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**WORKING IN INTERNATIONAL ENVIRONMENT BASED ON  
TRAINING EXPERIENCES IN GREECE, FINLAND AND SPAIN**

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## ABSTRACT

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<p>In various places around the world management looks different and has other preferences or focuses. We could think if it is a matter of business, country or maybe person. Personally, I believe that the way how management is done depends on many reasons, however some are more obvious than the others. Based on my training experiences in Greece, Finland and Spain I could compare how different management can be.</p> <p>What is interesting, in each place everything worked perfectly in completely different way. Mostly, I focus on the culture differences that influence on the way of management. Moreover, different looks management on international level. Managers who work with international teams have to pay much more attention and accept until certain level much more different behaviors.</p> <p>My thesis consists practical observations based on theoretical frameworks like Geert Hofstede's cultural dimensions.</p> <p>Obviously, I cannot decide which way of management is generally better. I can just choose which one works the best for me as a person. The best management differs from nation to nation and what's more important from person to person.</p>		
<b>Key words</b> Culture, business culture, international communication, multinational team		

## CONCEPT DEFINITIONS

**IMB** – International Business Machine

**Geert Hofstede's cultural dimensions** – Professor Geert Hofstede conducted study of how values in the workplace are influenced by the culture. He analyzed data of IBM, between 1967 and 1973 converting more than 70 countries. In editions of Geert Hofstede's work since 2001, scores are listed for 76 countries, partly based on replications and extensions of the IMB study on different international populations. He analyzed each place by measuring score of power distance, individualism, masculinity, uncertainty avoidance, long term orientation and indulgence.

**Culture** - Edward Tylor has given one of the oldest and a classical definition of culture, as 'Culture is that complex whole includes knowledge, belief, art, morals, law, custom and other capabilities and habits acquired by man as a member of society'. Generally, it is the characteristics and knowledge that a particular group of people follow in normal life as well as in working one.

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## 1 INTRODUCTION

International communication is a key to success in working in multicultural environment. Recent years it has changed rapidly. Following World War II, global communication was dominated by the tensions arising from the Cold War, pitting the old Soviet Union against the United States and its allies. History is an excellent example of various actions across different countries. Before, many nations were not open-minded for international business, simply people were afraid of it, which was an effect of lack of knowledge about other nationalities. Nowadays, it has changed a lot. In today's world, international businesses are more and more popular and plenty of countries opened their borders for different nationalities, for instance China is a perfect example because 20 years ago it was completely closed country and today it is one of the most important place of business with millions of international factories. It does not connect only to business but also to travelling, international migrations, changes in human's minds. All around the world people become more open-minded for others. Technology development is the merit of it, new inventions like Internet, smartphones, computers, video cameras, social networks like Facebook or Twitter make easier communication between nations.

One of the biggest challenge in international management is understanding other people's culture, which manifest itself in various ways. Geert Hofstede, well-known expert in area of differences between nations, suggested to look at cultural manifestations from an outer layer to an inner layer. National culture is the name people give to that what distinguishes the people of one country from those of another. That is why it is extremely necessary to understand other culture and learn about business culture of the others in order to not get surprises. International managers have to deal with a lot of things.

Greece, Finland, Spain are completely contrasting countries located in other parts of Europe. Each of the national and business culture is different, as well as human mentality and attitude to work. Based on experiences of living and working in those three places; as well getting opinions from workmates; there is coming fascinating international management comparison including business cultures and working in multicultural team. The idea of topic of this thesis came from contrasting feelings of the author while work with international teams in those three countries.

## 2 BASIC INFORMATION ABOUT COUNTRIES

In this chapter basic information about Greece, Finland and Spain are presented in order to understand the differences later on. All three of those places has other history, location, religion. What is more, each of the country has different politics even though they are all members of European Union.

### 2.1 Greece

Greece, officially Hellenic republic is a country located on the south of Europe (MAP 1). From ancient times they keep traditional motto 'Freedom or death'. The history of Greece is one of the longest of any country, having been continuously inhabited since 270,000 BC. Considered the cradle of Western civilization, Greece is the birthplace of democracy, Western philosophy, the Olympic Games, Western literature, historiography, political science, major scientific and mathematical principles, and Western drama, including both tragedy and comedy. Nowadays, population of Greece is 10,9 million (2015) and capital is Athens. Two-thirds of the Greek people live in urban areas. Greece's largest metropolitan centers and most influential urban areas, are those of Athens and Thessaloniki with metropolitan populations of approximately 4 million and 1 million inhabitants respectively.

MAP 1. Map of Greece.





Greek flag is based on nine equal horizontal stripes of blue alternating with white; there is a blue canton in the upper hoist-side corner bearing a white cross; which symbolize religion, Eastern Orthodoxy (PICTURE 1).

PICTURE 1. Greek flag



The most important sectors of Greece's economy in 2014 were wholesale and retail trade, transport, accommodation and food services (26.3 %), public administration, defense, education, human health and social work activities (20.8 %) and real estate activities (18.5 %). Greece's main export partners are Turkey, Italy and Germany while its main import partners are Russia, Germany and Iraq.

One of main sector of business in Greece is tourism. Greece has attracted 26.5 million visitors in 2015 and is projected to attract more contributing 18 % to the nation's Gross Domestic Product, with its capital city Athens, as well as Santorini, Mykonos, Rhodes, Corfu, Crete and Chalkidiki being some of the country's major tourist destinations. Most visitors arriving to Greece on short term basis in 2015 were from the following countries of nationality (TABLE 1). (Official website of European Union, 2016)

TABLE 1. Visitors of Greece by country. (World Trade Press, 2010)

Macedonia	3023059
Germany	2810350
United Kingdom	2397169
Bulgaria	1917081
France	1522836
Italy	1355836
Turkey	1159908
Poland	1009934
United States	838592
Serbia	732346
Netherlands	700296

## 2.2 Finland

Republic of Finland is situated in the Northern Europe and has land borders with Sweden, Norway and Russia (MAP 2). It is eighth biggest country in Europe with total area of 338,440 km<sup>2</sup>. Population is 5.4 million from which 1.4 million are inhabitants of metropolitan area. Majority of population lives in Southern part of the country, where the biggest cities are located. The capital of Finland is Helsinki with the access to the Baltic Sea. Official language is Finnish spoken by 88,9 % and Swedish spoken by 5,3 % of people.

MAP 2. Map of Finland



Finland got independent 6<sup>th</sup> of December 1917 and since 1995 is in European Union. Currency unit is euro and GDP is 37, 559 euro. Flag of the country is white with blue cross that represents Christianity (PICTURE 3). More than 70 % of Finns are Lutherans.

PICTURE 3. Flag of Finland



Finland is parliamentary democracy with 200 members in one chamber. The current president is Sauli Niinistö since 2012. The biggest sector of economy is services, after manufacturing including forest industry. Finland is the the most popular place to visit by tourists, however the most visited places are Helsinki, Turku and Lapland. Still the highest amount of tourists belongs to Finns but there are many visitors from Norway, Sweden and also from overseas like United States of America or China (TABLE 2). (Finland Promotion Board, 2015; Official website of European Union, 2016)

TABLE 2. Visitors of Finland by country. (Finland Promotion Board, 2015)

Sweden	55763
Germany	48803
Russia	32655
China	23797
Norway	18673
Switzerland	16826
United States	12959
United Kingdom	12312
Japan	12171
Estonia	10792

### 2.3 Spain

Spain, officially the Kingdom of Spain is located on the Iberian Peninsula in south-western Europe (MAP 3). However, the territory of the country includes Balearic Islands, in the Mediterranean Sea, and Canary Island, in the Atlantic Ocean. Spain was a powerful empire in 16<sup>th</sup> and 17<sup>th</sup> century. During I and

II World War country stayed neutral but suffered from civil war in years 1936-1939. Nowadays, Spain is constitutional monarchy with head of State, King Felipe VI, and head of government, prime minister Mariano Raboy Brey.

MAP 3. Map of Spain



Spanish flag consists three horizontal stripes red, yellow and red (PICTURE 3). Population of Spain in July 2016 was 48 563 479. Total area of the country is 505 990 km<sup>2</sup>. The biggest city and the capital at the same time is Madrid and the official language is Spanish. Co-official languages with Spanish are Basque, Catalan and Galician. The majority of people are Roman Catholics.

PICTURE 3. The flag of Spain.



Spain is the member of European Union and since 1999 changed currency to Euro. The biggest value in Spanish economy has services, after industry and tourism with agriculture. The official GDP is \$1,2 trillion with growth of 3,2 %. Unemployment rate is still more than 20 % and it is one of the biggest

problem of Spain nowadays. Spain earns a lot during summer season because of tourism, especially on the islands. There are many different nationalities arriving to visit Spain, mostly British, Germans and French. (TABLE 3). (Official website of European Union, 2016)

TABLE 3. Tourists in Spain by country. (Official website of European Union, 2016)

United Kingdom	12790998
France	9190102
Germany	8270251
Italy	3167105
Netherlands	2364709
Belgium	1876153
Portugal	1463638
Switzerland	1392746
Sweden	1358794
United States	1220562

### 3 BUSINESS CULTURE

In order to fully understand different business culture, it is essential to know what culture actually is. Edward Tylor has given one of the oldest and a classical definition of culture, as 'Culture is that complex whole includes knowledge, belief, art, morals, law, custom and other capabilities and habits acquired by man as a member of society'. Generally, culture is the characteristics and knowledge that a particular group of people follow. There are more and less similar cultures however all of them are different. From the culture it can be defined the way of doing business in typical for particular group way that is different for other group. It is important to understand different business cultures.

