as Poles seek help of others when making financial related decisions. Such a conclusion is generally agreed upon in the literature (Holstein-Beck, 1987; Krolik, 1993; Hofstede, 1990). Krolik (1993) explains the Polish tendency towards sharing responsibility, as compared to the North American executives’ need to exercise social skills and networking (Yanouzas & Boukis, 1993). The comparative study of Poland, the United States and Hong Kong also pointed out the highest desire of social influence by the Polish students (Chen, et al., 2006). When in the unknown environment (such as the UK) Poles compensate environmental uncertainty by creating a close community of their compatriots (Lett & Smith, 2009).
Nasierowski & Bongusz (1998) argue that Poland is a high MA country, in which individuals seek career progress and is common both for men and women. Hryniewicz (1994) explains that recent economic changes in Poland have resulted in a social paradigm shift towards success in exchange for lower ethical standards. Salary increases or job progress as the major job related motivations factors are points in the case supporting the high MA in Poland (Pierce, 1991). Compared to the British, Polish expatriates are willing to invest more their time to career advancement (Lett & Smith, 2009).

4.3.6. Interpretation of the Polish Results

The following table represents the results of the evaluation of the similarity of the Czech Republic and Slovakia.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Estimated</th>
<th>Actual</th>
<th>Questionnaire</th>
<th>Evaluation</th>
<th>L. Review</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>61</td>
<td>53</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>ID</td>
<td>64</td>
<td>67</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>UA</td>
<td>82</td>
<td>86</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>MA</td>
<td>66</td>
<td>68</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
</tbody>
</table>

Table 25: Evaluation of Hofstede 4D Model: PL

Only the marginal results of the PD’s Questionnaire did not meet Hofstede’s expectations regarding its actual value. However, the interview and literature review supported this value to be valid. The qualitative values of the ID, MA and UA dimensions obtained fulfilled the test criteria to be acknowledged as valid. All the dimensional results were supported by the panel discussion and also by a literature review.
The ID, MA and UA support the scrutiny of research without any reservations. The research suggests a numerical variation of 8 points (15%) in PD. However, such a difference in the results has a slight influence on the 1) critical quadrant location (PD still remains medium-high), 2) any other interpretations. The literature review and expert evaluation lead to the conclusion that PD originally estimated by the Dutch scholar should be recognized as valid.

4.5. The Overall Hypothesis Evaluation

The estimated values of Hofstede’s 4 Dimensional Cultural Model were re-evaluated by the rigorous and innovative hybrid method approach, combining quantitative and qualitative research. It was pointed out that Poland’s values could be acknowledged as valid. Whilst exploring the Czech Republic it was discovered that this country has a tendency to be more famine values cantered. Slovakia proved estimated values for the high Power Distance and Masculinity. However, the research showed the misalignment with the original study in the Uncertainty Avoidance and Individualism, indicating that Slovakia is a more collectivist society than originally expected.

The scope of the project was to re-test the values the way Hofstede would have done himself. This purposely limited the quantitative part of the research to an amount of respondents simulating the IBM’s size in the respective country during the time of the original research. In order to increase the validity and reliability of this thesis, a triangulation methodology was introduced.

<table>
<thead>
<tr>
<th>Country</th>
<th>PD</th>
<th>ID</th>
<th>MA</th>
<th>UA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech</td>
<td>H1: 57</td>
<td>H2: 58</td>
<td>H3: 57</td>
<td>H4: 74</td>
</tr>
<tr>
<td>Slovakia</td>
<td>H5:100</td>
<td>H6: 54</td>
<td>H7:100</td>
<td>H8: 41</td>
</tr>
<tr>
<td>Poland</td>
<td>H9: 61</td>
<td>H10:64</td>
<td>H11:66</td>
<td>H12:82</td>
</tr>
</tbody>
</table>

Table 26: The Overall Hypothesis Evaluation Summary
The results support the reservations of some scholars (McSweeney, 2002; Bhimani, 1999; Orr & Hauser, 2008) to the methodological, conceptual and factual soundness of this dominant cultural blue book in respect to the 3 countries examined. Such a conclusion invites scholars to 1) refine the culture defining the assessment(s), 2) identify true values for the Central European countries, 3) to introduce a suitable culture assessment methodology and 4) to examine the correct values of the dogmatised cultural studies.

The confidence level for the quantitative research was not pre-selective. However, level 90% may be consider as low by most social science scholars,

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Czech</th>
<th>Slovakia</th>
<th>Poland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>103</td>
<td>43</td>
<td>250</td>
</tr>
<tr>
<td>Sent-out</td>
<td>103</td>
<td>43</td>
<td>250</td>
</tr>
<tr>
<td>Received</td>
<td>43</td>
<td>25</td>
<td>54</td>
</tr>
<tr>
<td>Confidence level</td>
<td>90+%</td>
<td>90+%</td>
<td>90+%</td>
</tr>
</tbody>
</table>

Table 27: Questionnaire Return Summary

The overall limitation of this research section were: 1) sample size, 2) the original question set, 3) limitation to a privately owned company, 4) conceptual consistency. The sample size ineffectiveness was offset by the mixed method approach. The limitations 2, 3 and 4 were purposely unaddressed to simulate the original conditions of the research, which then were scientifically scrutinised.
4.5.1. Comparison and cultural implications

The graphs below suggest (according to results of quantitative analyses) that Power Distance is the only characteristic considered to be homogeneous among the three countries under scrutiny. The most extensive variation can be observed in Individualism followed by Masculinity and Uncertainty Avoidance. One should exercise extra caution when considering “one to fit all” strategy for the Central European Countries.

![CZ, SK, PL Cultural Comparison Graph](image)

*Figure 1: The CR, Slovakia and Poland Cultural Comparison Graph*

The MA-ID, ID-PD clusters indicated heterogeneity however the CR, Slovakia and Poland group under the UA-PD sector. This suggests that some shared characteristic can be found in the CEE region. On the other hand, the previously, mentioned large discrepancy in the Uncertainty Avoidance metrics discourages shared approach tactics. This conclusion specially applies to the Czech Republic as an UA outlier assuming a higher risk.
Inglehar and Welzel identified that Poland, CR and Slovakia can be considered ex-communist countries and group together as Catholic Europe. Czechs tends to be the most self-expressed and rational. This is also suggested by Todd’s study. Some scholars conclude that the countries of the ex-communist cluster, although versatile in their dominant culture, share so called post-communist syndrome (Katchanovski, 2000).

The World Value Survey researchers map suggests a large variation of the Secular-Rational vs Traditional values among the nations examined. Poland is recognized as a very traditional culture as opposed to the highly rational Czechs, with the Slovaks located in between. Such a variation supports the unsuitability of a Slavic clusterisation derived from this work’s results.
Image 14: WVS the Post-communist Countries
4.6. Marketing implications

Hofstede’s model finds its implications across various fields of science such as Human Resources (Laurent, 1986), Marketing (Soares, et al., 2007), Management (Hofstede, 1990) and International Business (Chandy & Williams, 1994). HM draws most of the attention to marketing science, to which (Soares, et al., 2007), advertising and branding is suggested to be best applicable (Moller & Eisend, 2010; Soares, et al., 2007; Mooij, 1998; Hofstede & Mooij, 2010). Knight (1995), uses HM as a fundamental platform for explaining the failure of US international firms in the Japanese Market. It is the elementary understanding of cultural concepts such as Power Distance or uncertainty avoidance, which predetermined corporations such as GM fail in the market with US standardized products (Knight, 1995). Hofstede Characteristics (2012) such as brand friendliness, and prestige are more respected in high power distance, high collectivist countries Hofstede and Mooij (2010) explain. The majority of the HM related marketing literature elaborates the full scope HM dimensions (Moller & Eisend, 2010; Soares, et al., 2007; Krueger & Nandan, 2008). Van Heerden & Barter (2008) draw the conclusion (using HM as evidence) that localisation strategy is preferable to standardisation. Krueger and Nandan (2008) used the complete set of dimensions for their 3 countries brand sensitivity comparison. Moller & Eisend (2010) tried to replicate Hofstede full scale survey to suggest effects of culture on the perception of local banner advertising. Nevertheless, extra caution is recommended when applying a concept originally developed for HR purposes in marketing science (Hofstede & Mooij, 2010). Consequently, Hofstede & Mooij (2010) explain, an interpretation of combinations of characteristics needs to be executed with individual care and deeper understanding of local culture. A combination of China’s low UA and high PD therefore suggests that people’s social status is not judged by their personal appearance as opposed to Japan with high UA and PD (Hofstede & Mooij, 2010). These dimensions were recognized to have an impact on customer behaviour such as:

1) Collectivism on innovativeness (van Everdingen & Waarts, 2003).
2) UAI and PD on advertising appeals (Albers-Miller & Gelb, 1996).

3) Masculinity on perception of sexuality (Milner, et al., 1993).

For example, Mooij & Hofstede (2002) explain, in the countries where masculinity dominates society, it is the “macho effect” in which one needs to demonstrate success via material assets (e.g. expensive European cars or Luis Vuitton Bags in the USA). The situation is reversed in low masculinity countries, and success is expressed by the quality of life, measured by the happiness of one’s family (Mooij, 2010). In such cultures, men do more domestic shopping (iBit).

