

ASSESSMENT OF THE IMPACT OF AZERBAIJANI CULTURE ON MANAGEMENT BASED ON HOFSTEDE'S APPROACH

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Abstract: This study is to investigate the fact that managers from different cultures have different values and to reveal the dimensions of Azerbaijani managers' personal values. This study aimed to explore cultural differences in Azerbaijani managers using Hofstede's cultural dimensions as a framework. A total of 173 surveys were collected from managers in the city of Baku, the capital of Azerbaijan. Hofstede and Minkov's formulas for six dimensions (Power Distance, Individualism vs Collectivism, Masculinity vs Femininity, Uncertainty Avoidance, Long- vs Short-Term Orientation, and Indulgence vs Restraint) were used to analyze the data. The reliability analysis showed that the scale was reliable, with a Cronbach's alpha coefficient of 0.811. The findings indicated that Azerbaijani managers have high perceptions of power distance, uncertainty avoidance, and masculinity but low levels of individualism and indulgence.

Key words: Cultural values, dimensions of national culture, Hofstede and Minkov, intercultural management

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Introduction

Today's competitive market, which erases national borders and makes the world a small global village, forces companies to look for new ways to manage and organize their businesses to stay ahead of the competition. A high level of diversity in a network may create tensions as opposing ideas arise from differences in organizational values, cultures and goals (Muradli and Ahmadov 2019). When the studies on management and organization are examined, several universal prescriptions are seen against the problems they encounter, which include the knowledge and findings of the literature on the subject generally obtained in Western societies. These ready-made recipes, which can give positive results in the geography of the study, fail when tried in different geography. The validity of this information and findings, which were reached in a certain socio-cultural environment and as a result of a process for the conditions in Azerbaijan, is controversial. Although it is thought that the problems experienced in Azerbaijani enterprises are mostly caused by bureaucratic procedures, inadequacies in control mechanisms, and inadequacy in managerial approaches, in fact, human resources belonging to a certain culture are at the root of all problems. Examining the positive and negative aspects of Azerbaijani management models and understanding and recognizing the cultural

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differences of the people who play important roles in the organizations will create a more productive work environment and contribute to successful international cooperation. Among the theories of cultural dimensions developed to understand these differences, the most dominant one is the conceptual framework developed by Hofstede to measure cultural dimensions.

One of the most important factors within the cultural phenomenon is the values that individuals possess. Values are considered guiding principles in individuals' lives. The culture in which a person lives affects this formation. Geert Hofstede developed the national culture model based on this and explained societies in various dimensions. This model consists of six elements: power distance (PD), uncertainty avoidance (UAI), individualism/collectivism, masculinity vs femininity, long-term vs short-term orientation (LTO), and indulgence vs restraint (IVR) (Hofstede and Minkov, 2013). It is stated that individuals from these cultures attach importance to similar values. Although the basic starting point of research is that different cultures have different values, some values also have similarities. In this sense, it is thought that the personal values of managers, within the framework of the national culture model, differ for each country manager, and therefore these values are effective in the decisions they make. It is stated that, especially with the increasing number of managers working in foreign countries, these values are transferred mutually, and over time, there is cultural convergence or divergence. Based on this, the main starting point of this study is to investigate the phenomenon that managers in different cultures have different values and to examine in which main dimensions the personal values of Azerbaijani managers are grouped.

Literature Review

According to Ahmadi et al. (2022) study, using cultural dimension theory as a foundation, the authors hypothesize that this heterogeneity can be explained by the cultural values of the various nations. According to their theory, consumer stockpiling in response to the World Health Organization's announcement was more pronounced in nations where the population exhibits high uncertainty avoidance, low long-term orientation, low indulgence and high individualism. The authors support these claims with country-level data on cultural values, pandemic response strategies, and other important factors combined with global mobility data from Google. So, the previously fragmented literature on the cultural dimension theory and consumer stockpiling, in general, is brought together in this research note, which also offers important new information regarding cross-cultural consumer behavior in times of crisis. The authors also offer practical advice for corporate executives and international policy officials who want to anticipate or prevent consumer hoarding during future world crises to improve consumer welfare (Ahmadi et al., 2022).