According to Elisabeth Marx (2011), managers who are best able to conquer culture shock are often those who have a good understanding of different business culture as well as cultural differences. To understand different business culture is very long and deep process. Every time it should be taken into consideration three levels of uniqueness in human mental programming; personality, culture and human nature. Some of them can be learned or inherited but not only culture defines the person according to Geert Hofstede, 1994 (FIGURE 1).

FIGURE 1. Three levels of uniqueness in human mental programming. (Hofstede, 1994)



### **3.1 Greek business culture**

#### **3.1.1 Punctuality**

Generally, punctuality in Greece is not particularly important. For formal meetings Greeks usually are on time, however 15 minutes of delay should be expected and completely accepted, especially with older businessmen. While setting up appointment time should be taken in the consideration duration of the meeting that can be long because of interruptions, agendas are rarely followed. To be safe it is the best to book time for at least 2-3 hours. What is more, production and service deadlines are not often met in Greece. If deadlines are critical for the partner's side they should stay in touch and always remind Greek side. (Passport to trade 2.0, 2014)

#### **3.1.2 Business gifts**

Small gifts are appropriate during business settings, even though they are not mandatory. It is considered to be polite to give small gift at the initial meeting, especially if the cooperation seems to be important. It can be typical product of the partner country; quality should be possibly highest. Business gifts are usually given to senior level of management. Entertainment is often more appreciated and seen better than gifts. That can include invitation for dinner or the night in theater. (Communicating Across Cultures, 2000)

#### **3.1.3 Business dress code**

There is no specific business code. Formal and smart clothes are preferable during business meetings. Dark suit for men and professional outfit for women are the best. During summer time because of hot temperature less formal clothing is acceptable, for example shirt with trousers without tie. Women can be lightly dressed but they should avoid tight and provocative clothes. In Greece, first impressions are often based on clothing so this can make a huge difference. (Passport to trade 2.0, 2014)

#### **3.1.4 Negotiation process**

Greeks like to establish personal relationships before actually doing business. They might be seen by foreigners as slow because they need time to make their opinion. Business partners should present everything with exact documents. Greeks like to check the knowledge and patience of potential cooperators. Negotiations never starts during first meeting. (The Culture Map, 2014)

### **3.1.5 Bribery and corruption**

The Corruption Perceptions Index 2012 ranks Greece in 94<sup>th</sup> place in terms of perceived levels of corruption by their citizens. Corruption in Greece became prevalent after 1981. There were many corruption scandals in the Greek press but in order to fight with that high level in public administration, Greek government has created inspection bodies, which investigate cases in public sectors. Bribery is considered a crime in the Greek Government and it is punished with severe penalties. (Passport to trade 2.0, 2014)

### **3.1.6 Women in business**

In Greece women were and still are primarily responsible for household tasks with minimal help of men. The constitution guarantees equal employment rights, including equal salary for equal work. Still statistics show that women's earnings amount only to 75,8 % of men's earnings. However, better education has allowed many women to create own businesses. The Total Entrepreneurial Activity was 3,5 % for women and 8,5 % for men in 2004. Greek women are most active in sales, interior design, tourism agencies and marketing.

### **3.1.7 Cultural taboos**

All Greeks are very proud of their culture and history. They open and enjoy discussions about history but they tend to have strong beliefs on issues pertaining religion and politics. Also topics concerning Cyprus and Turkey should be avoided. Furthermore, Greeks like to criticize country, society and daily life but they hate to hear it from foreigners. In addition, American gesture 'OK' is considered as obscene, as well as putting open hand facing outward (in western Europe used as 'stop'). (Passport to trade 2.0, 2014)

### **3.1.8 Stereotypes**

*Greeks are assertive to the point of being aggressive and have no sense of personal space during a conversation.*

Greek lifestyle is generally active, they like to be close and personal; they rely a lot of eye contact. Raised voices are normal and nobody should be scared of them.

*Everything in Greece is done on a 'last minute' basis and it generally lacks any sense of organization.*

Greek culture, as other Mediterranean thrives on chaos. It is not a sign of disorganization; they believe that there should be some disappointing moments in order to get to perfection.



*There are two type of people on the world: Greeks and people who wish they were Greek.*

Inhabitants of beautiful country with great, ancient history are full of pride. Greeks have tendency to look at other nations as victims of fate, everything because of pride of being Greek.

## **3.2 Finnish business culture**

### **3.2.1 Punctuality**

Finns are extremely punctual persons and being on time everywhere, does not matter if it is business appointment or simple meeting with friends, is very important. Being late even five minutes is considered as rude and person should call before and apologize. All meetings should start and end as it was agreed before. Finnish people are well-prepared on business meetings and they do not ask many questions so it is important in international negotiations to exactly explain everything in the presentations that will save a lot of time. (Passport to trade 2.0, 2014)

### **3.2.2 Business gifts**

It is not common to give gifts during business meetings. However, after successful negation for long term cooperation small gift like book or traditional souvenir can be given. What is important that gift cannot be too valuable in order to not be understood as bribe. During private meetings small gifts are accepted. In any case any gifts or flowers in white or yellow color should be avoided as they are common at funerals.

### **3.2.3 Business dress code**

Business dress code is traditional in Finland. Men should wear business suits, women skirts, formal trousers or dresses. For business dinners it is better to dress formal and smart if not other dress code is required before. Because of relatively cold temperature during winter it is well seen if shoes are changed for more elegant one inside, especially for women.

### **3.2.4 Negotiation process**

As Finns are very punctual they expect the same from others, as it is sign of respect. During meeting just hand shaking is enough, kisses in chicks are kept for family only. Business meetings take place in offices and it is very rare to make business negotiations in restaurants or other places out of office. Between or at the end of the appointment is usual to go together for lunch. Also drinking coffee is an essential part of Finnish culture so coffee breaks during business meetings are normal.

Small talk does not work during Finnish meetings; they prefer to start from concrete points. Honest opinions are highly appreciated and criticism is seen as way to get the best rather than a personal attack. Finns might look reserved and cold, especially during first meetings however they like to have everything clear and organized. If there is business meeting they talk about business and just about business. Relationship building exist outside of the office, sauna is perfect place to relax and discuss about everything else than business. (Passport to trade 2.0, 2014)

### **3.2.5 Bribery and corruption**

In Finland corruption and briberies almost do not exist. Finns appropriate honesty and truth a lot. In the global Corruption Perception Index released annually by Transparency International, Finland has been ranked either first (5 times) or second (4 times) since 1997. In well-ordered countries like Finland corruption among officials is less popular than in poor nations. (Passport to trade 2.0, 2014)

### **3.2.6 Women in business**

Men and women are completely equal in business. Finland was the first European country who gave vote for women in 1906. Many women can be found in the most senior positions in large Finnish companies. Employers who have at least 30 employees must have a gender equality plan that includes a women's and men's pay comparison. The Ministry of Social Affairs and Health and other important labor market organizations, set guidelines for gender equality planning. Finland has recently had a female president for two terms (12 years altogether). (Passport to trade 2.0, 2014)

### **3.2.7 Cultural taboos**

Finnish society is very tolerant and it is hard to mention taboos. However, it is better to not talk about religion or politics as it is private topic for each person. There are also moments of the history that should be avoided in discussion for example about Sweden and Russia. Finns cherish their reputation for living in an egalitarian country. Hence, any discriminatory or racist jokes should not be told. What is important, discussion about salary, health issues, love life should not take place as it is seen very as private topics. (Communicating Across Cultures, 2000)

### **3.2.8 Stereotypes**

*All Finns are reserved and shy*

Finns are open-minded, tolerant and talkative people for friends. They need time to meet person and they really respect their privacy. Not everybody has to know everything about them.

*Finns live in saunas.*

Definitely, Finns love sauna, they always find time to enjoy it. Even during business meetings invitation for sauna together can be expected.

*All Finns are atheists.*

This is just an impression of other nations. There are many churches across Finland. A lot of Finns follow religion but they do not show it to others because everybody is equal.

### **3.3 Spanish business culture**

#### **3.3.1 Punctuality**

In Spain time seems not to be extremely important. People do not consider being late as impolite or disrespectful. In business deadlines are considered as objectives to be met where possible but they are not viewed as binding. Very important is Spanish 'siesta' which means at least 2 hours break during the day. That is why smaller shops, offices and companies are open from 10AM to 2PM and after from 4PM to 7PM. It is recommended to check opening hours before. (Passport to trade 2.0, 2014)

#### **3.3.2 Business gifts**

In Spain, during business, exchange of gifts usually does not exist. However, it is possible that after successful international negotiations small gifts like traditional food or drink is accepted. Gifts should not be too expensive in order to not be taken as a bribe. On the other hand, if somebody is invited at private home, even business partners, it is required to offer something like box of chocolates or flowers. When giving flowers, it is important to not bring dahlias, chrysanthemums, white lilies or red roses due to cultural associations; it is also an obligation to gift flowers in odd numbers, as long as they do not add up to thirteen. (Passport to trade 2.0, 2014)

#### **3.3.3 Business dress code**

For Spanish people clothing is very important and they will judge person based on the dress code. In business, for men dark woolen or linen suits and silk ties with white cotton shirts are recommended. Women should wear well-cut suits or dresses made of high-quality fabrics. As Spanish weather can be very hot, it is usually acceptable to wear lightweight suits, to loosen one's tie and throw one's jacket over one's shoulder. The same for women, however they should avoid to short skirts and provocative clothing. (Passport to trade 2.0, 2014)

### **3.3.4 Negotiation process**

In Spain, business meetings are relatively relaxed and long, what should be taken in consideration while setting time of appointment. What is important, before starting negotiations to get to know business partners, that builds trust between both sides. During meeting it is normal that general topics are catching up with personal topics. That is why business partners should get to know each other earlier. Great opportunity to that can be invitation for dinner. Spanish people enjoy their time around table and food so it is rather impolite to start business topics while eating.