Advertising style may be the most influential parts of the marketing mix (Hofstede & Mooij, 2010) and so it attracts most of the attention among marketing researchers (Soares, et al., 2007).

Advertising has a similar level of influence over the rest of the 3 Ps of the marketing mix (Kotler & Keller, 2012). It is natural for the marketers to choose the most effective messages, which usually have similar styles or shared elements (McQuarrie & Phillips, 2008). Such styles are usually those which are perceived by customers as localized (Pae, et al., 2002; Krueger & Nandan, 2008; Matoušek, 2009).

As demonstrated above, all dimensions are shaped by the local culture. However, there are ones which directly influence marketing practice and customer behaviour: Masculinity, Femininity and UA (Hofstede & Mooij, 2010; Hofstede, 2012).

In highly masculine countries, success based values predominate and personal responsibility for the family is borne by the man (Hofstede & Hofstede, 2005). This is reflected in the fact that majority of the buying decision are made by a male, who desires to show his success by investing in luxury products, which are usually of a foreign origin. It is the size of the engine which is to be the main decision factor for the car purchase (Hofstede, 2010). In masculine countries confidence is desired in the advertisements (Knight, 1995).
On the other hand, in Feminine communities the desire for the well-being of the family is paramount; so a mutual agreement is preferred prior to the purchase (Matoušek, 2009). Goods are supposed to be purchased to fit a purpose, e.g. the safe and family perceived Volvo Car is the choice of preference among the Swedes (Soares, et al., 2007). Vacations are also planned to guarantee leisure and relaxation e.g. Dutch driving their motorhomes (Hofstede, 2001).

Low uncertainty avoidance culture tends to be consumption and short-term enjoyment oriented. Thus, in such culture, purchases of convenience goods are the common practice (Hofstede, et al., 2002). The average American consumes more water and food each year than the average Asian or European (Mooij, 2010). Low UA driven purchasers prefer second-hand cars over new ones (Hofstede, 2009).

Masculinity, Uncertainty Avoidance and PDI have direct implications both in the customer’s behaviour and in advertisement appeals (Hofstede, 2012). The original concept, explains Hofstede (2010), was designed for the purposes of HR and thus cannot entirely be applied to all fields of management. It is the major pitfall of marketing researchers that they interpret Hofstede’s dimensions in other ways than suggested by the original survey (Mooij, 2010). This is mainly as HM suggesting culture of the country based on the statistical mean, rather than the culture of the individual, on which some studies focus (Hofstede, 2010).

There are many other aspects which may influence the marketing implications such as positive correlations of the dimension e.g. UA and PD or PD and MA. Correlation provides culture related maps segmenting countries into cultural clusters. However correlation analysis and its implications are out of the scope of this PhD work

A synthesis of Hofstede’s findings (Hofstede, 2012; Hofstede, 2009; Mooij, 2010; Hofstede, 2001; Hofstede, 1984) directly related to marketing follows:
## Synthesis of HM's Direct Marketing Implications

<table>
<thead>
<tr>
<th>Implication</th>
<th>Dimension</th>
<th>Area of Influence</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAS</td>
<td></td>
<td>Man makes buying decision</td>
<td>US men seek foreign cars with big engines to demonstrate their success via a status symbol (O'Reilly, 2005).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchase aims to “show off”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Foreign goods more appealing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engine power importance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Business flights preferred</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Confidence wanted in advertising</td>
<td></td>
</tr>
<tr>
<td>FEM</td>
<td></td>
<td>Buying decision shared between partners</td>
<td>The family of Ikea’s CEO decides to drive Skodas as the best value/ performance choice (Kamprad &amp; Torekull, 1999).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchase for use</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacation on motor homes</td>
<td></td>
</tr>
<tr>
<td>Low UA</td>
<td></td>
<td>Focused on convenience products</td>
<td>American pilots prefer to fly Boeings which require more ‘piloting’ than Airbus (Hofstede, 2012).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use Internet</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Car bought second-hand</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>‘Do it yourself’</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investment in Stocks</td>
<td></td>
</tr>
<tr>
<td>High UA</td>
<td></td>
<td>Buys purity products</td>
<td>European pilots prefer to fly Airbus for its perfect autopilot and automated systems (Hofstede &amp; Mooij, 2010).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Car bought new</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use special services in home</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investment in Gold and Precious stones</td>
<td></td>
</tr>
<tr>
<td>Low ID</td>
<td></td>
<td>Live in apartments</td>
<td>Chinese created the agreement-decision ‘Guan-xi’ business style (Lee, et al., 1994).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other-dependent life style</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enjoys TV</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social network main source of the information</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Live with human companion</td>
<td></td>
</tr>
<tr>
<td>High ID</td>
<td></td>
<td>Lives in house with garden</td>
<td>The typical Brit responsible for own decisions and seeking a self-supportive life style (Mortimer &amp; Grierson, 2012).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lives with cats or dogs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Self-supporting life style</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Read books, uses computers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Media main source of information</td>
<td></td>
</tr>
</tbody>
</table>

Table 28: Synthesis of Direct Marketing Applications of HM
The tables 28 and 29 above represents a synthesis of several works (Hofstede, 2012; Hofstede, 2009; Mooij, 2010; Hofstede, 2001; Hofstede, 1984) relating HM to the marketing science. Individual applications and cases are discussed across the literature; but overall synthesis has not been previously introduced. This construction helps further researchers to avoid fallacies related to misinterpretation of applicability of Hofstede’s research to Marketing field of Social Science. It also provides a solid framework for easier explanation of marketing implication of HM in the CR, Poland and Slovakia.

In the following section the registered data were synthesised to examine whether any homogeneous clusters either in customer behaviour or advertisement appeals can be identified. For the dimension of the complete 3 nation’s congruency in both confirmed hypothesis and homogenous clusters common marketing approach can be selected by the marketing professional.

<table>
<thead>
<tr>
<th>Implication</th>
<th>Dimension</th>
<th>Areas of Influence</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>High PDI</td>
<td>Apparel</td>
<td>Japanese buying</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ornaments</td>
<td>luxury European</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Status</td>
<td>items to</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>demonstrate their</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>social class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expensive</td>
<td>(Cayla &amp; Arnould, 2008).</td>
<td></td>
</tr>
<tr>
<td>Low PDI</td>
<td>Wisdom</td>
<td>The Dutch</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moral</td>
<td>investing into</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>education (Mooij, 2010).</td>
<td></td>
</tr>
<tr>
<td>Low UA</td>
<td>Magic</td>
<td>Jamaican’s enjoying</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Untamed</td>
<td>life on the beach</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Youth</td>
<td>rather then saving</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Watkins &amp; Gnoth, 2011).</td>
<td></td>
</tr>
<tr>
<td>High MAS</td>
<td>Convenient</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 29: Synthesis of HM’s Direct Marketing Implications (continuation)*
Regional Marketing Implications

<table>
<thead>
<tr>
<th>Dimension</th>
<th>CZ</th>
<th>SK</th>
<th>PL</th>
<th>Homogeneous/ Confirmed Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cust. Behaviour</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MA/FE</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Yes/No</td>
</tr>
<tr>
<td>UA</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>No/No</td>
</tr>
<tr>
<td>ID</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>

Add. Appeal

| PD | High | High | High | Yes/Yes |

Table 30: Regional Marketing Implications of the HM

The levels of Masculinity and Individualism are both high across the examined countries, however HM values testing hypothesis were rejected. The Uncertainty Avoidance varies over the 3 countries; with unconfirmed hypotheses. This concludes that “one to fit all” strategy cannot be advised for the customer behaviour marketing implications.

The CR, PL and SK Regional Marketing Implications

<table>
<thead>
<tr>
<th>Ad. Appeal</th>
<th>High PDI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparel</td>
<td></td>
</tr>
<tr>
<td>Ornaments</td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td></td>
</tr>
<tr>
<td>Expensive</td>
<td></td>
</tr>
</tbody>
</table>

Table 31: The CR, PL and SK Regional Marketing Implications

For the Advertisement Appeal the expensive power hedonic products might be presented across the region as the high power-distance is shared dimension among all 3 countries. There is also possibility to suggest that customers from examined region tend like ornaments and apparel presenting advertisements.
5. Conclusion

The purpose of this dissertation was 4 fold: 1) To discuss the proper methodology for the research, 2) to replicate the original study in order to suggest the values for the Czech Republic, Poland and Slovakia, and 3) to introduce the marketing application theoretical framework for the original study, 4) to translate the results to marketing scholars and practitioners.

Two research questions were identified in the literature review session.

1. May the HM’s values estimated for the CR, Poland and Slovakia be considered as valid?
2. What are the suggested direct marketing implications of the HM’s model for the respective countries?

5.1. The Values Test

The original research conditions were simulated to verify whether Hofstede’s estimated values are valid for the CR, Slovakia and Poland. Although Poland withstanded the academic scrutiny it was the CR and Slovakia where the Dutch scholar failed in his estimations.

The innovative approach of triangulation has been exercised in the evaluation of the World’s leading study. Such a strategy bypassed the methodological caveats of the original work, providing more robust research tool. This fulfils the Goal 1.