The findings indicate that, despite the majority of HRM processes being carried out differently in local enterprises, MNCs, and CEE TOP 500 companies, at least one of them is of equal importance. However, many factors can influence the results, such

as the country's reputation, economic strength, or individual elements of the host country's culture transferred into a corporate culture (Smerek and Vetrakova 2020). The study of Wust and Simic Andriukaitiene (2017) identified significant differences between Germans and Croatians due to socioeconomic and cultural differences derived from the Hofstede model. According to research, Hofstede's findings for the uncertainty avoidance index and the individualism/collectivism index for a subsample of a young student population with different value criteria in their career preferences should be questioned (Wust & Simic, 2017).

Research by Ponomareva et al. (2021) found that cultural diversity in top management teams (TMTs) has been scant and dispersed, despite its rising societal importance. The study evaluates and synthesizes 106 important publications published between 1997 and 2021 to provide a solid basis and promote the growth of this discipline. The work offers a detailed field map explaining the causes and effects of TMT cultural variation, demonstrating that this diversity is a discrete and crucial component with considerable ramifications for various outcomes. The research discovers significant gaps and intriguing areas for further study by critically evaluating the field. Ponomareva et al. wish to anticipate or restrict consumer hoarding during upcoming world crises to improve consumer helpful welfare insights for global decision-makers in industry and politics (Ponomareva et al. 2021). Despite its rising societal importance, Pirlog's (2020) research on cultural diversity in top management teams (TMTs) has been scant and dispersed.

The Study of Antonio Siervo da Motta and Simeone Gomes (2022) The Instituto Brasileiro de Geografia e Estatística (IBGE), which is "the principal data supplier" in Brazil, federal public employees are the subject of this study's investigation of the impact of Brazilian cultural traits. Due to its size and diversity, it is specifically meant to conduct a cultural examination of the Brazilian regions of North, Northeast, Southeast, South and Mid-West. The information was gathered from 464 IBGE employees who responded to the Hofstede questionnaire VSM-2013 in Brazil (2018). The results indicate a validation of the indices derived by the model of cultural mapping when applied to Brazil under Hofstede's dimensions of national culture. In addition, confirming that variances occur depending on the Brazilian location being studied is feasible demonstrating the presence of subcultures (Antonio Siervo da Motta & Simeone Gomes, 2022).

Power Distance: The distance that power creates between a society's members is realized in accordance with that society's values and norms, and over time, the varying degrees of power that the society adopts become institutionalized (Kadir Varoglu et al., 2000). Enterprises have very shallow hierarchical pyramids and a sparsely staffed inspection department. Salary differences are not very significant. Anyone can use the same cafeteria, restrooms, or parking lot. The ideal boss is a well-liked Democrat with extensive field knowledge. Superiors should be approachable to subordinates. Before making decisions that impact their jobs, subordinates anticipate being consulted. They acknowledge that the boss will still have the final say. Businesses have a system to keep managers from abusing

authority (Hofstede and Jan Hofstede 2005). Hofstede and Jan Hofstede's research further supports the idea that power distance significantly impacts workplace behavior and attitudes.

Masculinity vs Femininity: Both men and women can display masculine or feminine values and behaviors, and different societies may have varying degrees of masculinity or femininity. According to Hofstede, assertiveness, making money, and materialistic tendencies stand out as dominant values, but the importance given to humans remains in the background; the dominant values of these societies contain an element of male culture. On the other hand, when we examine the traditional male values in societies, aggression, passion for promotion, assertive attitude of the person, being athletic and gracious, displaying a dominant and oppressive attitude, self-confidence, being independent, and posing externally come to mind (Sargut 2001). In countries where masculine authority dominates, compromises and agreements are achieved due to intense competition. While in a masculine culture, men are supposed to be seeking an environment where they can be assertive, competitive and able to be promoted, those of a feminine culture are in search of a benevolent environment in which they can socialize. (M. Hodgetts & Luthans, 1994).