It is important to follow agenda during the official business appointment and give a lot of information during presentations. The Spanish are usually curious about other countries and they like to ask a lot of questions connected to the products or services. As it is traditional country main decisions can be made just by seniors. Once a verbal agreement has been made, a full contract will then be written up and circulated for review and approval within a reasonable period of time. (Communicating Across Cultures, 2000)

### **3.3.5 Bribery and corruption**

Spain has relatively high level of corruption comparing to other countries in Europe. Corruption is an important issue in society and political life that many professionals admit that Spain should rapidly amend its laws. There are expected high penalties on bribes in public sector. However, there are still many situations like for example passing job to relatives or friends. Even though nowadays there are many international businesses, level of corruption is high but just among domestic Spanish businesses and politics. (Passport to trade 2.0, 2014)

### **3.3.6 Women in business**

Spain is, typically, men dominated business society. There are not many women on manager's positions however more and more it is tried to be changed. Also with the changes in demographics there are more women with higher education. Although it is still unusual to meet women in very senior positions, they are making rapid strides in middle-management areas. (Passport to trade 2.0, 2014)

### **3.3.7 Cultural taboos**

Although, Spanish create very tolerant society topics like Spanish Civil War, religion, politics or homosexuality should not be discussed. The best is to avoid questions about conflicts between Basque, Catalan and Gibraltar. During business meetings it is recommended to avoid backslapping or hugging during initial phase of the relationship.

### 3.3.8 Stereotypes

*Spanish people are all lazy.*

Because of 'siesta' in the middle of day and favorite word 'mañana' Spanish people can be taken as lazy even though they are very hard working. Their style of work is different but it does not mean that they are all lazy.

*All Spanish are late.*

This stereotype is quite real, as in their culture is not impolite to be late and it is fully accepted. However, in business they try to be on time but it is better to take into consideration than some delay is normal.

*Spain is hugely corrupted*

Level of corruption and bribe in Spain is one of the highest in Europe. However, it is not very high on international level of business.

## **4 GEERT HOFSTEDE'S CULTURAL DIMENSIONS**

Professor Geert Hofstede, born in 1928, Dutch social psychologist conducted one of the most comprehensive studies on national values, introducing the dimension concept. His most popular book, *Cultures and Organizations: Software of the Mind*, has been translated into 20 different languages. Using research data of his working place, a multinational company (IBM) with subsidiaries in more than 60 countries, he identified four largely independent dimensions: power distance, uncertainty avoidance, individualism masculinity, long term orientation and indulgence. These six dimensions are expressed in a score on a 0-100 point scale. Replications by Hofstede and other researchers have extended the number of countries covered to 76. (Hofstede, 2010)

### **4.1 Definitions of dimensions**

Information based on Hofstede, 2002.

#### **4.1.1 Power distance**

This dimension presents if everybody is equal. The extent to which the less powerful members of organizations and institutions, like the family, accept and expect that power is distributed unequally. For example, in USA level of power distance is low; people treat more equally each other but in Russia power distance level is very high; everybody has place in society.

#### **4.1.2 Individualism**

The degree of interdependence a society maintains among its members. Self-image of people is or 'I' or 'we'. In the individualistic countries people tend to look just after themselves and closest family only. Other vision has society who live in collectivistic countries where people belong to 'groups' that take care of them for their loyalty. For example, in USA level is high, "liberty and justice for all" and in China level is low as collectivistic country.

#### **4.1.3 Masculinity**

A high score on this dimension points out that the society will be driven by competition, achievement, with success being claimed by the winner/best in field and it is opposite to femininity, where the dominant values in society care for others and also for the quality of life. For example, in Japan level is

very high where there is structure ‘boys don’t cry’ and in Sweden level is low, where there are many women on the management positions.

#### **4.1.4 Uncertainty avoidance**

The society has to deal with question of future, if it can be predicted or not. One of the way has to be followed or to try to control future or to just let it happen. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. For example, in Germany the level is high because society relies on rules, laws and regulations but in Singapore is level is low.

#### **4.1.5 Long term orientation**

This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future. For example, high score of long term orientation is in China where people follow Confucius ideas and in Portugal level is low because people concentrate on the presence. When the score is low, the normative societies prefer to cultivate time-honoured traditions. On the other side there is pragmatic societies which make effort in modern education that will be the way to prepare for the future.

#### **4.1.6 Indulgence**

The extent to which people try to control their desires and impulses. Since children hood people are getting socialized, based on the way how people are raised they create indulgent society, where this control is weak or restraint society with relatively strong. Great example is USA where level is high because people follow idea of ‘work hard play hard’ than in India level of indulgence is low.

### **4.2 Greece by Hofstede’s dimensions**

Information based on Itim International, Geert Hofstede dimension tool, 2016.

#### **4.2.1 Power distance**

In Greece power distance level equal 60. It is an intermediate score but with tendency to higher side. Different distribution of power is visible mostly that power holders have more benefits in society. It is very important to show respect to older people, as well adults as children do that. In the offices there is

usually one boss who takes all responsibility. Status symbols of power have a lot of importance in order to indicate social position and ‘communicate’ the respect that could be shown to others.

#### **4.2.2 Individualism**

In Greece level of individualism is 35, as collectivistic country. Greeks follow idea of ‘we’ and from the moment they are born they create ‘groups’, especially visible in families including uncles, aunts, cousins, grandparents, which protect their members in exchange of loyalty. It is perfectly visible in companies when for instance older uncle help to hire for new position his younger nephew. In business in Greece it is important to build long-term and trustful relationships which are often between family members.

#### **4.2.3 Masculinity**

The score of Greece is 57, which represent medium level of masculinity. Greek society is rather success oriented. Men claim that it is his own honour to take care of the family. People like to speak about successful persons they know in the city. Aristoteles Onassis, the Greek tycoon, well known all over the world, was and still is an example of a successful Greek whose status symbols speak of the excellent achievements in a Masculine society. (Culture Studies, 2009)

#### **4.2.4 Uncertainty avoidance**

In this dimension score of Greece is the highest because it is 100. All laws, rules, bureaucracy are at the top of importance in order to make the country the best and the safest place to live. Greeks enjoy to chat with colleges, relax, have a long meal with friends, dance and everything that makes life better. Moreover, emotions are easily shown in body language of inhabitants of Greece.

#### **4.2.5 Long term orientation**

The score of long term orientation in Greece is 45. The middle level is nowadays popular in European countries, where people enjoy the presence but still do not disrespect traditions.

#### **4.2.6 Indulgence**

Greece represents level 50 in this dimension. That means that there is no clear preference among Greeks between indulgence and restraint can be established.



### **4.3 Finland by Hofstede's dimensions**

Information based on Itim International, Geert Hofstede dimension tool, 2016.

#### **4.3.1 Power distance**

Finland has low score of 33 on this dimension. That represents Finnish style of independence, hierarchy for convenience only, equal rights and laws for everybody. In companies, power is decentralized, managers listen and count on help of their team members as well as employees expect to be consulted. Communication between people everywhere, as well in companies, is direct and participative. Finns respect each other and have the same respect to manager and cleaner.

#### **4.3.2 Individualism**

Finland has score of 63 in this dimension that means that Finns create individualistic society. They take care of themselves and their closest family only. Their personal space is extremely important; they appreciate their privacy but also they respect everybody else in society. In companies, hiring and promotion decisions are based on merit only, management is the management of individuals.

#### **4.3.3 Masculinity**

Score of Finland in masculinity is very low because just 26, that means that it is strongly feminine country. Finns value equality, solidarity and quality in their working life. All problems can be solved by consensus, compromise and negotiations. Free time and flexibility are highly valued. People do not show their status in society, everybody is equal. Effective manager is person you support the team and decision making process is achieved through involvement.

#### **4.3.4 Uncertainty avoidance**

Finland reached score of 59 on this dimension. This culture prefers to avoid uncertainty, punctuality and precision are very important. Time is money, people work hard and follow rules. Being innovative is resisted and security is a precious element of self-motivation.

#### **4.3.5 Long term orientation**

With low score of 38, Finland is classified as normative culture. Absolute truth is extremely valued everywhere, at work, at school and in private life. People respect traditions and try to follow them. Finns seem to not pay a lot of attention to the future, however they like to achieve their goals fast.

#### **4.3.6 Indulgence**

The score of 57 classifies Finland as an indulgent country. Generally, Finns exhibit the willingness to realise their impulses. They are glad to have fun, simply enjoy life and their time. Society seems to have tendency to be rather optimistic. What is more, Finns like to spend hard earned money as they want, mostly for leisure.