The sample size limits this essay from generalizable conclusion regarding the actual H4D values, it however justifies further research in national culture field for a) the original study failed to prove the value estimated, b) questionnaire only based research is not feasible for the culture assessment, c) national culture defined concepts require a massive samples.
5.2. The examined values

This study introduced the values which would likely be obtained by Hofstede during his original research. The academic scrutiny suggested that except the Poland, the Czech Republic and Slovakia shall rejected some of the originally suggested values.

Additional asset of this paper is in its quantitative sample, which opposing to the most previous research was not carried out on the university students. Such studies are considered methodologically fault (Bonoma, 1985). On contrary this study examined a commercial firm comparable to the originally explored IBM.

5.2.1. The Czech Republic

The Czech Republic has been identified as mediocrelly high Power Distance, very high Individualistic, very high Uncertainty Avoiding and marginally Feminine culture. PD's value of 57 suggested by the H4D model was within the test limits as this research suggests 52 being the actual numeration.

Individualism and Uncertainty Avoidance were estimate to be medium high and high. This study unrelieved ID's dimension as 104 instead of 58; UA similarly mismatched the pioneering survey suggesting the value of 110 opposing to 75.

Masculinity estimated at 57 points was not supported. This thesis suggests that marginal Felinity (49) characterizes the CR.

5.2.2. Slovakia

One, following Hofstede’s work, can consider Slovakia being high PD, medium ID, low UA and high MA country. This research proved high Masculinity and Power Distance dimensions. However the values were refined from 100 to 58 when examining PD and from 100 to 72 in the case of Masculinity.

It was find out that actual Individualism dimension of Slovakia is low at 24 disapproving starting hypothesis of 54. Such a finding introduces Slovakia as a collectivist country.
The Uncertainty Avoidance value (41) failed the test as the triangulation concluding the actual measure should read 58.

5.2.3. Poland

It is suggested by this thesis that all the first-hand Hofstede’s dimensions expectedly characterising Poland are valid and vary only marginally.

Individualism was confirmed at 67 (original 64), Uncertainty Avoidance reads 86 (original 82) and Masculinity is recognized as 68 compared to suspected 66.

For the Power Distance dimension qualitative survey acquiesced metrics of 53 which vary from the initial hypothesis (61); however literature review and qualitative study confirmed conclusion of the dominant research.

The above section (5.2.) covered the 2nd goal of this work.

5.3. Marketing Practice Utilisation

The throughout literature review introduced a new way how the Hofstede’s study could be translated to the practical marketing application. Although some of the researchers consider the complete set of the cultural values for the definition of the marketing strategy, it was suggested that these are only the customer behaviour and advertisement appeals which are subjected to the culture defined parameters. High Power Distance defines the advertisement appeals whilst Power Distance dictates the customer behaviour. Such a finding has is a valuable value for the marketing practitioners helping them to avoid the international marketing blunders on an extra cost.

The unique cross-disciplinary study combining the culture studies and management subjects introduced theoretical concept which then got translated into marketing implications based upon the primary data.
Marketers considering regionally cost effective activities are advised to invest in the advertisement appeals evoking hedonic values such as status, ego, quality or ornaments. On the other hand they (businessmen) are discouraged to favour concurrent regional tactics to customer’s behaviour. This addressed the fulfilment of the Goals 3 and 4.

5.4. Outcome

A highly innovative thesis contributed to the general knowledge by introducing the theoretical concept of the marketing implication of the Hofstede’s framework. It also demonstrated how mixed research methods increase the validity and reliability of the cultural research(es). A particular case of the triangulation was used to deliver unbiased results. The knowledge applied was broadened by the academic confrontation of the original study’s value to the ones collected in this work. The International Marketing field of science and practice benefits from this work as the results were interpreted into the actionable knowhow valid for the 3 Slavic countries under examination.

The purpose of this manuscript was fulfilled thoroughly. The research questions were answered in a comprehensive yet coherent manner.

5.5. Research Limitations

The dissertation admits several limitations. Due to the small sample size, this study is not generalizable as only 3 countries were examined. The scope of the thesis also limited research activities only on the validation of the original model rather than the introduction of the new cultural concept(s).

The strictly selected research paradigm impose this essay of possibly valuable insights such as the interpretivist evaluation of the interviews or literature review.
The researcher hopes the fallacies introduced above of this pilot study to be addressed in further examination of the national culture phenomenon. The author also invites scholars to expand or scrutinise his findings.
6. Bibliography


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[Accessed 3 February 2015].


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7. Abbreviation List
AD – Anno Domini
CEO – Chief Executive Officer
EU – European Union
FE – Feminism
GDI – Growth Domestic Income
GDP Growth Domestic Product
GM – General Motors
H4D – Hofstede’s 4 Dimensional Model
HM – Hofstede’s Model
HR – Human Resources
IBM – International Business Machines
ID – Individualism
ID – Individualism
IIF – International Impact Factor
MA – Masculinity
MBA – Master of Business Administration
NATO – North Atlantic Treaty Organisation
OECD – Organisation of Economic Cooperation and Development
PD – Power Distance
PhD – Doctor of Philosophy
PPP – Purchase Power per Capita
UK – United Kingdom of the Great Britain and Northern Ireland
UKF – University of Constantine the Philosopher
US/ USA – United States of America
VSE – University of Economics in Prague
VWS – Values World Survey
WU – Wroclaw University
8. Appendix

8.1. The Slovakia Questionnaire

SK Hofstede

Vážené kolegyne, kolegovia, dovoľte mi, aby som Váš požiadal o Vašu pomoc pri výskume, ktorý je súčastou mojej dizertačnej práce doktorandského študijného odboru na Vysokej škole ekonomickej v Prahe. Dotazník by Vám mal zabrať 15-20 minút a skladá sa zo 75 otázok. Výsledkom štúdie bude hlbsie porozumenie kultúry v jednej z najviac dynamických krajín stredo-európskeho regiónu. Tento výskum je unikátny, pretože nebola predtým možný s politických dôvodov. Vopred Vám dakyjem za Váš čas a pomoc. - Pavel Čejka, 3M Česko –

*Required

Informácie pre respondenta

Musím sa výskumu zúčastniť? Účasť na výskume nie je povinná a je úplne na Vás, ci sa rozhodnete zúčastiť alebo nie. Ďalej môžete vyplňanie dotazníka ukončiť v akejkoľvek časti a to bez udania dôvodu.

Čo odo mňa bude počas výskumu požadované? Budete požiadaná/ý o vyplnenie 75 otázok, čo by Vám malo zabrať okolo 15-20 minút.

Je výskum anonymný? Iba výskumník a vedúci práce majú prístup k dátam, ktoré sú zbierané anonymne.


Ste *

Mark only one oval.
Muž, ženatý
Muž, slobodný
Žena, vydatá
Žena, slobodná

Koľko rokov pracujete pre túto spoločnosť? * Mark only one oval.

☐ > 1
☐ 1-2
☐ 3-5

Časť týkajúca sa Vašich osobných cieľov


Práca plná výziev, z ktorých môžete mať pocit osobného zadostučenia. * maximálne dôležité Mark only one oval.

2 3 4 5

maximálne dôležité ☐ ☐ ☐ ☐ ☐ úplne nedôležité

Žiť v okolí, ktoré je ideálne pre Vašu rodinu * Mark only one oval.

2 3 4 5

maximálne dôležité ☐ ☐ ☐ ☐ ☐ úplne nedôležité

Mať možnosť vysokých príjmov * Mark only one oval.

2 3 4 5

maximálne dôležité ☐ ☐ ☐ ☐ ☐ úplne nedôležité

Mať možnosť vysokých príjmov * Mark only one oval.

2 3 4 5

maximálne dôležité ☐ ☐ ☐ ☐ ☐ úplne nedôležité

Práca s ľuďmi, ktorí vzájomne dobre spolupracujú * Mark only one oval.

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<tr>
<td><strong>maximálne dôležité</strong></td>
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<tr>
<td><strong>úplne nedôležité</strong></td>
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Mať možnosť osobného rozvoja formou vzdelávania (školenia, tréningy, atď.) * Mark only one oval.

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<tr>
<td><strong>úplne nedôležité</strong></td>
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</table>

9 Mať "ďalšie benefity" (sick-leave, príspevok dôchodkového sporenia, stravné lístky) * Mark only one oval.

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<tr>
<td><strong>úplne nedôležité</strong></td>
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Mať možnosť pochvaly ak je práca urobená dobre * Mark only one oval.

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<tr>
<td><strong>úplne nedôležité</strong></td>
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Mať zdravé pracovné prostredie (klimatizácia, dostatočné osvetlenie či pracovný priestor) * Mark only one oval.

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Mať dostatočný priestor pre výkon práce vlastným spôsobom * Mark only one oval.

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Mať pocit istoty, že budete môcť v budúcnosti pracovať pre svoju spoločnosť tak dlho, ako budete chcieť * Mark only one oval.

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Mať možnosť povýšenia * Mark only one oval.
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15  Mať dobré pracovné vzťahy s Vaším priamym nadriadeným (manažérom/supervízorom)

*  
Mark only one oval.