Individualism vs Collectivism: While most individuals live in societies where the interests of groups are more important than the interests of individuals, a relatively small proportion of individuals live in societies where the interests of individuals are more dominant than the interests of their groups (Hofstede, 1994). Hofstede called societies in which the interests of individuals precede the interests of the group as "individual" and societies in which the interests of the group take precedence over the interests of the individual "collectivist". Hofstede also stated that extreme individualism and extreme collectivism could be used as two opposite poles in the differentiation of national cultures and as a dimension on a global basis and defined these concepts as follows; "Individualism is a concept related to societies where ties between individuals are loose. Individuals are responsible for caring for themselves and their families in individualistic societies. The opposite of individualism, collectivism is valid in societies where people are integrated into strong and cohesive groups from birth. In these societies, individuals remain under the protection of these groups for life in exchange for unconditional loyalty (Sargut, 2010). They stated that individualistic traits characterize people from the Western context (Western Europe, North America, and Australia), while non-Western (Asian, South American, and African) traits are characterized by collectivist values. Movements, such as protestantism, freedom and equality of individuals in Western societies, have highlighted concepts such as personal preferences of individuals, freedom of individuals, and self-realization of individuals. In this sense, it was stated that Western countries with a Protestant past and heritage would have individualistic values (Oyserman, et al., 2002). Understanding the differences between individualistic and collectivist cultures can be important in various settings, including business, education, and healthcare. For example, in a collectivist culture, decisions may be made based on the interests of the group rather than the interests

of the individual. This can be challenging for individuals from individualistic cultures who may prioritize their interests over the interests of the group. Similarly, in a business context, communication styles and decision-making processes may differ depending on whether the culture is individualistic or collectivist.

Uncertainty Avoidance: In societies with low and high uncertainty avoidance thresholds, the multiplicity of official rules and control systems regulating social life, standard procedures and plans, rituals, the importance given to expertise and career continuity, the tendency of individuals to take risks, the degree of understanding of ways of thinking and behavior deviating from the society and the tendencies of the majority differ (Sargut, 2001). Cultures with high uncertainty avoidance need more formal rules and absolute truth than cultures with low uncertainty avoidance; there is less tolerance for individuals and groups who display different ideas and behaviors. Communities with high uncertainty avoidance tend to exhibit relatively more emotionality. These societies have high levels of anxiety and high job stress. There is a high emotional response to change. Cultures with low uncertainty avoidance have lower stress levels, weaker superegos, and are more likely to accept disagreements. Furthermore, cultures with low uncertainty avoidance tend to take more risks. Hierarchical rules should be applied in organizations; organizational rules should not be violated. Low ambition for individual advancement is seen. Uncertainty avoidance also causes significant differences in work environments. In societies with high uncertainty avoidance, people want to keep themselves busy. In societies with low uncertainty avoidance, people work hard when necessary, and the desire to do business comes from within (Buchko, 1994). The level of uncertainty avoidance can also have a significant impact on the way organizations function. In high-uncertainty-avoidance cultures, there is a strong emphasis on following established rules and procedures, and individual ambition may be less valued than adherence to organizational norms. In low-uncertainty-avoidance cultures, people may be more willing to take risks and pursue individual advancement, and there may be less emphasis on hierarchical rules.

Long-Term vs Short-Term Orientation: Hofstede used this dimension, which he called the "Long/Short-Term Focus Dimension," based on the "Confucian Dynamism" of Canadian psychologist Michael Harris Bond, to explain cultural values. Hofstede uses this because the four dimensions described in the previous sections have nothing to do with economic growth, while this dimension is closely related to economic growth. The long-term focus aspect here denotes a pragmatic and virtuous society, particularly in terms of perseverance, frugality, and adapting to changing circumstances. Rather, it refers to a society composed of virtues related to past and present situations, such as short-term focus, national pride, respect for tradition, protection of reputation, and fulfillment of social obligations (Hofstede, 2011). This dimension focuses on cultures' seeking satisfaction for the present or the future (Williams, 2018). LONG Periodic orientation refers to the degree of using a future-oriented perspective. (Hofstede, et al., 2010). Cultures with a long-term orientation tend toward future existence, thrift, regulating relationships by status and

embarrassment. It emphasizes virtues (Gladden, 2019). Societies with a culture of short-term orientation focus on direct interests and past achievements. These cultures also highly value tradition, national pride, and fulfilling social obligations. On the other hand, cultures with a short-term focus tend to prioritize immediate interests and past achievements, limiting their ability to achieve long-term success. Understanding this dimension is crucial for individuals and organizations seeking to work and succeed in different cultural contexts, as it can help them adapt their behavior and expectations accordingly.