#### **4.4 Spain by Hofstede's dimensions**

Information based on Itim International, Geert Hofstede dimension tool, 2016.

##### **4.4.1 Power distance**

On this dimension Spain has relatively high score of 57. That means that people accept hierarchical order in which everybody has own place and nobody needs further discussion about this. Spanish people like to be told what they should do, manager should lead them and be benevolent autocrat.

##### **4.4.2 Individualism**

Spain reaches level 51 of individualism instead of other countries in Europe which means that Spanish people create collectivist society. However, by comparison to other areas of the Earth, mostly Spain is seen as fully individualistic place. Because of middle score inhabitants of this country see as natural teamwork, also international one. Perfect manager should be full of motivation in order to lead employees in the team.

##### **4.4.3 Masculinity**

Spain gets the score of 42 on this dimension which is in the middle level, that means that consensus is a right word. Children at school are taught about harmony in society, everybody is equal and can do the same things. About management, it is highly appreciated to discuss and consult important decisions with team members. Regarding politics, there is not only one winning party, society does not follow idea of 'the winner gets everything'.

##### **4.4.4 Uncertainty avoidance**

On this dimension Spain has definitely clear and high score of 86. It is considered as the second noisiest country of the world. People have rules and laws but at the same time they like to avoid them, that makes

a lot of problems and make life complex. Spanish people do not enjoy confrontation as it brings a lot stress that they prefer to avoid. A lot of young persons would like to choose work in civil services.

#### 4.4.5 Long term orientation

Even though score of 48 in Spain is in the middle it is normative country. Spanish people enjoy to live the moment and be happy of their life. Not without reason there is famous around the world Spanish word 'fiesta' that means party. People look for fast results without delays.

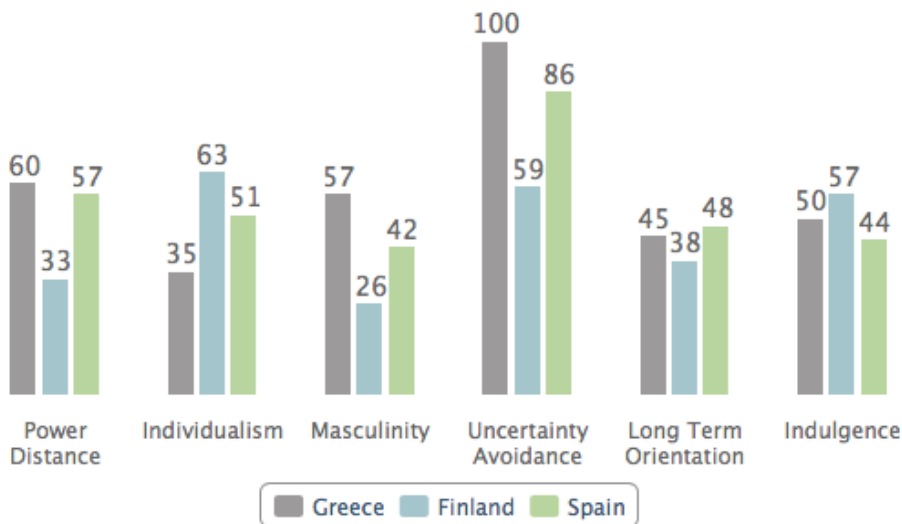
#### 4.4.6 Indulgence

Spain with score of 44 is not really indulgent country. Societies with low level of indulgence have tendency to pessimism and cynicism. Spanish people like to control their desires. Their actions are restrained by social norms and people do not want to put themselves in something wrong and bad.

#### 4.5 Summary

All of those three countries differ a lot in score of each dimension. Each of the country is located in different part of Europe, people are not the same as well as values and beliefs. The most visible differences are in power distance and uncertainty avoidance. (FIGURE 2).

FIGURE 2. Comparison between Greece, Finland and Spain. (Hofstede, 2010)



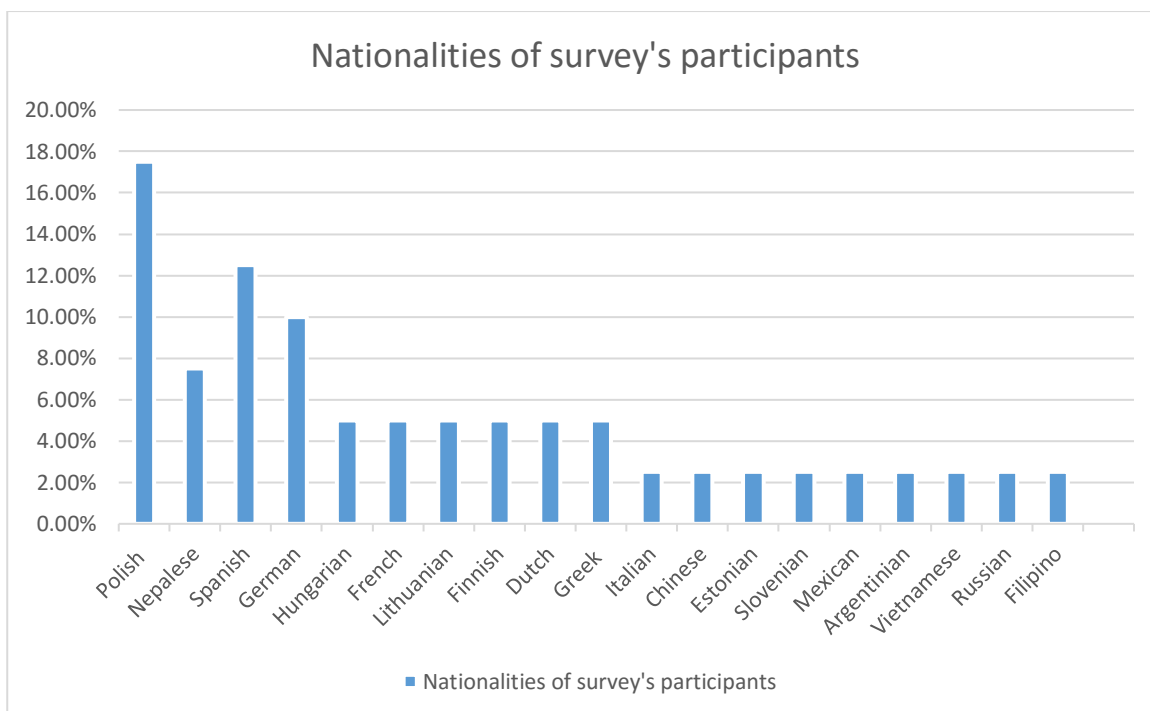
## 5 SURVEY ANALYSIS

The survey called ‘International environment at work’ was available in the Internet by the link <https://www.surveymonkey.com/r/9PHPM3F> from 22<sup>nd</sup> of September 2016 to 7<sup>th</sup> of October 2016 (APPENDIX 1). During this period of time author collected 43 answers from different nationalities. In survey responders answered on 10 questions connected to work in international environment. Author sent requests to fill the survey to people with who worked in Greece, Finland and Spain.

### 5.1 Question 1 - What is your nationality?

From 43 persons that participated in survey 3 persons skipped answer of the first question. From 40 persons who answered, there are 19 different nationalities (GRAPH 1). The majority of responds came from 7 Polish that represents 17,5%. After 3 answers came from Nepalese, 2 from French, 2 from Hungarian, 2 from Lithuanian, 1 from Chinese. Moreover, author collected answers from 4 German, 1 Slovenian, 5 Spanish, 2 Finnish, 2 Dutch, 1 Vietnamese, 1 Mexican, 1 Estonian, 1 Argentinian, 1 Italian, 1 Filipino, 1 Russian and 2 Greek. The diversity of nationalities represents many various opinions about work in international environment and quite wide experience in multicultural work of the author.

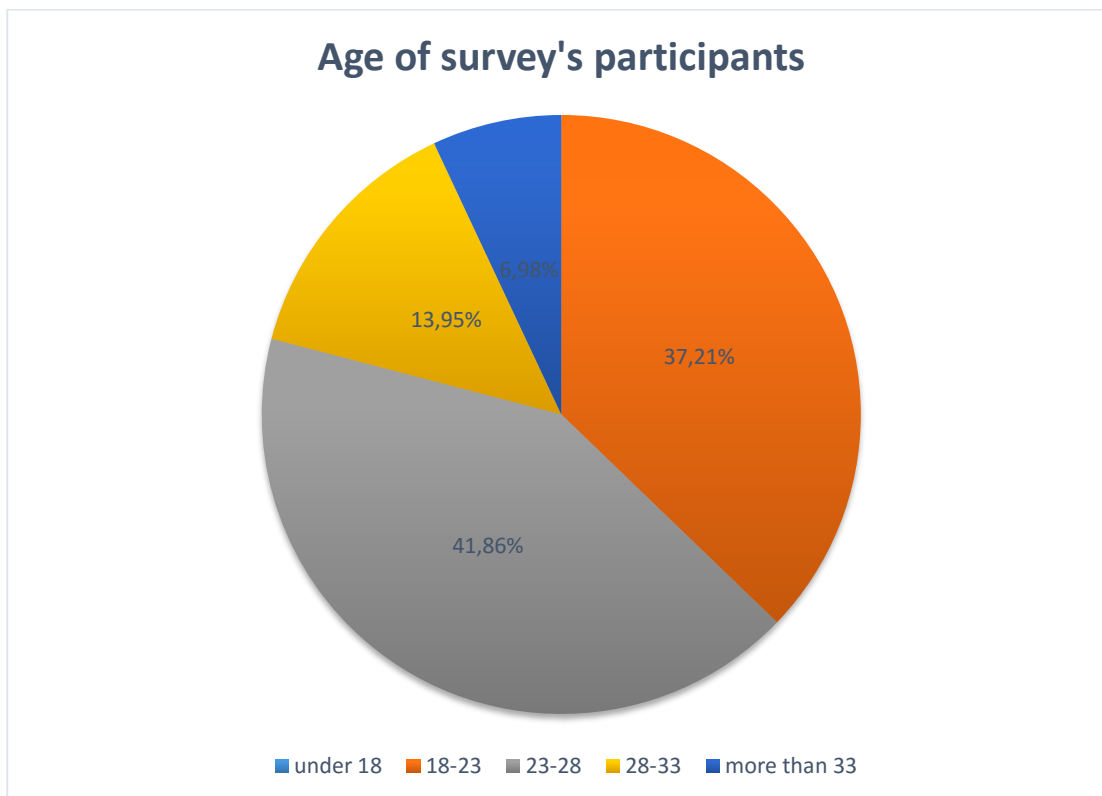
GRAPH 1. Nationalities of survey’s participants.