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Mať možnosť plne využívať Vašich zručností a schopností pri výkone Vášho povolania *  
Mark only one oval.

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Mať prácu/zamestnanie, ktorá Vám umožňuje stráviť dostatočný čas s rodinou (či priateľmi) *  
Mark only one oval.

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Časť týkajúca sa Vašej súčasnej spokojnosti

V predchádzajúcej otázke ste boli požiadaní uviesť, čo je pre Vás v práci dôležité. V následnej pasáži, prosím, odpovedzte na otázku, ako spokojný ste za SÚČASNEJ situácie.

Práca plná výziev, máte pocit osobného zadostučnenia * Mark only one oval.

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<tbody>
<tr>
<td></td>
<td>úplne spokojný(á)</td>
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Žijete v okolí, ktoré je vhodné pre Vašu rodinu * Mark only one oval.

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20 Máte možnosť vysokých príjmov * Mark only one oval.

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Pracujete s ľuďmi, ktorí vzájomne dobre spolupracujú * Mark only one oval.

Máte možnosť osobného rozvoja formou vzdelávania (školenia, tréningy, atď.) * Mark only one oval.

Máte "ďalšie benefity " (sick-leave, príspevok dôchodkového sporenia, stravné lístky) * Mark only one oval.

Dostávate pochvalu, ocenenie, ak robíte svoju prácu dobre * Mark only one oval.

Máte zdravé pracovné prostredie (klimatizácia, dostatočné osvetlenie či pracovný priestor) *

Máte dostatočný priestor pre výkon práce vlastným spôsobom * Mark only one oval.

27 Máte pocit istoty, že budete môcť pracovať pre svoju spoločnosť v budúcnosti tak dlho, ako budete chcieť * Mark only one oval.
**Máte možnosť povýšenia** *Mark only one oval.*

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**Máte dobré pracovné vzťahy s Vaším priamym nadriadeným (manažérom/supervízorom)*

*Mark only one oval.*

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**Máte možnosť plne využívať svojich zručností a schopností pri výkone Vášho povolania** *Mark only one oval.*

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**Práce Vám umožňuje stráviť dostatočný čas s rodinou (či priateľmi)** *Mark only one oval.*

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**Ako často pocítujte nervozitu či tlak vo svojej práci?** *Mark only one oval.*

- Neustále
- Väčšinou
- Niekdaj
- Nikdy

**33 Ako dlho by ste ešte chcel (a) pracovať pre túto spoločnosť** *Mark only one oval.*

- Nie dlhšie ako 2 roky
- Medzi 2-4 roky
- Viac ako 5 rokov
- Do dôchodku
Ak by si niekto stával členovi MOC, domnievate sa, že by sa jej/mu toto neskôr vypomstilo? (napr. nížšie navýšenie platu, preradenie na nižšiu pracovnú pozíciu, atď.) * Mark only one oval.

☐ Áno, nepochybné zamestnanec pocíti negatívne dôsledky svojej sťažnosti
☐ Áno, pravdepodobne
☐ Nie, pravdepodobne nie

Nie, určite zamestnanec nepocítia dôsledky svojej sťažnosti

Ako často vnímate, že sa Vám Váš priamy nadriadený snaží aktívne pomôcť * Mark only one oval.

☐ Vždy
☐ Väčšinou
☐ Niekedy
☐ Zriedkakedy

☐ Nikdy

Vy a Váš nadriadený

---

Každý pracuje rád s iným nadriadeným. V nasledujúcej časti Vám budú kladené otázky súvisiace s preferenciami týkajúcimi sa Vášho nadriadeného. Prosím, prečítajte si nasledujúcu definíciu.

Manažér 1 : Väčšinou sa rozhoduje rýchlo a rovnakým spôsobom komunikuje svoje rozhodnutie. Očakáva od všetkých, že vykonajú jeho rozhodnutie bez otázok.


Manažér 3 : Väčšinou sa poradia so svojimi podriadenými, než sa rozhodne. Počúva názor iných, zváži ho a potom sa ešte len rozhodne. Avšak, ako náhle urobí rozhodnutie, očakáva, že je toto splnené, aj keď s ním podriadení nesúhlasí.

Manažér 4 : Väčšinou zvolá meeting, kedykoľvek je potrebné urobiť dôležité rozhodnutie. Predloží teamu problém a snaží sa dosiahnuť konsenzus, ktorý potom príjme ako záväzný pre všetkých. Ak nie je možné dosiahnuť konsenzus, vydá rozhodnutie sám/sama.

36 Pre ktorého manažéra by ste najradšej pracoval(a)? * Mark only one oval.
Ktorý z manažérov je podľa Vás Váš súčasný nadriadený? * Mark only one oval.

☐ Manažér 1
☐ Manažér 2
☐ Manažér 3
☐ Manažér 4

Koľko rokov ste študoval(a), vr. základnej školy? * Mark only one oval.

☐ Menej ako 10
☐ 11
☐ 12
☐ 13
☐ 14
☐ 15
☐ 16
☐ 17

Viac ako 17

Koľko máte rokov? * Mark only one oval.

☐ Menej ako 20
☐ 20-24
☐ 25-29
☐ 30-34
☐ 35-39
☐ 40-49
☐ 50-59
☐ Viac ako 60
40 Aké pocity vo Vás vyvoláva skutočnosť, že pracujete pre spoločnosť, ktorá nemá slovenského vlastníka? * Mark only one oval.

- [ ] Úplne spokojný(á)
- [ ] Velmi spokojný(á)
- [ ] Spokojný(á)
- [ ] Ani spokojný(á), ani nespoložný(á)
- [ ] Nespokojný(á)
- [ ] Velmi nespokojný(á)

Ak by ste mali možnosť povýšenia do funkcie s HR zodpovednosťou (manažér) alebo špecializované činnosti (technický špecialista), za predpokladu rovnakého platového ohodnotenia, ktorú z týchto možností by ste si vybral(a)? * Mark only one oval.

- [ ] Mám zásadné sklon k tomu byť špecialistom
- [ ] Preferoval(a) by som byť špecialistom
- [ ] Je mi to jedno
- [ ] Preferoval(a) by som byť manažérom

Mám zásadné sklon k tomu byť manažérom

Ako sa cítite, že pracujete v spoločnosti so zahraničným vlastníkom? * Mark only one oval.

- [ ] Takto mi to vyhovuje
- [ ] Je mi to jedno
- [ ] Chcel(a) by som to inak

Ak by ste opusil(a) túto spoločnosť, dostal(a) by ste rovnaké platové ohodnotenie inde? * Mark only one oval.

- [ ] Nepochybne, áno
- [ ] Asi, áno
- [ ] Asi, nie
- [ ] V žiadnom prípade

Ako často Váš nadriadený trvá na dodržiavaní pravidel a postupov? * Mark only one oval.
Vždy
Väčšinou
Niekedy
Zriedkakedy
Nikdy

45 Ako rád/rada by ste pracoval(a) pre nadriadeného z inej krajiny mimo SR? * Mark only one oval.

Radšej pracujem pod slovenským vedením
Národná príslušnosť je mi jedno
Radšej pracujem pod cudzím vedením

O početnosti problémov

Ako často, podľa Vašej skúsenosti, sa vyskytuje nasledujúci problém?

Zamestnanci sa boja vyjadriť svoj názor nadriadeným * Mark only one oval.

2 3 4 5

Vaši nadriadení sa príliš venujú detailom Vašej práce * Mark only one oval.

2 3 4 5

Niektoré skupiny zamestnancov pozorujú na ostatné skupiny či pracovné pozície s dešpektom *

Mark only one oval.

2 3 4 5
Váš názor

Bude Vám predstavený zoznam tvrdení. U každého, prosím, uveďte, ako Vaše "vnútorné ja" súhlasí alebo nesúhlasí s daným tvrdením. Dôležitý je Váš skutočný názor.

50 Spoločnosť by mala mať priamu zodpovednosť za zdravie a sociálne zázemie svojich zamestnancov *

Mark only one oval.

| 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|
Súhlasím bez výhrad | | | | | Úplne nesúhlasím |

Mať zaujímavú prácu je rovnako dôležité ako vysoký plat * Mark only one oval.

| 2 | 3 | 4 | 5 |
---|---|---|---|
Súhlasím bez výhrad | | | | | Úplne nesúhlasím |

Súperenie či konkurencie medzi zamestnancami zvyčajne neprináša nič dobrého * Mark only one oval.

| 2 | 3 | 4 | 5 |
---|---|---|---|
Súhlasím bez výhrad | | | | | Úplne nesúhlasím |

Manažér, ktorý sa pred rozhodnutím spýta na Váš názor, si nezaslúži rešpekt * Mark only one oval.

| 2 | 3 | 4 | 5 |
---|---|---|---|
Súhlasím bez výhrad | | | | | Úplne nesúhlasím |

Zamestnanci by mali viac prispievať k rozhodnutiam manažmentu * Mark only one oval.

| 2 | 3 | 4 | 5 |
---|---|---|---|
Súhlasím bez výhrad | | | | | Úplne nesúhlasím |

Rozhodnutie jedinca je vždy správnejšie, než to, ako rozhodne skupina * Mark only one oval.

| 2 | 3 | 4 | 5 |
56 Spoločnosť by mala aktívne prispievať k riešeniu spoločenských problémov (bieda, chudoba, diskriminácia, či znečistenie) * Mark only one oval.