Indulgence vs Restraint Index: Hofstede added a final dimension to the 2010 edition of his book "Culture and Organizations," published in 1991, which he expanded with Michael Minkov. Tolerance-restraint dimension. Individuals can control or eliminate their wishes, which will satisfy them with their lives. Tolerance is the opposite of restriction; it is defined as the human needs related to enjoying life and indulging in self-indulgence as a necessity and supporting the satisfaction of these enthusiasms within certain limits (Hofstede, et al., 2010). This dimension aims to satisfy the needs and wants of society. It refers to the degree of allowing the basic impulses of enjoying life and having fun to be satisfied relatively freely against the rigid social norms that regulate and suppress it (Hofstede, et al., 2010). In countries with high tolerance scores, individuals emphasize friendship, leisure time, self-discipline and self-control and are more optimistic (Hofstede & Hofstede, 2005). In countries with high constraint scores, there is a greater sense of helplessness and less free expression of positive emotions (Gladden, 2019).

Research Methodology

Cultural distance analysis: Cultural distance analysis involves quantifying the cultural differences between countries or regions using statistical methods. This approach can provide a useful overview of cultural differences but may oversimplify complex cultural factors. Ultimately, the choice of methodology will depend on the research question, available resources, and the desired level of depth and generalizability. Hofstede's approach has been widely used and validated, but other methodologies can provide valuable insights into cultural differences in management practices. Hofstede's model is based on extensive research involving data from many different cultures, which adds credibility and reliability. Therefore, choosing Hofstede's cultural dimensions as a framework for this study provides a sound and established method for exploring cultural differences in Azerbaijani managers. The main purpose of this research is to determine the cultural differences among Azerbaijani managers within the scope of Hofstede's cultural dimensions. The city of Baku, the capital of Azerbaijan, was chosen as the study area. The main reason for selecting Baku is that managers from all of Azerbaijan's provinces live there. Hofstede and Minkov made a questionnaire that was used in the study. The survey was carried out between September and December 2022, and a total of 173 surveys were evaluated. Although a total of 300 questionnaires were distributed, 127 were not returned. The obtained data were analyzed using the statistical analysis package

program for social sciences (SPSS). Besides the Hofstede index calculation formulas, mean and ANOVA tests were used in the study to measure the differences according to demographic variables. Below are Hofstede and Minkov's formulas for the 6 dimensions: Power Distance (PD), Uncertainty avoidance (UAI), individualism/Collectivism, Masculinity vs Femininity, Long-vs Short-Term Orientation (LTO) and Indulgence vs Restraint (IVR).

- I. *Power Distance (PDI)* = $35(m07 - m02) + 25(m20 - m23) + c(pd)$
- II. *Individualism vs Collectivism (IDV)* = $35(m04 - m01) + 35(m09 - m06) + c(ic)$
- III. *Masculinity vs Femininity (MAS)* = $35(m05 - 03) + 35(m08 - m10) + c(mf)$
- IV. *Uncertainty Avoidance (UAI)* = $35(m18 - m15) + 25(m21 - m24) + c(ua)$
- V. *Long-vs Short-Term Orientation (LTO)* = $40(m13 - m14) + 25(m19 - m22) + C(ls)$
- VI. *Indulgence vs Restraint (IVR) (IVR)* = $35(m12 - m11) + 40(m17 - m16) + c(ir)$

While the calculations were being made, the averages of the questions in the questionnaire were placed in the formula for the relevant dimension. For example, the m08 value in the power distance formula represents the average of the 8th question in the questionnaire. The values 35 and 25 in the formula are constant values given by Hofstede. And also, the C (constant-constant) value included in the formula and added to each dimension separately was determined as 50 because Hofstede's IBM research was conducted in 53 countries and for easy comparison. Hofstede and Minkov (2013) state that the C value is a value that can take on a positive or negative value, can change according to the nature of the research, and can be chosen as any value between 0 and 100.

Table 1. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.811	0.823	24

Reliability analysis shows that the scale is reliable (see Table 1). Accordingly, the general safety coefficient of the cultural dimensions scale of the managers working in Azerbaijani enterprises is = 0.811, and since Cronbach's alpha coefficient of the scale is above = 0.70, it can be said that the scale has high reliability.