## 5.2 Question 2 – Age

In question 2 everybody, 43 persons answered. There were options to choose age between: under 18, between 18 and 23, between 23 and 28, between 28 and 33 and more than 33 (GRAPH 2). The majority because 41,86 % answered they are between 23 and 28 years old. Second most popular answer of 37,21 % was between 18 and 23 years old. Just 13,95 % chose answer between 28 and 33 years old. Only 3 persons that represent 6,98 % said they are more than 33 years old.

GRAPH 2. Age of survey's participants.

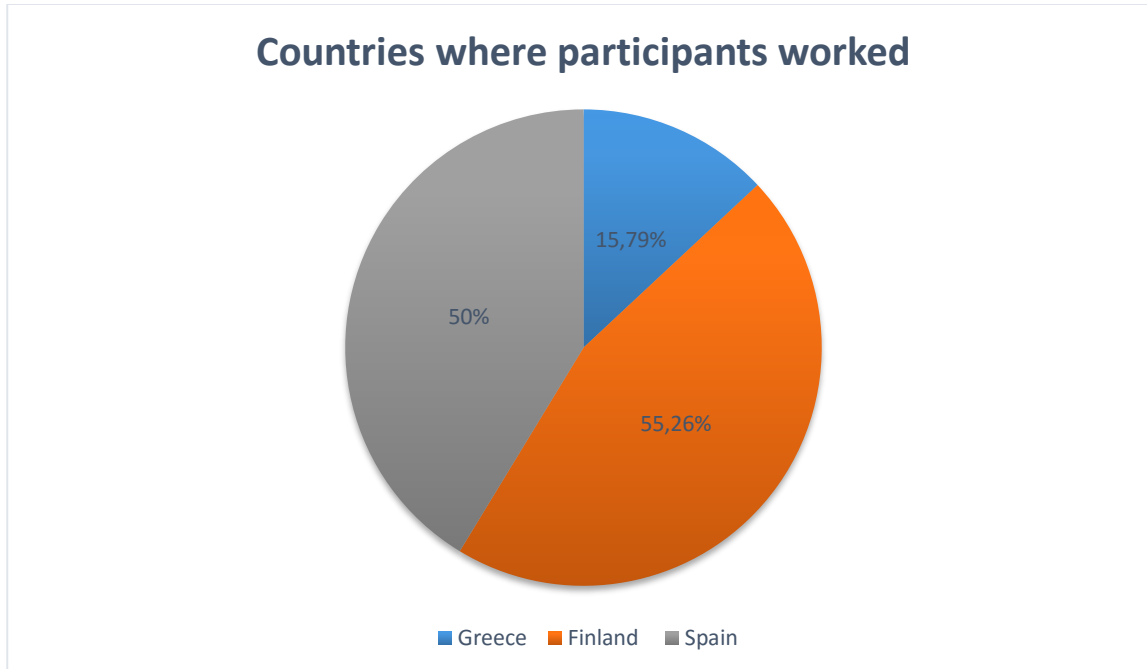


## 5.3 Question 3 – In which of those 3 countries did you work?

In question 3, the participants could choose the countries that they worked before between Greece, Finland and Spain or other. Author got 38 answers on this question that means that 5 persons skipped it. The results are: 21 persons which represent 55,26 % worked in Finland, 19 persons which represent exactly 50 % worked in Spain and 6 persons which is 15,79 % of total worked in Greece (GRAPH 3). The answers of other countries where participants worked were Poland, Sweden, Scotland, Ireland,

Norway, Mexico, Turkey, Thailand, Germany, United States, Italy, Japan, Malta, France, Cuba, Egypt, Tunisia, Singapore, Uganda, Netherlands, Austria and United Kingdom.

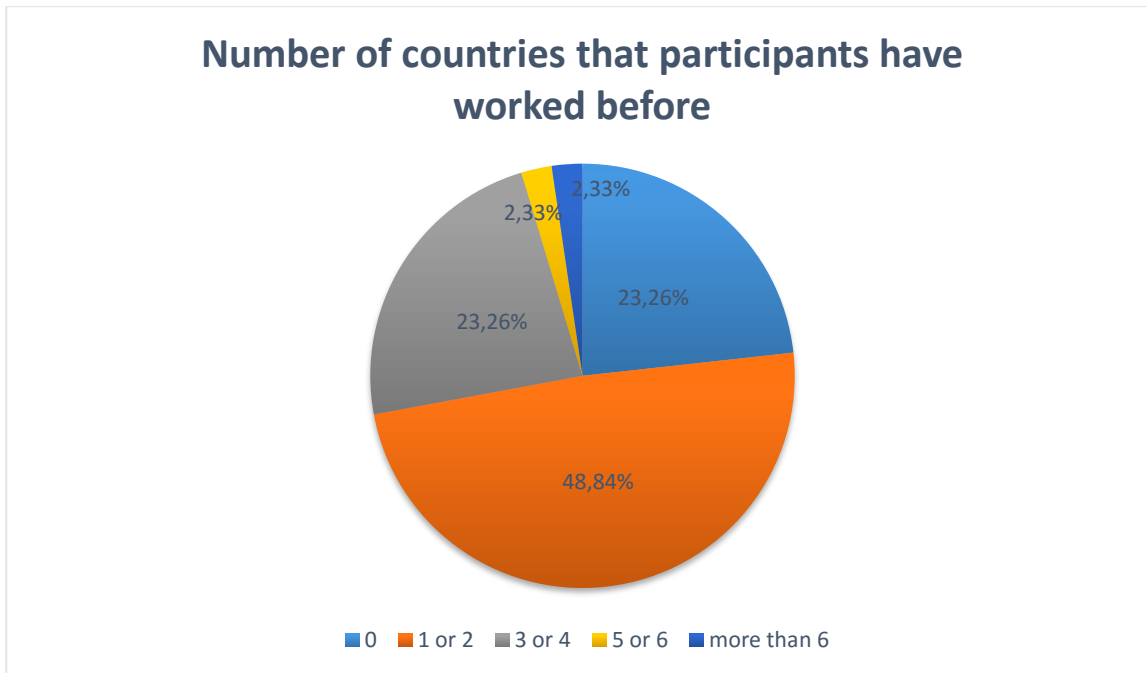
GRAPH 3. Countries where participants worked.



#### 5.4 Question 4 – In how many countries have you worked before?

Author of survey got answers from everybody, 43 persons. The participants could choose answer between 0, 1-2, 3-4, 5-6 and more than 6 (GRAPH 4). Only 10 persons which represent 23,26 % never worked in any other country before. Majority of answers because 21 persons which is 48,84 % answered that worked in 1 or 2 countries before. Other 10 persons which show 23,26 % worked before in 3 or 4 places in the world. And only 1 person (2,33 %) worked in 5 or 6 countries, also 1 person answered that worked in more than 6 different places.

GRAPH 4. Number of countries in which participants have worked before.