1 2 3 4 5

Ak zostanem pri jednej spoločnosti po dlhú dobu, je to najlepší spôsob, ako zaručiť jej úspech *

Mark only one oval.

2 3 4 5

Aj keď sa pracovník domnieva že robí v prospech spoločnosti, nemal by v žiadnom prípade porušiť vnútorné predpisy * Mark only one oval.

2 3 4 5

Väčšina pracovníkov sa snaží vyhnúť zodpovednosti, nemá ambície a hladá iba bezpečnú a nenáročnú prácu * Mark only one oval.

2 3 4 5

O Vašich cieľoch

Prosim uveďte, ako veľmi sú pre Vás nasledujúce tvrdenia dôležité.

60. Cítíte istotu, že nebude preradení na menej šiadanú pracovnú pozíciu * Mark only one oval.

1 2 3 4 5

61 Pracovať pre divíziu/oddelenie, ktoré je riadené efektívne * Mark only one oval.
Mať prácu, ktorá Vám umožňuje prispieť k úspechu Vašej organizácie * Mark only one oval.

Pracovať pre spoločnosť, ktorá je na Slovensku vnímaná ako úspešná * Mark only one oval.

Pracovať pre spoločnosť, ktorá je vždy o krok napred v oblasti využívania moderných technológií. (napr. CRM, atď.) * Mark only one oval.

Pracovať v kolegiálnom a priateľskom prostredí * Mark only one oval.

Mať prácu, v ktorej sa učíte každý deň * Mark only one oval.

O Vašich všeobecných názoroch

---

Prosim, vyplňte jedno z nasledujúcich

67 Dobrý manažér dáva svojim podriadeným vždy a kompletné inštrukcie, ako majú vykonávať svoju prácu. Nikdy nedáva príkazy vángne a všeobecné, pri ktorých je voľba spôsobu ich plnenia na podriadených * Mark only one oval.
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<th>Úplne nesúhlasím</th>
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Väčšina spoločností má záujem na tom, aby sa jej zamestnanci mali dobre. *Mark only one oval.*

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Všeobecne sa dá povedať, že lepší manažéri sú tí, ktorí vo firme pôsobia už dlhšiu dobu.

*Mark only one oval.*

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Človek si najviac váží na ostatných rozhodnosti a lojalite k ich firme. *Mark only one oval.*

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Väčšina zamestnancov nerada pracuje a vyhýba sa práci, pokiaľ je to možné. *Mark only one oval.*

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Väčšina zamestnancov sa snaží prispieť k úspechu spoločnosti. *Mark only one oval.*

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73 Aby sme boli úspešní, dôležitejšie než vlastné schopnosti je poznat vplyvných ľudí. *Mark only one oval.*

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Spoločnosť mení svoju politiku a rozhodnutia veľmi rýchlo. *Mark only one oval.*
Je lepšie pracovať pre veľkú spoločnosť ako pre malú * Mark only one oval.

Aj v prípade, keď sa zamestnanec domnieva, že si zasluží navýšenie platu, nemal(a) by o to žiadať svojho nadriadeného * Mark only one oval.

Súkromný život zamestnanca by mal byť hlavným záujmom firmy * Mark only one oval.

Koniec

Toto je koniec dotazníku. Ďakujem Vám za Vašu ochotu a trpezlivosť! - Pavel Čejka -
8.2. Poland Questionnaire
SPRAWDZENIE ADAPTACJI WYMIERNEGO MODELU KULTUROWEGO HOFSTEDE 4 DO IMPLIKACJI MARKETINGOWEJ: PORÓWNANIE CZECH, SŁOWACJI I POLSKI

Szanowne koleżanki i kolejni, proszę mi pozwolić zwrócić się do Was o pomoc przy badaniu, które jest częścią mojej pracy doktorskiej w Wyższej Szkole Ekonomicznej w Pradze. Kwestionariusz, który zawiera 75 pytań nie powinien Państwu zabrać więcej, niż 15-20 minut. Wynikiem studium będzie głębsze zrozumienie problemów kulturowych w jednym z najszybciej rozwijających się krajów regionu środkowoeuropejskiego. To badanie ma charakter unikalny, ponieważ wcześniej nie było go można przeprowadzić ze względów politycznych. Z góry dziękuję Państwu za poświęcony czas i udzieloną pomoc. - Pavel Čejka, 3M Česko -

*Required

Informacje dla respondentów

Czy muszę uczestniczyć w tym badaniu? Uczestnictwo w badaniu nie jest obowiązkowe i tylko od Państwa zależy, czy weźmiesz w nim udział, czy też nie. Ponadto mogą Państwo przerwać wypełnianie kwestionariusza w jego dowolnym miejscu bez podania przyczyn.

Czego się będzie ode mnie oczekiwać podczas badania? Zostanę Państwo poproszeni o udzielenie odpowiedzi na 75 pytań, co powinno zająć nie więcej, niż 15-20 minut.

Czy badanie jest anonimowe? Tylko ankieter i kierownik pracy mają dostęp do danych, które są uzyskiwane anonimowo.

Przechowywanie zebranych danych. Dane będą dostępne tylko dla ankietera i kierownika pracy. Dane będą przechowywane przez 3 lata na dysku z zamkiem biometrycznym. Przetwarzanie danych po zakończeniu ich zbierania zostanie wykonane w środowisku off-line. Dysk w czasie, w którym nie będzie wykorzystywany zostanie zamknięty w specjalnym miejscu do przechowywania.

Czy będzie wyjątkiem z tego badania? Moja rozprawa doktorska, publikowana we wrześniu 2014.


1. Jest pan *
Mark only one oval.

- Mężczyzna, żonaty
- Mężczyzna, singiel
- Kobieta, żona

Kobieta, singiel

2. Jak długo pracuje pan dla tej spółki? *

lat

Mark only one oval.

- > 1
- 1-2 2-5 więcej niż 5 lat
- Część dotycząca Państwa celów osobistych


Praca pełna wyzwani, z których można mieć uczucie osobistej satysfakcji * Mark only one oval.

2 3 4 5

| Wyjątkowo ważne | | | | | Całkiem nieistotne |
|-----------------|---|---|---|---|
| Wyjątkowo ważne | | | | | Całkiem nieistotne |
| Wyjątkowo ważne | | | | | Całkiem nieistotne |

1 2 3 4 5

Mieszkanie w okolicy, która jest idealna dla Państwa rodziny * Mark only one oval.

2 3 4 5

Możliwość uzyskania wysokich dochodów * Mark only one oval.

2 3 4 5

Praca z ludźmi, którzy dobrze ze sobą współpracują * Mark only one oval.
<table>
<thead>
<tr>
<th>Wyjątkowo ważne</th>
<th>☐</th>
<th>☐</th>
<th>☐</th>
<th>☐</th>
<th>☐</th>
<th>Całkiem nieistotne</th>
</tr>
</thead>
</table>

7 Możliwość osobistego rozwoju w formie kształcenia (szkolenia, ćwiczenia, itp.) * Mark only one oval.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Możliwość "innego wynagradzania" (sick-leave, dodatkowe ubezpieczenie emerytalne, bony żywnościowe) * Mark only one oval.

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Zdobądź uznanie zasługują kiedy państwo robi dobrą robotę * Mark only one oval.

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Praca w zdrowym środowisku (klimatyzacja, dobre oświetlenie i przyjemne warunki pracy) *

Mark only one oval.

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Dosyć miejsca do wykonywania pracy w swój własny sposób * Mark only one oval.

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Poczucie pewności, że będzie można w przyszłości pracować w tej spółce, jak długo będziecie Państwo chcieć * Mark only one oval.

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyjątkowo ważne</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

13 Możliwość awansowania *

Mark only one oval.
Posiadanie dobrych stosunków służbowych ze swoim bezpośrednim przełożonym (menadżerem / supervisorem) * Mark only one oval.

2 3 4 5

Posiadanie pracy, która umożliwi Państwu spędzanie odpowiedniej ilości czasu z rodziną (albo przyjaciółmi) * Mark only one oval.

2 3 4 5

Część dotycząca Państwa aktualnego poziomu zadowolenia

Poprzednio byli Państwo pytani o to, co dla Państwa jest najważniejsze w pracy. W następnej części proszę odpowiedzieć na pytanie, w jakim stopniu są Państwo zadowoleni z ISTNIEJĄCEJ sytuacji.