Findings on Cultural Differences

The values of the scale measuring the cultural dimensions of Azerbaijani managers were determined using the formula developed by Hofstede and Minkov (2013) as follows:

Table 2. Cultural Dimensions Values of Azerbaijani Managers

Cultural Dimensions	Azerbaijani Managers Values
Power Distance (PDI)	65.25
Individualism vs. Collectivism (IDV)	-16.85
Masculinity vs. Femininity (MAS)	39.5
Uncertainty Avoidance (UAI)	64.85
Long-vs.Short-Term Orientation(LTO)	37.3
Indulgence vs. Restraint (IVR)	19.5

The Power Distance (PDI) values for Azerbaijani managers were established using the Hofstede and Minkov (2013) formula as follows:

$$PDI - 35(4.23-4.38)+25(3.65-2.83)+50= 65.25$$

The findings reveal that managers in Azerbaijani companies have high perceptions of power distance. Azerbaijani managers accept a highly hierarchical structure, the dependence of employees on their superiors, the importance of expressing unwavering obedience, the centralization of power in organizations, the reporting of employees' tasks to superiors, the possibility of privileges for superiors, and the wide disparity in salaries.

The Individuality/Collectivity (IDV) values for Azerbaijani managers were established using the Hofstede and Minkov (2013) formula as follows:

$$IDV-35(3.69 - 4.35)+35(2.91 - 4.16)+50 = - 16.85$$

The findings demonstrate that the managers working in Azerbaijani companies have very collectivist values on the cultural dimensions scale. For Azerbaijani managers, belonging to a group and societal and business interests are more significant than personal interests.

Masculinity vs Femininity (MAS) values for Azerbaijani managers were determined using the Hofstede and Minkov (2013) formula;

$$MAS - 35 (4,14- 4,29)+35(4,36- 4,51)+50 = 39.5$$

The findings indicate that managers in Azerbaijani businesses have feminine values. This means that the relationships between employees in organizations are more sincere and warm, the value of helping people, the importance of quality of life and service, and conflicts are resolved through mutual agreement.

The Hofstede and Minkov (2013) formula was used to calculate uncertainty avoidance (UAI) values for Azerbaijani managers.

$$UAI - 35(3.86 - 2.95) + 25(2.82 - 3.50) + 50 = 64.85$$

The findings indicate that managers in Azerbaijani businesses have high uncertainty avoidance values. Managers are most concerned with job security, pension security, and compensation. These executives are more worried and stressed.

Short- and long-term orientation (LTO) values for Azerbaijani managers were determined using the Hofstede and Minkov (2013) formula.

$$LTO - 40(3.78 - 3.96) + 25(3.60 - 3.82) + 50 = 37.3$$

The findings indicate that managers in Azerbaijani businesses value short-term orientation. Organizations that focus on the short term are traditionalists who are wary of change. The future is not given much thought. Organizations that focus on the long term tend to think about the future. It is critical to save money and invest. Companies are eager to invest in employee training and development.

Restraint vs indulgence reflects the belief that it should be regulated and controlled by strict social norms. Fewer people say they are happy in organizations that have constraints. Freedom of speech is valued in enthusiastic organizations, and employee well-being is high. In restricted organizations, freedom of expression is not valued. Azerbaijani managers' responsiveness and restraint (IVR) values were determined using the Hofstede and Minkov (2013) formula.

$$IVR - 35(3.83 - 3.96) + 40(2.79 - 3.45) + 50 = 19.05$$

The findings indicate that managers in Azerbaijani businesses have constraints. This is the situation of executives in Azerbaijani businesses.

Differences by Socio-demographic Characteristics

The findings of the one-way analysis of variance (ANOVA), which was carried out to see if there were any significant differences in cultural values according to participant age, are shown in Table 3.

Table 3. Comparison of cultural dimensions for Azerbaijani managers by age

	Age	N	PDI	IDV	MAS	UAI	LTO	IVR
	18 - 24 (a)	42	3,7381	3,8214	4,2440	3,2857	3,8929	3,6131
	25 - 34 (b)	74	3,8345	3,7838	4,4122	3,3277	3,7601	3,4730
	35 - 44 (c)	51	3,7990	3,8627	4,3971	3,2843	3,7941	3,5686
	45 - 45 (d)	4	3,4375	3,1875	4,1250	3,1875	3,7500	3,2500
	55 + (e)	7	2,5000	2,1250	2,1250	2,2500	3,1250	2,1250
		ANOVA	F=3.270	F=4.120	F=7.799	F=2.574	F=.976	F=4.335
			p=.013	p=.003	p=.000	p=.040	p=.422	p=.002
*p<0,05								

The ages of executives from Azerbaijan show no discernible difference in power distance. There are significant differences between age groups regarding power distance, individuality versus collectivism, masculinity versus femininity, uncertainty avoidance, and indulgence versus restraint dimensions.