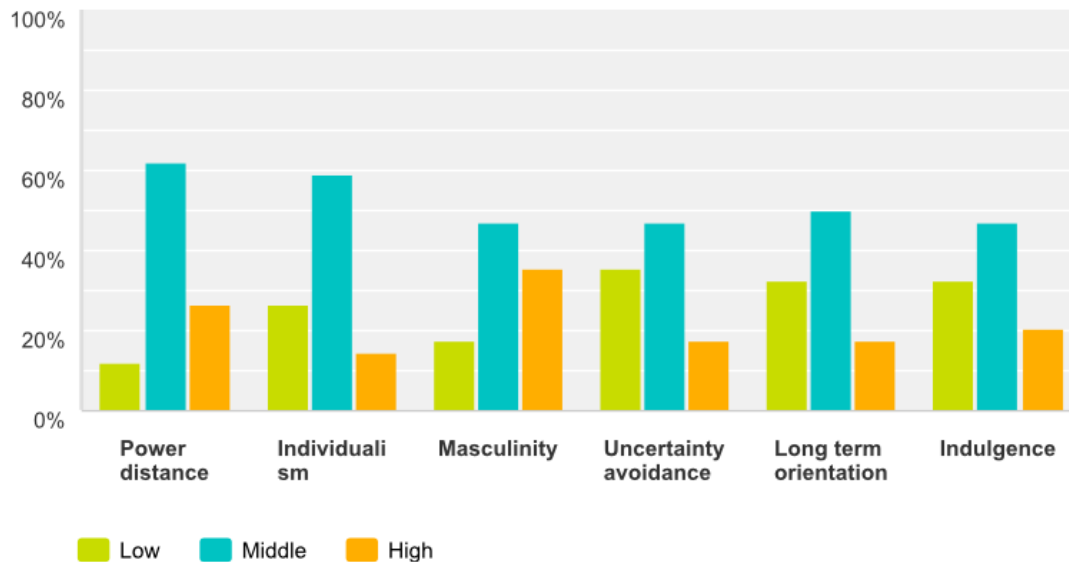
### 5.5 Question 5 - Based on the Geert Hofstede cultural dimensions evaluate Greece.

The author of survey collected answers from 34 participants, that means 9 persons skipped this question. All the responders could choose what they they think about each dimension by evaluating if the score is low, middle or high. Author added explanations to each dimension in case participants of the survey were not familiar with Geert Hofstede dimensions. The results are shown in graph (GRAPH 5).

GRAPH 5. The results of question 5.

## Based on the Geert Hofstede cultural dimensions evaluate Greece:

Answered: 34 Skipped: 9



The majority of responders, 21 persons (57,89 %) decided that score of power distance is middle. The 9 of them (26,47 %) decided that level is high and only 4 persons (11,76 %) answered that level is low. The actual score of Greece in power distance is 60, that means that majority of responders were right to evaluate this level as medium.

The dimension of individualism was evaluated by 20 persons (58.28 %) as middle. The 9 responders (26,47 %) decided that score is low and 5 of them (14,71 %) answered that the level is high. The real level of individualism in Greece equals 35, as it is collectivistic society. Only 9 out of 34 answered correct on this question.

The next dimension is masculinity on which answers differ a lot. The 16 persons (47,06 %) evaluated this score as middle, 12 responders (35,29 %) answered that level is high and 6 of them (17,65 %) marked masculinity in Greece as low. The actual score in this dimension is 57, this means that level is middle and not even half of answered was good one.



The uncertainty avoidance was evaluated by 16 persons (47,06 %) as middle, 12 responders (35,29 %) decided that score is low and 6 of them (17,65 %) answered that is high. In reality, the score of Greece in this dimension is 100. Only 6 out of 34 participants were right.

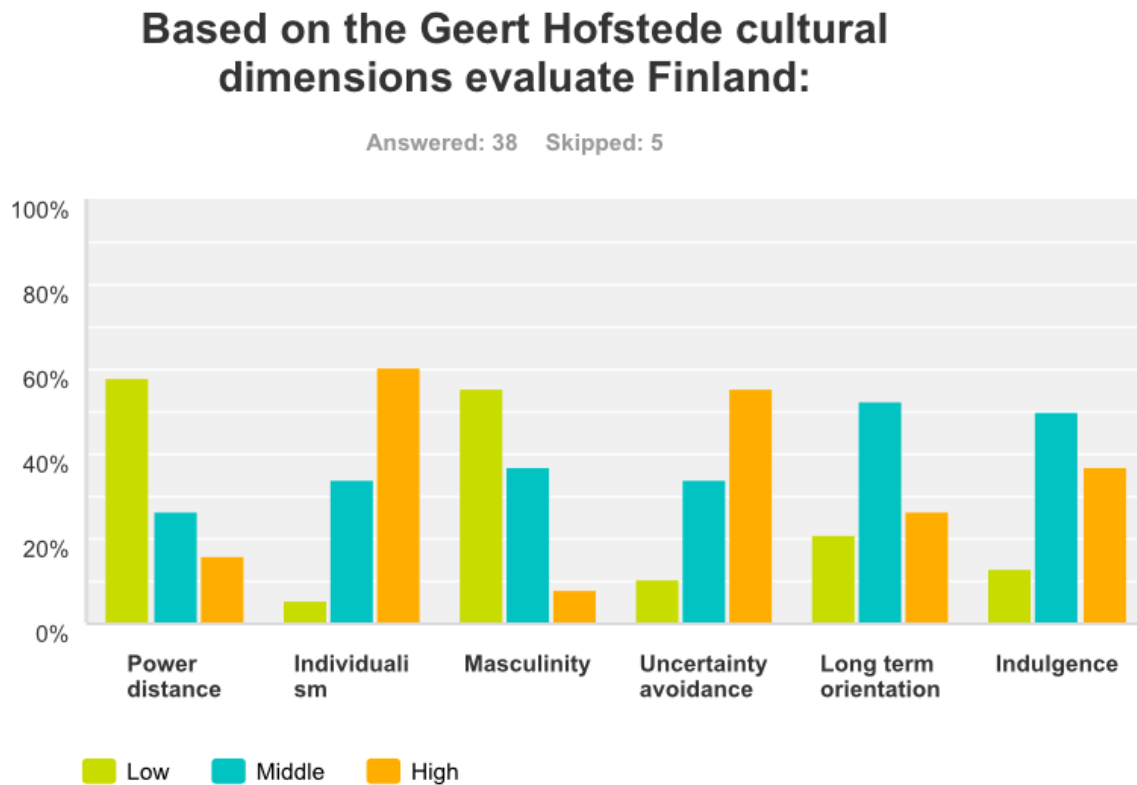
The long term orientation was marked by 17 persons (50 %) as middle, 11 of them (32,35 %) claim that level is low and 6 participants (17,65 %) decided that score of Greece is high. The actual level of long term orientation is Greece equals 45. That means that exactly half responders were correct.

The level of indulgence was evaluated by 16 participants (47,06 %) as middle, 11 persons (32,35 %) answered that the score is low and 7 of them (20,59 %) decided that it is high. The real score of indulgence in Greece is 50 which means that not even half of answers were correct.

#### **5.6 Question 6 - Based on the Geert Hofstede cultural dimensions evaluate Finland.**

The author of survey collected 38 answers on this question, 5 participants skipped it. The same as in previous question participants could choose what they they think about each dimension by evaluating if the score is low, middle or high. Author added explanations to each dimension in case participants of the survey were not familiar with Geert Hofstede dimensions. The results can be seen from the graph (GRAPH 6).

GRAPH 6. The results of question 6.



The majority of answers about first dimension which is power distance was that score is low by 22 persons (57,89 %). Other 10 persons (26,32 %) marked the level as middle and only 6 of the participants (15,79 %) decided that it is high. In reality, the score of power distance in Finland equals 33. The majority of answers were correct.

The other dimension is individualism, in which 23 participants (60,53 %) decided that level in Finland is high. Other 13 of them (34,21 %) marked it as middle and only 2 persons (5,26 %) answered that it is low. The actual score of Finland in individualism is 63 which means Finns create individualistic society. The majority of participants were right by marking the score as high.

The next is masculinity in which the majority of answers including 21 persons (55,26 %) decided that the level is low. Other 14 participants (36,84 %) marked it as middle and only 3 of them (7,89 %) answered that it is high. The real score of Finland in this dimension is 26; more than half of participants were right.

Another dimension is uncertainty avoidance; the majority of participants which is represented by 21 persons (55,26 %) marked score of Finland as high. Other 13 of them (34,21 %) answered that it is middle and 4 responders decided that it is low. In reality, the score of Finland in uncertainty avoidance equals 59; it means that a lot of participants were right to mark high and middle option.

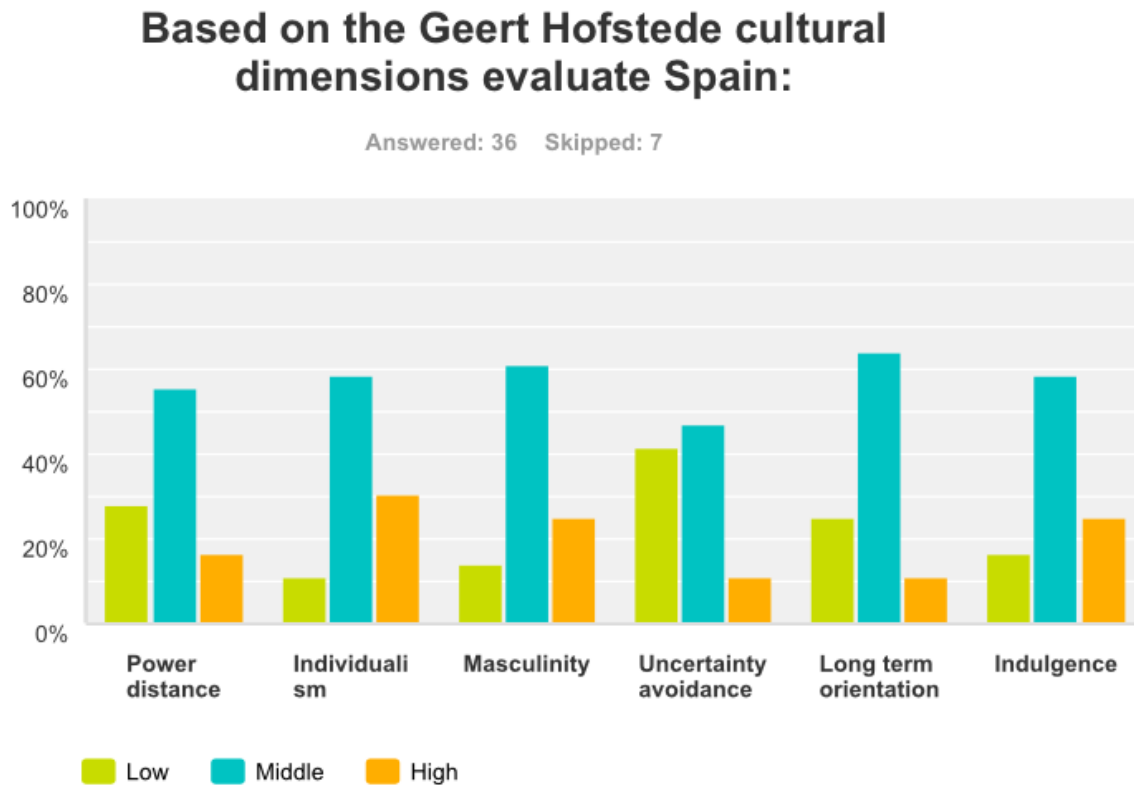
The level of long term orientation was evaluated by everybody a little different; for 20 participants (52,63 %) as middle. Other 10 of them (26,32 %) decided it is high and 8 persons (21,05 %) claim it is low. The actual score of long term orientation in Finland is 38, it means that answer on this question by the majority was not correct.