17. Praca pełna wyzwania, mają Państwo poczucie osobistej satysfakcji * Mark only one oval.

1 2 3 4 5

18 Mieszka Państwo w okolicy, która jest idealna dla Waszej rodziny * Mark only one oval.

1 2 3 4 5
Mają Państwo możliwość uzyskania dużych dochodów * Mark only one oval.

| 2 | 3 | 4 | 5 |

Pracują Państwo z ludźmi, z którymi dobrze się współpracuje * Mark only one oval.

| 2 | 3 | 4 | 5 |

Mają Państwo możliwość rozwoju osobistego w formie kształcenia (szkolenia, ćwiczenia, itp.) *

Mark only one oval.

| 2 | 3 | 4 | 5 |

Otrzymują Państwo wyróżnienia, nagrody, jeżeli dobrze wykonują swoją pracę * Mark only one oval.

| 2 | 3 | 4 | 5 |

Mają Państwo pracę w zdrowym środowisku (klimatyzacja, dobre oświetlenie i przyjemne warunki pracy) * Mark only one oval.

| 2 | 3 | 4 | 5 |

24 Czy mają Państwo dosyć miejsca do wykonywania pracy w swój własny sposób * Mark only one oval.

| 1 | 2 | 3 | 4 | 5 |

Czy mają Państwo poczucie pewności, że będzie można w przyszłości pracować w tej spółce, jak długo będziecie Państwo chcieć * Mark only one oval.
2 3 4 5

Całkowicie zadowolony(a) ☐ ☐ ☐ ☐ ☐ Zupełnie niezadowolony(a)

Mają Państwo możliwość awansowania * Mark only one oval.

2 3 4 5

Całkowicie zadowolony(a) ☐ ☐ ☐ ☐ ☐ Zupełnie niezadowolony(a)

Czy mają Państwo dobre stosunki służbowe ze swoim bezpośrednim przełożonym (menadżerem / supervisorem) * Mark only one oval.

2 3 4 5

Całkowicie zadowolony(a) ☐ ☐ ☐ ☐ ☐ Zupełnie niezadowolony(a)

Czy mają Państwo możliwość pełnego wykorzystania posiadanego doświadczenia i umiejętności przy wykonywaniu swojego zawodu * Mark only one oval.

2 3 4 5

Całkowicie zadowolony(a) ☐ ☐ ☐ ☐ ☐ Zupełnie niezadowolony(a)

Czy praca umożliwia Państwu spędzanie odpowiedniej ilości czasu z rodziną (albo przyjaciółmi) *

Mark only one oval.

2 3 4 5

Całkowicie zadowolony(a) ☐ ☐ ☐ ☐ ☐ Zupełnie niezadowolony(a)

30 Jak często odczuwają Państwo zdenerwowanie albo nacisk w swojej pracy * Mark only one oval.

☐ Zawsze i każdego dnia
☐ Wysyłka
☐ Czasami
☐ Rzadko

Nigdy nie czuję stresu

Jak długo chcieliby Państwo pracować dla tej spółki * Mark only one oval.
Nie dłużej, niż 2 lata
Gdzieś 2-5 lat
Ponad 5 lat
Aż do emerytury

Gdyby ktoś BARDZO skarżył się przełożonemu, to sądzą Państwo, że w przyszłości byłoby to dla niej/jego niekorzystne? (na przykład mniejsza podwyżka, przesunięcie na niższe stanowisko w pracy, itp.) * Mark only one oval.

Tak, pracownik będzie cierpieć później
Tak, prawdopodobnie
Nie, prawdopodobnie
Nie, pracownik nie będzie miał karę

Jak często zauważają Państwo, że bezpośredni przełożony stara się Wam aktywnie pomóc *

Mark only one oval.

Zawsze
Wysyłka Czasami
Rzadko
Nigdy nie

Państwo i Państwa przełożony

KaŜdy chętnie pracuje z innym przełożonym. W dalszej części zostaną Państwu postawione pytania związane z preferencjami dotyczącymi Państwa przełożonego. Proszę przeczytać następujące definicje.

Menadżer 1: W większości decyduje szybko i w ten sam sposób komunikuje swoją decyzję.
Oczekuje od wszystkich, źe wykonają jego polecenia bez żadnych pytań.
Menadżer 2: W większości decyduje szybko, ale najpierw w pełni analizuje swoją decyzję ze swoimi pracownikami. Uzasadnia swoją decyzję i odpowiada na wszystkie pytania.

Menadżer 3: Najczęściej radzi się swoich pracowników przed podjęciem decyzji. Słucha opinii innych osób, rozwija je i dopiero później decyduje. Ale jak już zdecyduje, to oczekuje, że polecenie zostanie wykonane nawet, jeżeli pracownik się z nim nie zgadza.

Menadżer 4: Najczęściej zwołuje meeting, jeżeli trzeba podjąć ważną decyzję. Przedstawia problem całemu zespołowi i stara się osiągnąć konsensus, który następnie przyjmuje zawiązywający dla wszystkich. Jeżeli nie uda się osiągnąć konsensusu, sam(a) podejmuje decyzję.

Dla którego menadżera najchętniej by Państwo pracowali? * Mark only one oval.

- [ ] Menadżer 1
- [ ] Menadżer 2
- [ ] Menadżer 3
- [ ] Menadżer 4

Który z menadżerów jest Państwa zdaniem Waszym aktualnym przełożonym? * Mark only one oval.

- [ ] Menadżer 1
- [ ] Menadżer 2
- [ ] Menadżer 3
- [ ] Menadżer 4
- [ ] Option 5

Jak długo uчили się Państwo (łącznie ze szkołą podstawową)? * Mark only one oval.

- [ ] Mniej niż 20 lat
- [ ] lat
- [ ] lat
- [ ] lat
- [ ] lat
- [ ] lat
- [ ] lat
- [ ] Ponad 17 lat
Ile Państwo mają lat? * Mark only one oval.

1 2 3 4 5

38 Ile Państwo mają lat? * Mark only one oval.

☐ Mniej niż 20 lat
☐ 20-24
☐ 25-29
☐ 30-34
☐ 35-39
☐ 40-49
☐ 50-59

60 lat i więcej

Jeżeli rozważa Państwo wszystkie aspekty swojej pracy, to jak Państwo oceniliby aktualny poziom swojego zadowolenia z pracy dla obecnej spółki? * Mark only one oval.

☐ Jestem w pełni zadowolony
☐ Bardzo zadowolony
☐ Zadowolony
☐ Neutralnie zadowolony
☐ Niezadowolony
☐ Bardzo niezadowolony

Absolutnie Niezadowolony

Jeżeli mieliby Państwo możliwość awansowania na stanowisko kierownicze związane z odpowiedzialnością (menadżer) albo wysoko kwalifikowanymi czynnościami (specjalista techniczny), przy założeniu utrzymania tego samego wynagrodzenia, to którą z tych pozycji wybrali by Państwo? * Mark only one oval.
Mam skłonność do stanowisk specjalistycznych
Mogę wydążyć się być specjalistą
Bez preferencji
Option 4
Mogę wydążyć się być smenadżer
Nic innego niż menedżera

Jakie wrażenie wywołuje u Państwa fakt, że pracujecie dla spółki, która nie ma polskiego właściciela? * Mark only one oval.

Wolę w ten sposób
Nie ma różnic
Nie podoba mi się to

42 Gdyby Państwo odeszli ze spółki. Przypuszczacie, że moglibyście otrzymać taką samą pracę za takie samo wynagrodzenie w innym miejscu? * Mark only one oval.

Tak, na pewno
Tak, prawdopodobnie
Nie, może nie

Jest to niemożliwe

Jak często Państwo przełożony upiera się przy przestrzeganiu zasad i procedur? * Mark only one oval.

Zawsze
Wysyłka
Czasami
Rzadko

Nigdy nie

Czy chętnie pracowaliby Państwo dla przełożonego pochodzącego z innego kraju, niż PL? *

Mark only one oval.
Wolę polskiego menedżera Nie obchodzi mnie to
prefer to work with foreign manager
O częstotliwości występowania problemów

Jak często, zgodnie z Państwa doświadczeniem, pojawia się następujący problem?

Pracownicy boją się przedstawić swoje zdanie przełożonym * Mark only one oval.

2 3 4 5

Zawsze Nigdy

Nie wiecie, czego dokładnie się od Was oczekuje albo wymaga *

Mark only one oval.

2 3 4 5

Zawsze Nigdy

47 Państwa przełożeni za bardzo zajmują się szczegółami w pracy *

Mark only one oval.

1 2 3 4 5

Zawsze Nigdy

48. Niektóre grupy pracowników odnoszą się wrogo do innych grup pracowników albo lekceważąco do określonych stanowisk pracy *

Mark only one oval.

1 2 3 4 5

Zawsze Nigdy

Państwa zdanie

Zostanie Państwu przedstawiony zestaw stwierdzeń. Dla każdego z nich proszę podać zgodnie ze swoim „wewnętrznym ja“ zgodę albo sprzeciw z konkretnym stwierdzeniem. Ważna jest Państwa rzeczywista opinia.
Spółka powinna ponosić bezpośrednią odpowiedzialność za zdrowie i socjalne zaplecze swoich pracowników *
Mark only one oval.

Wykonywanie interesującej płacy jest tak samo ważne, jak wysokie wynagrodzenie *
Mark only one oval.

Rywalizowanie albo konkurencja między pracownikami zwykle nie prowadzi do niczego dobrego * Mark only one oval.

52 Menadżer, który przed podjęciem decyzji zapyta o Państwa opinie nie zasługuje na szacunek *
Mark only one oval.

Pracownicy powinni bardziej uczestniczyć w decyzjach Zarządu *
Mark only one oval.