It shows the results of a one-way analysis of variance (ANOVA), which was conducted to determine whether cultural values differ significantly according to the educational status of the participants.

Table 4. Evaluation of Cultural Aspects among Azerbaijani Managers Participants by Educational Level

Education	N	PDI	IDV	MAS	UAI	LTO	IVR
Collage	4	3,0625	3,3750	3,8749	2,9375	3,1874	2,8750
Bachlor	90	3,7556	3,7917	4,3250	3,2500	3,7750	3,5500
Macter	57	3,8947	3,8158	4,4386	3,4167	3,8377	3,5482
Ph.D	22	3,6818	3,7386	4,1818	3,1818	3,8750	3,3977
ANOVA		F=2,242	F=0,678	F=1,89	F=2,05	F=1,33	F=1,96
p<0,05							

For Azerbaijani managers, a significant difference was found between education groups in terms of the PDI culture dimension. There are no significant differences between education groups in terms of uncertainty avoidance (UAI), individualism/collectivism, masculinity vs femininity, long- vs short-term orientation (LTO), and indulgence vs restraint (IVR) dimensions.

Research Results and Discussion

The dimensions of the business cultures of Azerbaijan, Ukraine and Poland were analyzed and compared using G. Hofstede's taxonomy of cultural elements, and the following findings were as a consequence. A comparison is made in this part by quoting the Wachowski and Bliznyuk (2017) article.

Table 5. Comparison of Azerbaijanian, Ukrainian and Polish Management Culture

Countries	PDI	IDV	MAS	UAI	LTO	IVR
Azerbaijan	65.25	-16.85	39.5	64.85	37.3	19.5
Poland	68	60	64	93	38	29
Ukrain	92	25	27	95	55	18

Source: Wackowski and Blyznyuk (2017)

The concept of "concentration of power" (centralization) is conceptually related to the cultural dimension "power distance" (PDI), which quantifies how much society accepts the unequal distribution of power in institutions and organizations. Azerbaijan (PDI = 65), Ukraine (PDI = 92), and Poland (PDI = 68) all have significant "power distances" according to G. Hofstede's cultural dimensions, but

Ukrainian corporate culture has a higher degree of internal inequality and more hierarchical pyramid structures. Polish managers also tend to take an autocratic approach to leadership and oppose anything that can undermine their authority.

All employees are focused on achieving collective goals and collective success; all staff members suffer from the shortcomings and failures of an individual; promotion does not depend on an employee's personality, according to Geert Hofstede's Cultural Dimensions, which rank Azerbaijan (IDV = - 17) and Ukraine (IDV = 25) respectively. Poland, on the other hand, is a country with an individual culture (IDV = 60), where there is a system of values in which the personality dominates; people have the freedom to criticize coworkers and management, and promotion is solely based on an individual's abilities and accomplishments.

The cultural factor "masculinity vs femininity" (MAS), also known as "emphasis on attaining goals," exposes a strategy for encouraging people to carry out specific tasks to accomplish the goals. This element concerns how men and women are assigned different emotional roles and how society strikes a balance between ego and social values.

The Polish culture (MAS = 64) is characterized by medium masculinity and active target behavior, with a predominance of traditional masculine values like success, money, wealth, ambition, career, and competition, in accordance with G. Hofstede's Cultural Dimensions. The gender roles are clearly separated. Ukrainian (MAS = 27) and Azerbaijani (MAS = 40) cultures, where there is harmony and a tendency to compromise, and where the quality of life and care for others predominate, femininity and passive target behavior are innate.

Uncertainty avoidance (UAI), a cultural factor, is linked to "structure activities" (formalization, specialization and standardization) and denotes a culture that is intolerant of ambiguity and uncertainty.

The results for Azerbaijan (UAI=65) show that enterprises there have strong uncertainty avoidance values but Less Than Polish And Ukrainian. The three things that worry managers the most are remuneration, pension security, and job security. These CEOs are feeling more stressed and anxious.

Polish and Ukrainian business cultures score highly on the avoidance of uncertainty scale (UAI = 93 and 95, respectively) developed by G. Hofstede. In these civilizations, breaking several laws and regulations is typically morally wrong and supported by the majority of the populace. Anything that is not permitted in society is forbidden and unlawful, but law-breaking is rampant and legal nihilism is common. This index significantly affects the management frameworks of Azerbaijan, Polish and Ukrainian businesses.

The need for long-term (or short-term) plans for the future in terms of work, life, and other areas of social life is determined by the cultural component "long-term orientation vs short-term orientation" (LTO).

Ukrainian business culture (LTO = 55), according to G. Hofstede's Cultural Dimensions, has a medium-term orientation. This can be shown in how people want to build wealth and preserve money and how ready they are to forgo short-term

pleasures in favor of long-term goals. Poland's business culture (LTO = 38) and Azerbaijan Business Culture (LTO = 37) are also comparatively closer to the short-term pole. It demonstrates the need for quick outcomes and a strong propensity for spending rather than accumulation.

The cultural dimension "indulgence versus restraint" (IVR) demonstrates the degree to which children's socialization issues have been resolved and their attitude toward impulse and desire control as a result of education and socialization. Recently, it has surfaced in the methodical approach.

Poland (IVR = 29), Azerbaijan (IVR = 20) and Ukraine (IVR = 18) have restrained cultures, which refers to a relatively tight control over urges and impulses within the culture, in accordance with Geert Hofstede's Cultural dimensions. This culture is characterized by suppressing needs and the stringent social standards that govern them. In such societies, there is a propensity for pessimism and cynicism. Contrary to indulgent cultures, restrained cultures do not place a high value on free time and regulate the satisfaction of desires. This viewpoint considers the satisfaction of one's desires to be wrongdoing and believes that societal rules govern one's behavior.

Conclusion

This study attempted to identify cultural differences by studying managers employed in Azerbaijani businesses. This was done in light of the significance of culture and how it influences employee behavior. The results are outlined below.

The executive culture in Azerbaijan emphasises group behaviour more than individuality.

People are created and raised in a protective, tightly-knit community in collectivism. Organizations should mention the following because collectivism is a concept that applies to societies where individuals are faithfully protected and integrated into powerful in-groups from the moment of birth:

- We keep consciousness alive
- Motivating people to their emotional dependence on organizations and institutions
- The institution or group should offer knowledge, organization, tasks, and security information to teach them that teamwork produces the best results
- Personal relationships should take precedence over work in the workplace
- Group decisions should be encouraged
- There shouldn't be a special award, and performance should be assessed collectively rather than individually.

The masculine value system does not dominate the Azerbaijani administrative culture, but rather the feminine.

Behavioral characteristics sought in managers are manager-like, caring, understanding, and able to show love and compassion. In times of crisis, managers activate these features. Occasionally, employees are listened to, advised, and reassured by managers.

- Conflicts are resolved through problem-solving, compromise, and agreement
- Protection of private life should be given importance.
- Quality of life and people should be given more importance than money.
- Must be compassionate and give importance to the relationship.
- Weak and powerless employees are encouraged.

The tendency of Azerbaijani managers to avoid uncertainty is high

"Azerbaijani managers perceive uncertainty as a crisis. They have a high expectation for even the smallest details to be explained and instructed in writing. Informal communication is intense in management, and a constant sense of suspicion prevails in institutions. Different approaches are tried rather than addressing the source of uncertainty. The following are things that should be done for the organization:

- Instill loyalty to the employer and maintain a high level of average tenure in the workplace.
- Create an emotional need for rules
- Innovative people should not feel limited by rules.
- Managers should be involved in implementation.
- It is necessary to equalize the managers' power to control uncertainty.

Azerbaijani managers have a high power distance.

In their organizational structure and cultural reflections, value, respect and unconditional obedience to authority (leader-manager) are adopted as basic principles. Especially managers are considered superior in terms of qualifications, and the tendency to accept unequal power distribution among individuals and hierarchical structuring is high. To get more productivity from managers, it is necessary to:

- Reflect on the internal hierarchy and inequality between subordinates and superiors in the organization
- Establish vertical organizational structures (structures where there are more middle-level managers)
- Have a high number of supervisory personnel
- Managers should trust supervisors and official rules
- Create a culture where middle and lower-level managers expect to be given orders
- Upper-level managers should give a protective autocrat or good father image to lower and middle-level managers

When the system of selecting and placing managers based on loyalty and career is not institutionalized and lacks a scientific approach, the high power distance can lead to errors in organizational decision-making and implementation as well as organizational inefficiency and power loss in all directions.

Azerbaijani managers have a short-term orientation level.

It is accepted that social responsibilities should be fulfilled and work should be conducted while adhering to traditions. The following should be done in terms of

management in organizations: Radical decisions should not be made in changing traditions within the organization; adaptation should be initiated.

- Needs should be immediately satisfied without delay.
- Short-term results are important in business life. Managers should be informed about the profit and loss situation.
- Analytical thinking should be at the forefront.
- Frugality should be encouraged for the development of the business and for the making of new investments.

Azerbaijani managers have a restraint index

Since managers in Azerbaijan have a restraint dimension, the following management practices should be implemented in businesses:

- Since managers perceive needing help, they should always be supported.
- Managers should be motivated to enjoy their work more.
- Norms should be established in the workplace.
- More time should be devoted to education and development opportunities within organizations.

It is claimed that a person is a part of the culture they are born, raised, and grow up in and that culture is a powerful factor that shapes human behavior, develops it, and determines perspective. Based on the studies conducted, it can be said that for management to be successful, it needs to examine the cultural dimension of the community it addresses, focus on meeting the community's needs and approach them in line with their expectations. Based on all this information, it is not possible to talk about an ideal management style, and it can be said that every culture has its unique management style.

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OCENA WPŁYWU KULTURY AZERBEJDŹAŃSKIEJ NA ZARZĄDZANIE WEDŁUG PODEJŚCIA HOFSTEDE'A

Streszczenie: Niniejsze badanie ma na celu zbadanie faktu, że menedżerowie z różnych kultur wyznają różne wartości oraz ukazanie wymiarów osobistych wartości menedżerów azerbejdżańskich. Badanie to miało na celu poznanie różnic kulturowych wśród menedżerów z Azerbejdżanu, wykorzystując jako odniesienie wymiar kulturowy Hofstede. W sumie

zebrano 173 ankiety od menedżerów w mieście Baku, stolicy Azerbejdżanu. Do analizy danych wykorzystano formuły Hofstede i Minkova dla sześciu wymiarów (dystans władzy, indywidualizm vs kolektywizm, męskość vs kobiecość, unikanie niepewności, orientacja długoterminowa vs krótkoterminowa oraz pobłażanie vs powściągliwość). Analiza rzetelności wykazała, że skala była rzetelna, a współczynnik alfa Cronbacha wyniósł 0,811. Wyniki wskazują, że menedżerowie z Azerbejdżanu mają wysokie postrzeganie dystansu władzy, unikania niepewności i męskości, ale niski poziom indywidualizmu i pobłażania sobie.

Słowa kluczowe: Wartości kulturowe, wymiary kultury narodowej, Hofstede i Minkov, zarządzanie międzykulturowe

基于 HOFSTEDE 方法的阿塞拜疆文化对管理的影响评估

摘要：本研究旨在调查来自不同文化的管理者具有不同价值观的事实，并揭示阿塞拜疆管理者个人价值观的维度。本研究旨在以霍夫斯泰德的文化维度为框架，探讨阿塞拜疆经理人的文化差异。总共从阿塞拜疆首都巴库市的管理人员那里收集了 173 份调查。Hofstede 和 Minkov 的六个维度公式（权力距离、个人主义与集体主义、男子气概与女性气质、不确定性回避、长期与短期取向以及放纵与约束）用于分析数据。信度分析表明该量表可靠，Cronbach's α 系数为0.811。调查结果表明，阿塞拜疆经理人对权力距离、不确定性回避和男子气概有很高的看法，但个人主义和放纵程度较低。

关键词: 文化价值观, 民族文化维度, Hofstede and Minkov, 跨文化管理