The score of indulgence for the majority including 19 persons (50%) was middle. Other 14 participants (36,84 %) claim that it is high and 5 of them (13,16 %) marked it as low. In reality, the score of indulgence in Finland equals 57; the majority of responders were correct.

### **5.7 Question 7 - Based on the Geert Hofstede cultural dimensions evaluate Spain.**

The author of survey collected 36 answers on this question; 7 participants skipped it. The same as in previous questions, participants could choose what they think about each dimension by evaluating if the score is low, middle or high. Author added explanations to each dimension in case participants of the survey were not familiar with Geert Hofstede dimensions. The results can be seen from the graph (GRAPH 7).

GRAPH 7. The results of question 7.



The majority of participants including 20 persons (55,56 %) decided that the score of power distance in Spain is middle. Other 10 of them (27,78 %) claim that it is low and 6 responders answered it it high. The real score of Spain in power distance equals 57; even though more than half people answered it is middle just 6 of them were right to answer it it high.

The next dimension is individualism; the majority of persons including 21 participants (58,33 %) decided that level is middle. Other 11 responders (30,56 %) claim it is high and only 4 persons (11,11 %) answered it is low. The actual score of Spain in individualism is 51; the majority of participants answered correct on this question.

Another dimension is masculinity in which the majority of responders including 22 persons (61,11 %) decided the level is middle. Other 9 participants (25%) claim it is high and just 5 of them (13,89 %) answered it is low. The real score of Spain in this dimension equals 42; the majority of the people answered correct as it is middle but only 5 said it is rather low than high.

The answers about level of uncertainty avoidance were different. The majority in this case of 17 persons (47,22 %) decided that it is middle but only 2 participants less so 15 of them (41,67 %) answered it is low. Only 4 responders (11,11 %) marked it as high. What is interesting, the actual score of Spain in uncertainty avoidance is 86. Definitely, the majority of participant were wrong while answering this part of the question.

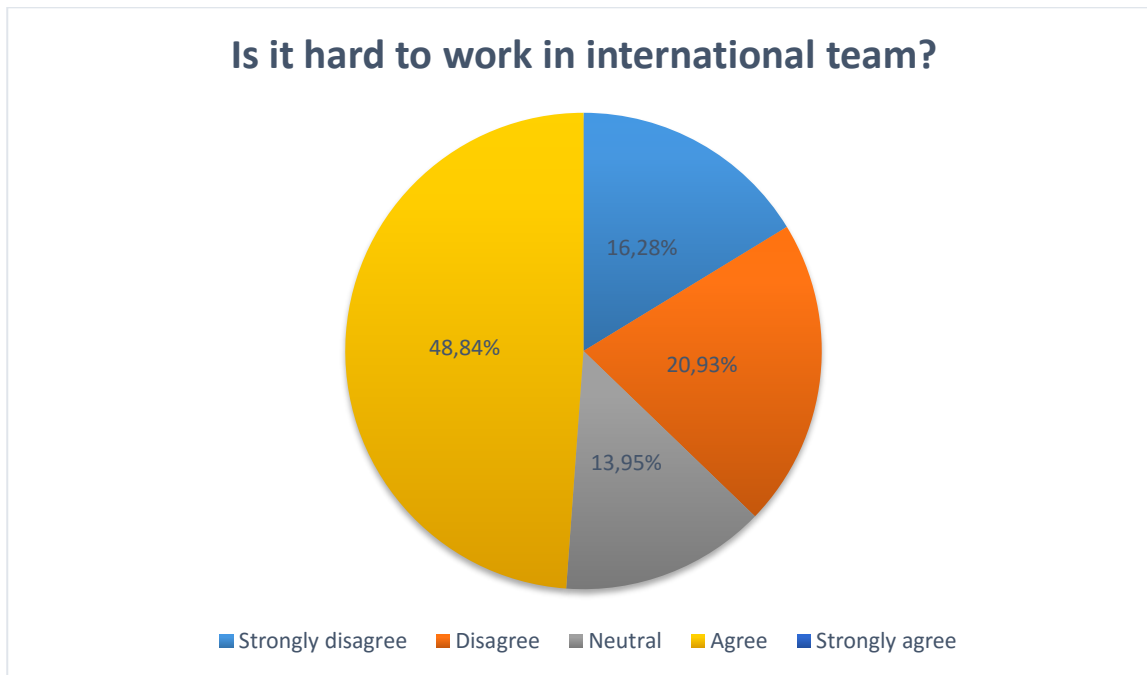
In long term orientation, responders rather by majority including 23 persons (63,89 %) decided that level is middle. Only 9 of participants (25%) claim it is low and just 4 of them (11,11 %) decided it is high. In reality, the score of long term orientation in Spain equals 48 which means that this question was answered correct by the majority of participants.

The other dimension was indulgence in which the majority of persons including 21 participants (58,33 %) claim the level is middle. Other 9 of them (25 %) decided it is high and just 6 persons (16,67 %) answered it is low. The actual score of Spain in indulgence is 44; the majority of answers were correct.

### **5.8 Question 8 – Is it hard to work in international team?**

In this question participants could choose their answer between: strongly disagree, disagree, neutral, agree and strongly agree. The author collected answer from everybody which means there 43 different opinions about this question (GRAPH 8). The majority including 21 persons which represent 48,84 % decided that they agree. Other 9 of participants which is 20,93 % answered exactly opposite that they disagree. Only 7 of them (16,28 %) strongly disagree and just 6 persons which shows 13,95 % decided to stay neutral. What is interesting nobody answered that they strongly agree.

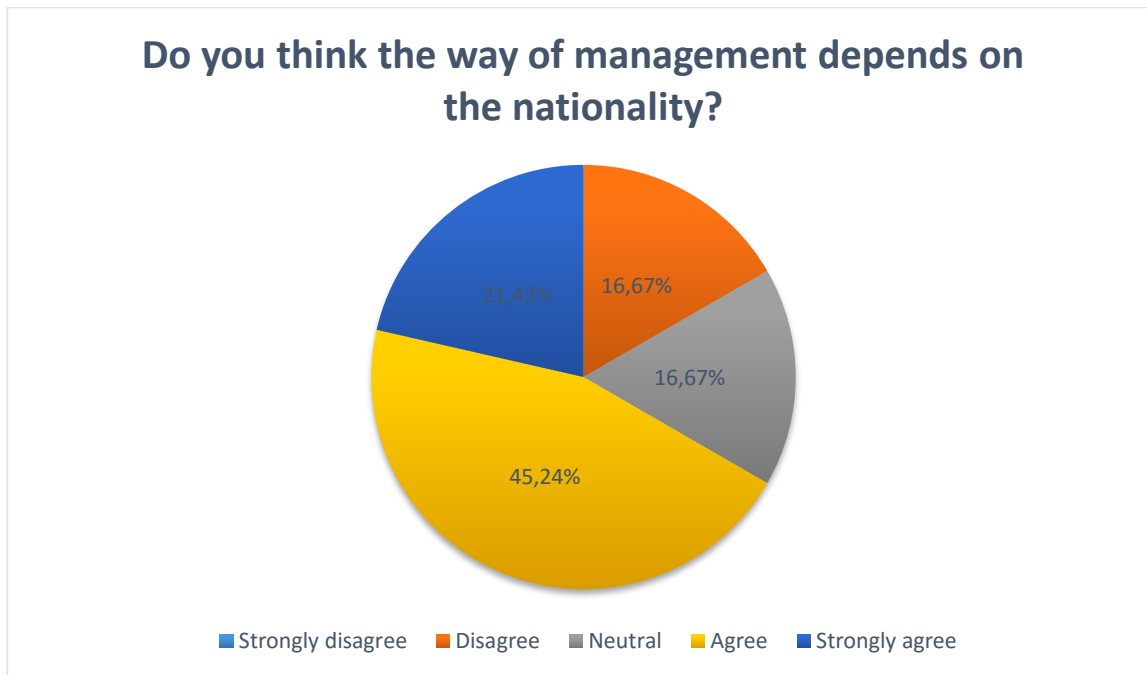
GRAPH 8. Results of question 8.