Decyzja jednostki jest zawsze lepsza od decyzji grupy *
Mark only one oval.
Spółka powinna aktywnie uczestniczyć w rozwiązywaniu problemów społecznych (bieda, ubóstwo, dyskryminacja oraz zanieczyszczenia) *

Mark only one oval.

Odpowiedź: 1 2 3 4 5

Zgadzam się bez zastrzeżeń ☐ ☐ ☐ ☐ ☐ Wcale się nie zgadzam

Jeżeli pozostanę w jednej spółce przez dłuższy czas, to jest to najlepszy sposób, żeby zapewnić jej powodzenie *

Mark only one oval.

Odpowiedź: 1 2 3 4 5

Zgadzam się bez zastrzeżeń ☐ ☐ ☐ ☐ ☐ Wcale się nie zgadzam

Przepisy spółki nie mogą być w żadnym punkcie naruszone - nawet jeżeli pracownik uważa, że to pomoże firmę *

Mark only one oval.

Odpowiedź: 1 2 3 4 5

Bardzo ważne ☐ ☐ ☐ ☐ ☐ Całkiem nieważne

58 Większość pracowników boi się odpowiedzialności, są mało ambitni i ze wszystkiego najbardziej pragną bezpieczeństwa i gwarancji pracy *

Mark only one oval.

Odpowiedź: 1 2 3 4 5

Bardzo ważne ☐ ☐ ☐ ☐ ☐ Całkiem nieważne

O Państwa celach

Proszę podać, które z poniższych twierdzeń są dla Państwa ważne.

Uczucie pewności, że nie zostanę Państwo przesunięci na mniej atrakcyjne stanowisko pracy *

Mark only one oval.

Odpowiedź: 2 3 4 5
<table>
<thead>
<tr>
<th>Bardzo ważne</th>
<th>Całkiem nieważne</th>
</tr>
</thead>
</table>

**Praca w dziale/wydziale, który jest efektywnie zarządzany** *
Mark only one oval.

<table>
<thead>
<tr>
<th>Bardzo ważne</th>
<th>Całkiem nieważne</th>
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</thead>
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<thead>
<tr>
<th>Bardzo ważne</th>
<th>Całkiem nieważne</th>
</tr>
</thead>
</table>

2 3 4 5
1 2 3 4 5

**Wykonywanie pracy, która pomoże Państwu przynieść do sukcesu Państwa firmy** *
Mark only one oval.

2 3 4 5

**Praca dla spółki, która w Polski jest uważana za przykład sukcesu** *
Mark only one oval.

2 3 4 5

**Praca dla spółki, która w Polski jest uważana za przykład sukcesu** *
Mark only one oval.

64 **Pracy w wiodących, innowacyjnych firmach technologicznych** * Mark only one oval.

1 2 3 4 5

<table>
<thead>
<tr>
<th>Bardzo ważne</th>
<th>Całkiem nieważne</th>
</tr>
</thead>
</table>

**Praca w przyjaznym środowisku zespołowym** *
Mark only one oval.

2 3 4 5

**Praca dla spółki, która zawsze o krok wyprzedza konkurencję w zakresie korzystania z nowoczesnych technologii (na przykład CRM, itp.)** *

<table>
<thead>
<tr>
<th>Bardzo ważne</th>
<th>Całkiem nieważne</th>
</tr>
</thead>
</table>
Wykonywanie pracy, w której uczymy się każdego dnia *
Mark only one oval.
1 2 3 4 5

Bardzo ważne ☐ ☐ ☐ ☐ ☐ Całkiem nieważne

O Państwa ogólnych przekonaniach

Proszę wybrać jeden z poniższych zwrotów.

68. Dobry Menadżer daje swoim pracownikom zawsze kompletne instrukcje, jak mają wykonać swoją pracę. Nigdy nie wydaje ogólnikowych polecení ustnych, przy których wybór sposobu realizacji spada na pracownika *
Mark only one oval.
1 2 3 4 5

Całkowicie się zgadzam ☐ ☐ ☐ ☐ ☐ Nie zgadzam się na wszystko

69 Większość spółek interesuje się tym, aby ich pracownicy czuli się dobrze * Mark only one oval.
1 2 3 4 5

Całkowicie się zgadzam ☐ ☐ ☐ ☐ ☐ Nie zgadzam się na wszystko

Ogólnie można powiedzieć, że lepszymi menadżerami są ci, którzy od dłuższego czasu działają w firmie. * Mark only one oval.
2 3 4 5

Całkowicie się zgadzam ☐ ☐ ☐ ☐ ☐ Nie zgadzam się na wszystko

Najważniejsze dla firmy jest lojalność i zdolność do podjęcia decyzji * Mark only one oval.
Większość pracowników nie pracuje z zaangażowaniem i unika pracy, jeżeli jest to możliwe *

Mark only one oval.

Większość pracowników stara się przyczynić do sukcesu spółki * Mark only one oval.

Żeby odnieść sukces, ważniejsze od własnych możliwości jest poznanie wpływu ludzi * Mark only one oval.

75 Spółka bardzo szybko zmienia swoją politykę i decyzje * Mark only one oval.

Lepiej jest pracować dla dużej spółki, niż dla małej * Mark only one oval.

Nawet w przypadku, gdy pracownik uważa, że zasłużył na podwyżkę, nie powinien o to występuwać do swojego przełożonego * Mark only one oval.
Życie prywatne pracownika powinno być ośrodkiem zainteresowania firmy * Mark only one oval.

1  2  3  4  5

Być zawsze informowanym o technicznym postępie w swojej dziedzinie pracy. (na przykład za pomocą szkoleń, news-letterów, itp.) * Mark only one oval.

1  2  3  4  5

Zupełnie ważne  ○  ○  ○  ○  ○  Zupełnie nieważne

Koniec

To już jest koniec tego kwestionariusza. Dziękuję Państwu za okazaną cierpliwość! - Pavel Čejka -
8.3. The CR Questionnaire

*The below introduced attachment varies from previous version. This is due to its early date of creation and Google formats download capabilities.

Ověření robustnosti Hofstedova 5 dimenzionálního kulturního modelu a následné marketingové implikace:

Vážené kolegyni, kolegově, dovolte mi, abych Vás požádal o Vaší pomoc při výzkumu, který je součástí mé diplomové práce magisterského studijního oboru na Univerzitě Svatého Ondřeje ve Velké Británii. Dotazník by Vám měl zabrat 15-20 minut a skládá se ze 75 otázek. Výsledkem studie bude hlubší porozumění kultury v jedné z nejvíce dynamických zemí středo-evropského regionu. Tento výzkum je unikátní, jelikož nebyl dříve možný z politických důvodů. Předem Vám děkuji za Vaš čas a pomoc. - Pavel Čejka -

Informace pro respondentu


Jste * Muž (ženatý)

Jak dlouho pracujete pro tuto společnost? * Méně než 1 rok

Část týkající se Vašich osobních cílů

Různí lidé mají různé preference týkající se jejich pracovních činností. V následující části Vám budou předloženy faktory, které jsou důležité pro lidi v jejich práci. Prosím, uveďte, jak důležité jsou tyto jednotlivé faktory právě pro Vás.

Práce plná výzve, ze kterých můžete mít pocit osobního zadostiučínění * 12345
zcela nedůležité

Žít v okolí, které je ideální pro Vaši rodinu * 12345

zcela nedůležité

Mít možnost vysokých příjmů. * 12345

zcela nedůležité

Práce s lidmy, kteří vzájemně dobře spolupracují. * 12345

Mít možnost osobního rozvoje formou vzdělávání (školení, tréninky, atd.) * 12345

maximálně důležité

Mít "další benefity" (sick-leave, příspěvek důchodového spoření, stravenky) * 12345

maximálně důležité

Mít možnost povýšení. * 12345

maximálně důležité

Mít zdravé pracovní prostředí (klimatizace, dostatečné osvětlení či pracovní prostor) * 12345

maximálně důležité

Mít dostatečný prostor pro výkon práce vlastním způsobem * 12345

maximálně důležité

Mít pocit jistoty, že budete moci v budoucnu pracovat pro svou společnost tak dlouho, jak budete chtít. * 12345

maximálně důležité

maximálně důležité

Mít dobré pracovní vztahy s Vaším přímým nadřízeným (manažerem/supervisorem). * 12345

maximálně důležité

Mít práci, která Vám umožňuje strávit dostatečný čas s rodinou (či přáteli). * 12345

maximálně důležité

Mít možnost plně využívat Vašich dovedností a schopností při výkonu Vašeho povolání. * 12345

maximálně důležité
Část týkající se Vaší současné spokojenosti

V předchozí otázce jste byli dotázáni, co je pro Vás v práci důležité. V následné pasáži, prosím, odpovězte na dotaz, jak spokojeni jste se STÁVAJÍCÍ situací.

Práce plná výzev, máte pocit osobního zadostučenění. * 12345
naprosto spokojen(á)

Žijete v okolí, které je vhodné pro Vaši rodinu. * 12345
naprosto spokojen(á)

Máte možnost vysokých příjmů. * 12345
naprosto spokojen(á)

Pracujete s lidmi, kteří vzájemně dobře spolupracují. * 12345
naprosto spokojen(á)

Máte možnost osobního rozvoje formou vzdělávání (školení, tréninky, atd.) * 12345
vůbec nespokojen(á)

Máte "další benefity" (sick-leave, příspěvek důchodového spoření, stravenky) * 12345
vůbec nespokojen(á)

Dostáváte pochvalu, ocenění, pokud děláte svou práci dobře * 12345
vůbec nespokojen(á)

Máte zdravé pracovní prostředí (klimatizace, dostatečné osvětlení či pracovní prostor) * 12345

Máte možnost povyšení. * 12345

Jak často pocítíte nervozitu či tlak ve své práci * Vždy a každý den
vůbec nespokojen(á)

Máte dostatečný prostor pro výkon práce vlastním způsobem * 12345
vůbec nespokojen(á)

Máte pocit jistoty, že budete moci pracovat pro svou společnost v budoucnu tak dlouho, jak budete chtít. * 12345
vůbec nespokojen(á)

Máte dobré pracovní vztahy s Vaším přímým nadřízeným (manažerem/ supervisorem). * 12345

vůbec nespokojen(á)

Práce Vám umožňuje strávit dostatečný čas s rodinou (či přáteli). * 12345

vůbec nespokojen(á)

Máte možnost plně využívat svých dovedností a schopností při výkonu Vašeho povolání. * 12345

vůbec nespokojen(á)

Jak dlouho byste ještě chtěl(a) pracovat pro tuto společnost * Ne déle než 2 roky

Pokud by si někdo stěžoval členovi MOC, domníváte se, že by se mu/ jí toto později vymstilo? (např. nižší navýšení platu, přeřazení na nižší pracovní pozici, atd.) * Ano, zaměstnanec bude rozhodně potrestán

Jak často vnímáte, že se Vám Váš přímý nadřízený snaží aktivně pomoci * Vždy

Vy a Váš nadřízený

Pro kterého managera byste nejraději pracoval(a)? * Manager 1

Který z manažerů je podle Vás Váš současný nadřízený? * Manager 1

Jak dlouho jste studoval(a), vč. základní školy? * Méně než 10 let

Kolik Vám je let? * Méně než 20 let

Po stránce 3

Jaké pocity ve Vás vyvolává skutečnost, že pracujete pro společnost, která nemá českého vlastníka? *

Pokračovat na další stránku

Pokud zvážíte všechny aspekty své práce, jak byste celkově zhodnotil(a) současnou spokojenost s prací pro Vaši společnost? * Plně spokojen(a)

Pokud byste měli možnost povýšení do funkce s HR odpovědností (manažer) či specializované činnosti (technický specialista), za předpokladu stejného platového ohodnocení, který z těchto možností byste si vybral(a)? * Velmi tíhnu ke specializovaným pozicím

Pracuji rád právě pro takovou společnost

Pokud byste ze společnosti odešel(a). Domníváte se, že byste byl(a) schopen(a) obdržet stejnou práci za stejnou mzdu, jinde? * Určitě ano

Jak často Váš nadřízený trvá na dodržování pravidel a postupů? * Vždy

Jak rádi byste pracoval(a) pro nadřízeného z jiné země než ČR * Raději pracuji pod českým vedením

O četnosti problémů

Jak často, podle Vaší zkušenosti, se vyskytuje následující problém?

Zaměstnanci se bojí vyjádřit svůj názor nadřízeným. * 12345

Nevíte co je po Vás přesně očekáváno či vyžadováno. * 12345 nikdy
Vaši nadřízení se příliš věnují detailům Vaší práce. * 12345

Některé skupiny zaměstnanců pohlížejí na ostatní skupiny či pracovní pozice s despektm. * 12345

Váš názor

Bude Vám představen výčet tvrzení. U každého, prosím, uveďte, jak Vaše "vnitřní já" souhlasí či nesouhlasí s daným tvrzením. Důležitý je Váš skutečný názor.

Společnost by měla mít přímou odpovědnost za zdraví a sociální zázemí svých zaměstnanců. * 12345

souhlasím bez výhrad

Mít zajímavou práci je stejně důležité jako vysoký plat. * 12345

souhlasím bez výhrad

Soupeření či konkurence mezi zaměstnanci obvykle nepřináší nic dobrého * 12345

vůbec nesouhlasím

Manažer, který se před rozhodnutím zeptá na Váš názor, si nezaslouží respekt. * 12345

vůbec nesouhlasím

Zaměstnanci by měli více přispívat k rozhodnutím managementu. * 12345

vůbec nesouhlasím

Rozhodnutí jedince je vždy správnější, než pokud rozhodne skupina. * 12345

vůbec nesouhlasím

Společnost by měla aktivně přispívat k řešení společenských problémů (bída, chudoba, díkriminace, či znečištění). * 12345

vůbec nesouhlasím

Pokud zůstanu u jedné společnosti po dlouho dobu, je to nejlepším způsobem, jak zaručit její úspěch. * 12345

O Vašich cílech
Prosím, uveďte, jak jsou následující tvrzení pro Vás důležitá.

zcela nedůležité

Pracovat pro divizi/oddělení, které je řízeno efektivně. * 12345

vůbec nesouhlasím

Předpisy společnosti by neměly být v žádném případě porušeny. * 12345

vůbec nesouhlasím

Většina zaměstnanců se bojí odpovědnosti, jsou málo ambiciozní a ze všeho nejvíce chtějí pocit bezpečí a záruky práce. * 12345

vůbec nesouhlasím

Cítit jistotu, že nebude přeřazeni na méně žádanou pracovní pozici. * 12345

zcela nedůležité

Mít práci, která Vám umožňuje přispět k úspěchu Vaší organizace. * 12345

zcela nedůležité

Pracovat pro společnost, která je v česku vnímána jako úspěšná. * 12345

zcela nedůležité

Pracovat pro společnost, která je vždy o krok napřed v oblasti využívání moderních technologií. (např. CRM, atd.) * 12345

Pracovat v kolegiálním a přátelském prostředí * 12345

Mít práci ve které se učíte každý den. * 12345

O Vašich všeobecných názorech

Prosím, vyplňte jedno z následujících.

zcela nedůležité

zcela nedůležité

Být vždy zpraven(a) o technickém vývoji ve Vašem pracovním odvětví. (např. pomoci tréningů, news-letterů, atd.) * 12345

Po stránce 7
Dobrý Manažer dává svým podřízeným vždy a kompletní instrukce, jak mají vykonávat svou práci. Nikdy nedává příkazy vágní a všeobecné, při kterých je způsob jejich plnění na podřízených. * 12345

Většina společností má zájem na tom, aby se její zaměstnanci měli dobře. * 12345

Všeobecně se dá říci, že lepší manažeři jsou tí, kteří ve firmě působí již delší dobu. * 12345

Většina zaměstnanců nerada pracuje a vyhýbá se práci, pokud je to možné. * 12345

vůbec nesouhlasím

Většina zaměstnanců se snaží přispět k úspěchu společnosti. * 12345

vůbec nesouhlasím

Abychom byli úspěšní, důležitější než vlastní schopnosti je znát vlivné lidi. * 12345

vůbec nesouhlasím

Společnost mění svou politiku a rozhodnutí velmi rychle. * 12345

vůbec nesouhlasím

Je lepší pracovat pro velkou společnost, než pro malou. * 12345

vůbec nesouhlasím

I v případě kdy, se zaměstnanec domnívá, že si zaslouží navýšení platu, neměl(a) by o toto požádat svého nadřízeného. * 12345

vůbec nesouhlasím

Soukromý život zaměstnance by měl být hlavním zájmem firmy. * 12345

vůbec nesouhlasím

Konec

Toto je konec dotazníku. Děkuji Vám za Vaši trpělivost! - Pavel Čejka -
8.4. **Informed Consent** (Stanford University, n.d.)

**Information for Participation in Interview Research**

I volunteer to participate in a research project conducted by Mr. Pavel Čejka from the University of Economics, Prague (VSE). I understand that the project is designed to gather information about cultural dimensions in the Czech Republic, Poland and Slovakia. I will be one of approximately 10 people being interviewed for this research.

1. My participation in this project is voluntary. I understand that I will not be paid for my participation. I may withdraw and discontinue participation at any time without penalty. If I decline to participate or withdraw from the study, no one will be told.

2. I understand that most interviewees in will find the discussion interesting and thought-provoking. If, however, I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end the interview.

3. Participation involves being interviewed by researchers from VSE. The interview will last approximately 45-60 minutes. Notes will be written during the interview. An audio tape of the interview and subsequent dialogue will be made. If I don't want to be taped, I will not be able to participate in the study.

4. I understand that the researcher will not identify me by name in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure and undisclosed to anyone else but the researcher.

   Subsequent uses of records and data will be subject to the EU data use policies which protect the anonymity of individuals.

5. Faculty and administrators from VSE will neither be present at the interview nor have access to raw notes or transcripts.

For research problems or questions regarding subjects, the Dean’s office may be contacted by e-mail: mikovair@fm.vse.cz.