### 5.9 Question 9 – Do you think the way of management depends on nationality?

The author collected 42 answers on this question which means that only 1 person skipped it (GRAPH 9). The participants could choose their answer between: strongly disagree, disagree, neutral, agree and strongly agree. The majority including 19 persons (45,24 %) decided to agree and 9 participants which represents 21,43 % answered that they strongly agree. Only 7 persons which is 16,67 % decided to stay neutral and exactly the same amount of 7 participants answered that they disagree. Nobody marked strongly disagree.

GRAPH 9. The results of question 9.



#### 5.10 Question 10 – Observations/opinions about working abroad in international environment.

This question was open question, 26 persons answered and 17 of them skipped it. Most of the answers was positive about working abroad. Participants wrote that everybody should at least try to go abroad, that it is great experience, it is worth to try it and discover the world. The most interesting answers:

*As a foreigner we should have to learn and follow the law and rules of a specific country so that we can easily adopt their culture and most important thing is to respect their culture, beliefs and their life style.*

*I believe living and working abroad are the best ways to open your mind, as you discover another way of living and thinking.*

*Beginning in new multicultural group is always hard, as each of members must give up some of rules followed until this day. If the group is flexible and willing to learn there should be no problem in finding common sense and set ground rules which would fit everybody. However, some people don't want to change their ways. One person with such approach can lead to failure of entire venture. This sort of cooperation is very specific and requires patience and opened mind.*

*Not everyone is able to overcome own nature/culture to work for greater good. One needs to be open for ideas and solutions different than own experience and reactions.*

*Working in multicultural environment gives opportunities to learn from other nationalities and some different ways of management which can provide easiness or oppositely harder issues. But it offers possibilities to create a specific and special management regarding our needs.*

## **5.11 Summary**

Based on table where are visible the correct answers of participants (TABLE 4) can be claimed that people who worked before in this country answered in most of the cases correctly. For instance, just 6 of the participants worked in Greece and even they got problems with correct answers; 0 % of people who worked there knew the answer about individualism which is low in Greece. Concerning Finland majority of answers were right, only on problem was with long term orientation and the score of indulgence. Finland is a normative society and wrong answers can be caused by misunderstanding the dimension meaning. About Spain, 19 persons worked before and incorrect answers in the view of author are caused as well by misunderstanding the definitions or quick answers without actual thinking process. Even people worked there did not know correct answers.

All of scores of dimensions can be visible in those countries but it takes time to realize it. That is why even people who worked before there did mistakes in correct answers. What is interesting, after analysing all of the answers nobody from all participants answered correctly on all of the dimensions neither in total nor from people who worked in there.



TABLE 4. Answer's comparison.

	<b>Greece</b>	<b>Finland</b>	<b>Spain</b>
<b>Number of people who worked before in this country</b>	6 (15,79 %)	21 (55,26 %)	19 (50,00 %)
<b>Number of total answers</b>	34	38	36
<b>Power distance</b>	<i>Total % of correct answers</i>		
	61,76 %	57,87 %	16,67 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>50,00 %</b>	<b>66,67 %</b>	<b>21,05 %</b>
<b>Individualism</b>	<i>Total % of correct answers</i>		
	26,47 %	60,53 %	58,33 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>0 %</b>	<b>66,67 %</b>	<b>63,15 %</b>
<b>Masculinity</b>	<i>Total % of correct answers</i>		
	47,06 %	55,26 %	61,11 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>33,33 %</b>	<b>66,67 %</b>	<b>57,89 %</b>
<b>Uncertainty avoidance</b>	<i>Total % of correct answers</i>		
	17,65 %	55,26 %	11,11 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>50,00 %</b>	<b>52,38 %</b>	<b>10,52 %</b>
<b>Long term orientation</b>	<i>Total % of correct answers</i>		
	50 %	21,05 %	63,87 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>66,66 %</b>	<b>19,04 %</b>	<b>73,60 %</b>
<b>Indulgence</b>	<i>Total % of correct answers</i>		
	47,06 %	50,00 %	58,33 %
	<i>% of correct answers from people who worked in the country</i>		
	<b>50,00 %</b>	<b>38,09 %</b>	<b>52,63 %</b>

## 6 CONCLUSION

Working in international environment is a very wide topic. All cultures are different in the way of being, living and working. There are plenty of persons who tried to look deeply into cultures and realize the biggest differences like for example Geert Hofstede. Based on his cultural dimensions everybody can try to understand another culture. Nowadays, world becomes much more open minded on the international cooperation not only between companies, politicians but also it is visible in normal life by for instance exchange programs for students. People are curious about other cultures and different ways of thinking, however often when it comes to work in multicultural environment it is challenging for both sides.

The survey of author showed perfectly that people have some ideas about other countries like Greece, Finland and Spain but they do not evaluate questions concerning Geert Hofstede's dimension in correct way because for the first look not everything is visible. It is really hard to get to know other culture and even harder to understand it. Also answers on question if it is hard to work in international team show that actually people are aware of cultural differences because the majority confirmed that it is hard. By deeper analysis of survey people who have more international working experience claim that it is easy. It is natural situation that the more practice the better person become. People who worked before in different countries with various nationalities have other perspective and attitude to work in mixed teams. Not everybody likes multicultural environment but it depends on personality of the person not nationality. The longer somebody works in international team the more this person learn about own culture and personality. Also during this period of time, the way of thinking on many things might change or develop.

Furthermore, answers about the way of management depending on nationality represent that people in different countries handle things differently. More than 60 % of survey's participants claim that it matters where the boss come from.

There are cultures more and less similar to each other, however not just nationality defines the person and the way of work or life. Greece, Finland and Spain are located in completely different parts of Europe and work in each of those countries brings completely other experience.

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1. What is your nationality?

2. Age:

- under 18
- 18-23
- 23-28
- 28-33
- more than 33

3. In which of those 3 countries did you work?

- Greece
- Finland
- Spain

Other (where?)

4. In how many countries have you worked before?

- 0
- 1-2
- 3-4
- 5-6
- more than 6

5. Based on the Geert Hofstede cultural dimensions evaluate **Greece**:

	Low	Middle	High
<p><b>Power distance</b> Which the less powerful members of organizations and institutions, like the family, accept and expect that power is distributed unequally. <i>(In USA level of power distance is low; people treat more equally each other)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Individualism</b> The degree of interdependence a society maintains among its members. <i>(In USA level is high, "liberty and justice for all" and in China level is low as collectivistic country)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Masculinity</b> A high score on this dimension indicates that the society will be driven by competition, achievement and success and it is opposite to femininity (family matters a lot). <i>(In Sweden is low, there are many women on management positions)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Uncertainty avoidance</b> The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. <i>(In Germany is high, society relies on rules and laws)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Long term orientation</b> This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future. <i>(In China is high, people follow Confucius ideas)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Indulgence</b> The extent to which people try to control their desires and impulses <i>(In USA level is high because people follow idea of "work hard play hard" than in India level of indulgence is low)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Based on the Geert Hofstede cultural dimensions evaluate **Finland**:

	Low	Middle	High
<p><b>Power distance</b> Which the less powerful members of organizations and institutions, like the family, accept and expect that power is distributed unequally. <i>(In USA level of power distance is low; people treat more equally each other)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Individualism</b> The degree of interdependence a society maintains among its members. <i>(In USA level is high, "liberty and justice for all" and in China level is low as collectivistic country)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Masculinity</b> A high score on this dimension indicates that the society will be driven by competition, achievement and success and it is opposite to femininity (family matters a lot). <i>(In Sweden is low, there are many women on management positions)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Uncertainty avoidance</b> The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. <i>(In Germany the level is high because society relies on rules)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Long term orientation</b> This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future. <i>(In China is high, people follow Confucius ideas)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Indulgence</b> The extent to which people try to control their desires and impulses <i>(In USA level is high because people follow idea of "work hard play hard" than in India level of indulgence is low)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Based on the Geert Hofstede cultural dimensions evaluate **Spain**:

	Low	Middle	High
<p><b>Power distance</b> Which the less powerful members of organizations and institutions, like the family, accept and expect that power is distributed unequally. <i>(In USA level of power distance is low; people treat more equally each other)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Individualism</b> The degree of interdependence a society maintains among its members. <i>(In USA level is high, "liberty and justice for all" and in China level is low as collectivistic country)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Masculinity</b> A high score on this dimension indicates that the society will be driven by competition, achievement and success and it is opposite to femininity (family matters a lot). <i>(In Sweden is low, there are many women on management positions)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Uncertainty avoidance</b> The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. <i>(In Germany is high, society relies on rules and laws)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Long term orientation</b> This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future. <i>(In China is high, people follow Confucius ideas)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>Indulgence</b> The extent to which people try to control their desires and impulses <i>(In USA level is high because people follow idea of "work hard play hard" than in India level of indulgence is low)</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





8. Is it hard to work in international team?

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
☆	☆	☆	☆	☆

9. Do you think that way of management depends on nationality?

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
☆	☆	☆	☆	☆

10. Observations/opinion about working abroad in multicultural environment: