

FINAL REPORT

1. TITLE, REFERENCE NUMBER

- a) "Management behaviour in Belarus organizations"
- b) INTAS –BELARUS 97–2151
- c) Professor Peter B. Smith
- d) February 1999 – January 2001

2. RESEARCH

2.1. Scientific Objectives

- To determine the characteristic styles of management employed by Belarus managers and relate these findings to comparable data from other samples of Central and Western European managers.
- To compare socio-culturally determined managerial agendas in Western countries and Belarus.
- To determine the problems encountered by managers within multinational and joint-venture organizations in Belarus and identify examples of situations where successful collaborative working has been established.
- To develop a general model and recommendations for better interrelations between differing managerial agendas.

2.2. Research Activities

Phase 1

- As specified in the Work Programme, work in the first phase was directed to the first two objectives listed above.
- The Academy of Postgraduate Education team undertook the following work:
 - Study of research methods in Western countries and needed informational resources;
 - Adaptation, validation and verification of the Management Style Questionnaire;
 - Collection of research data from 179 educational administrators, representing all regions of Belarus;
 - Preliminary statistical analysis of the data that were collected;
 - Development of theoretical model of managerial agendas;
 - Development of research tools for the managerial agendas research.
- The Institute of Sociology team has followed a parallel programme of activities, focused upon managers within business organisations.
 - Questionnaire responses were obtained from 155 business managers, representing all regions within Belarus. Preliminary factor analyses of questionnaire scales were completed
- The University of Sussex team hosted a planning and co-ordination meeting with the Belarus team leaders.
 - Analyses were conducted comparing the research data from Belarus with relevant samples

from other nations.

- As planned, the Vaxjo University team was not involved in Phase 1.

Phase 2

- As specified in the Work Programme, work in the second phase was directed to the third and fourth objectives listed above.
- The Academy of Postgraduate Education team undertook the following work:
 - Development and translation of a questionnaire focused upon the work experiences of employees working within Belarus joint venture business organizations;
 - Statistical analysis of the quantitative section of the questionnaire data that were collected;
 - A series of four interviews with each of 30 expatriate managers working within Belarus joint venture organisations;
 - Detailed analysis of the managerial agendas revealed by these interviews, and of changes found in agendas as a consequence of each interview series;
- The Institute of Sociology team undertook the following work:
 - Collection of 174 responses to the questionnaire focused upon the work experiences of employees working within Belarus joint venture business organizations;
 - Design of qualitative section of the questionnaire;
 - Conduct of a series of content analyses of responses to the questionnaire
- The University of Sussex team visited Minsk for a planning and co-ordination meeting with the Belarus team leaders. The visit included collaborative planning of questionnaire design and initial meetings with key expatriate manager contacts
 - Analyses were conducted to investigate linkages between the qualitative and quantitative results that had been obtained.
- The Vaxjo University team was not involved in Phase 2. This was a deviation from the planned work programme. The change in plan became necessary when it emerged that we were not able to locate a sufficient number of Swedish partners in joint ventures within Belarus.

2.3. Scientific Results

- The main results for Phase 1 comprise the following: Adaptation, validation and verification of the Managerial Style Questionnaire and the UK-Belarus Questionnaire; Acquisition of needed informational and technological resources; Data collection and its qualitative and quantitative analysis. The scientific significance of the first stage of the research consists of a unique set of information about Belarus educational administrator and business management styles and their cross-cultural comparative analysis. This is the first such research that has been conducted in the history of Belarus.
- The findings have indicated that Belarus managers show distinctively strong reliance upon their superiors and very weak reliance upon formal rules and procedures. This profile was found among both educational managers and business managers. However, education managers relied more on unwritten rules and widespread beliefs than the business managers. This is interpreted in terms of lower rates of change in the education sector.
- Despite their strong reliance upon superiors, managers in both sectors did not evaluate reliance on superiors positively. Education managers endorsed a wide range of alternative sources of guidance in handling work events. The data from business managers revealed no consensus on how to manage work events well, but strong indications that current ways of handling events were not seen as effective.

- Current ways of handling events among Belarus managers contrast strongly with those most often used by Western managers. In phase 2, we found evidence that Western joint venture managers had adapted their behaviour rather more than had Belarus employees.
- No evidence was found for distinctive adaptations within joint ventures with different partner nations. It appears that current circumstances within Belarus require a more uniform adaptation.
- Scientific papers and presentations have resulted from this project. The output is summarised in the table below, with references appended:

<i>Scientific Output</i>	published	in press/accepted	submitted	in preparation
Paper in an International Journal		1		2
Paper in a National Journal	3			2
Abstract in proceedings of a conference	6			4
Book, Monograph	1			
Internal Report	3			2
Thesis (PhD)*		1		1
Patent				
Oral Presentation, Public Lecture	12			

[I have not yet changed the figures in this table from the previous report. We must ensure that they match the publications listed below. Please send me the figures that should be inserted for your team]

1. Yanchuk, V.A. (1998). An integrative-eclectical approach to analysing social psychological phenomena across cultures. Abstracts of the XIV International Congress of the International Association for Cross-Cultural Psychology, August 3-8. Bellingham, USA: Western Washington University Press, p. 131.
2. Yanchuk V.A. (1999). Social-psychological determinants of foreign language learning effectiveness. In: N.V. Baranova (Ed.), Adult education for foreign languages - traditions and perspectives. Papers of the 1st scientific-practical conference, Minsk, May 20-21. Minsk: MSLU Press, pp. 109-112. (in Russian)
3. Sekun V.I. (1999). Psychological characteristics and attitude of the population to social conditions. - Making civil society in Belarus within the framework of a steady development strategy. Papers of the International scientific-practical conference, Minsk, May 24-26. Belarus Association of Political Sciences, pp. 92-93. (in Russian)
4. Sekun V.I. (1999). The Role of public opinion and population mentality in the steady development of society. The human being in a system of steady development in society: reality and a new vision. Papers of the International scientific-practical conference. Minsk, 27 May. (in Russian)
5. Yanchuk V.A. (1999). Psychology at the beginning of 2000: Seeking methodological foundations of future development. Education and Nurture, (3-4), pp. 32-39. (in Russian)
6. Yanchuk V.A. (1999). Psychology at the beginning of 2000: Seeking paradigm coordination of theorising and research method. Education and Nurture, (8), pp. 30-40. (in Russian)
7. Sekun V.I. (1999). Mentality as a social and psychological phenomenon. The mentality of

- Eastern Slavs: history, actual situation, and perspectives. Papers of the International Scientific Conference. Gomel: GGPU named after P.O. Sukhoy. (in Russian)
8. Sekun V.I. (1999). The problem of studying psychological mechanisms of social processes. Dynamics of social processes under the conditions of state sovereignty in Belarus: A sociological analysis. Collected Scientific Papers, 1st edition. Moscow, p. 275. (in Russian)
 9. Yanchuk V.A. (1999). Vygotsky and the actual problem field of modern social psychology and personology. In: Current problems of practical psychologists' activity (in the light of Vygotskian ideas). Papers of the 4th scientific-practical international conferences. Minsk, December 14-15, 1999. Minsk: BSPU Press. Part 1, pp. 16-21. (in Russian)
 10. Vanchukevitch A.V. (1999). Psychological conditions for cultural competency formation in the conditions of a multiethnic society. Minsk: APE Press. 120 pp. (Ph.D thesis) (in Russian)
 11. Yanchuk, V.A. (1999). Agenda-setting interpretive frame in the structure of social thinking. In: La pensée sociale: questions vives. Abstracts, International conference on Social Representations, 29 April -1 May, Montreal. Montreal: UQAM University Press, p. 113.
 12. Yanchuk V.A. (1999). Methodological triangularity approach to analysis of cross-cultural phenomena. In: Sim, C.E., Tanzer N.K. (Eds.), Cultural diversity and European integration. Abstracts of Joint European Conference of International Association for Cross-Cultural Psychology and the International Test Commission, University of Graz, Austria, June 29 – July 2. Karl-Franzes Univeršitat Press, pp. 134-135.
 13. Sekun, V.(1999). Community mentality and distinctive managerial behaviour styles. In: Management at the beginning of the 21st. century. Materials of the international scientific-practical conference, September. Minsk: BSPU Press, p. 192. (in Russian).
 14. Skobeleva Y.A. Integrating representatives of post-totalitarian culture into global space of cultural diversity. In Contemporary issues in psychologists' practice. Minsk, 1999, pp. 181-185.
 15. Sekun V.I. (2000). Estimation and style of the organisational behaviour of enterprise managers as a component in the mental processes in the society: Between past and future. Paper given at the International Scientific Conference on Current political, social and economic processes in Belarus, Russia and Ukraine: Conditions, problems and perspectives. Minsk, 10-11 May. Minsk: BSEU, p. 276. (in Russian)
 16. Sekun V.I. (2000). Correlation of sense and life values as a factor in personality crisis. Social and psychological rehabilitation of the population suffering as a result of ecological and technogenic catastrophes. Papers of the 7th. International conference. Minsk, 30 May – 2 June. (in Russian)
 17. Yanchuk V.A. (2000). Methodology, Theory and Method in Modern Social Psychology and Personology. Minsk: Bestprint. 416 pp. (in Russian)
 18. Skobeleva, Y.A. (2000). What hinders success of transnational corporations in ex-soviet

- states: The perspective from within. In: International Journal of Psychology: Abstracts of the XXVII International Congress of Psychology, Stockholm, Sweden 23-28 July 2000. – Vol. 26.
19. Skobeleva Y.A. How to achieve success in international business cooperation: experience of western corporations in Belarus. Organisation and management, 2000, №3, pp.130-137.
 20. Skobeleva Y.A. Phenomenon of intercultural communication in the context of modern market globalization: The new perspective. In: Man. Culture. Market/ abstracts of international scientific conference Goethe Institute.-Minsk.-2000, c.25-27.
 21. Smith, P.B. and six co-authors (2000). Effective ways of handling work events in Central and Eastern Europe. Social Science Information, 39, 317-333.
 22. Smith, P.B. (2000). Managerial leadership in Central and Eastern Europe: from the 80's to the 90's. Paper presented as part of a symposium on Transition in Eastern Europe: An organisational psychology perspective. 27th. International Congress of Psychology, Stockholm, 23-28 July. International Journal of Psychology, 35 (3-4), 193.
 23. Smith, P.B. (2001). Multinational working: Managers in the melting pot. Paper presented as part of an invited symposium on Diversity. Centenary Conference, British Psychological Society, Glasgow, 28-31 March.
 24. Smith, P.B., Yanchuk, V.A. & Sekun, V.I. (2001). Meeting the challenge of transition: Belarus managers working with foreign managers. Paper presented as part of a symposium on Outcomes of Transition. 10th. Congress of European Association for Work and Organisational Psychology, Prague, 16-19 May.
 25. Smith, P.B., Yanchuk, V.A. & Sekun, V.I. (2001). Handling work events in cross-national settings: evidence from Belarus joint ventures. Paper presented as part of a symposium on Intercultural Relations within International Organisations. Annual Meeting of the Academy of Management, Washington DC, August 5-8.
 26. Smith, P.B., Peterson, M.F. & Schwartz, S.H. (2000). Cultural values and making sense of work events: A 45 nation study. Paper under consideration by Journal of Cross-Cultural Psychology.
 27. Yanchuk V.A. (2001). Cross-cultural psychological research: Theory and practice. Minsk: APE Press. 160 pp.

2.4 Applications

- The principal and most direct application of the results of this project is through our work with the 30 Western and Belarus managers who have participated in the project. Their day to day activities have already benefited from this process.
- Development of a new procedure for identifying psychological barriers impeding cross - cultural communication and differences in managerial agendas.

- The theoretical model of the formation of overlapping cultural agendas.

We are not seeking any patents as a result of this project.

3. MANAGEMENT

3.1. Meetings and visits

What co-ordination meetings, exchange visits of scientists or major field trips took place during the project period?

Meetings and visits are summarised in the table below:

Visits	Number of scientists	Number of person days
West ==> East	1	7
East ==> West	2	37
West ==> West		
East ==> East	3	60

Professor Sekun visited Sussex University for 7 days in April 1999.

Professor Yanchuk visited Sussex University for 18 days in April 1999 and for a further 19 days in July 2000. He also attended congresses in Montreal, Canada for 4 days in April 1999, in Prague for 4 days in May 2001 and in Washington for 5 days in August 2001.

Professor Smith visited Minsk for 7 days in March/April 2000, and attended congresses in Stockholm for 5 days in July 2000, in Prague for 4 days in May 2001 and in Washington for 5 days in August 2001.

Members of the Belarus teams visited locations in all parts of Belarus in the course of their data collection.

3.2. Collaboration

- In your opinion, how intense was the collaboration among the different Participants?

<i>Intensity of Collaboration</i>	high	rather high	rather low	low
West <==> East			*	
West <=> West				*
East <=> East	*			

3.3. Time Schedule

- The time planning has been in the main in accordance with the Work Programme. The visit of the INTAS team to Minsk was deferred until March 2000 because data analysis from Phase 1 was not fully completed by Autumn 1999.

3.4. Problems encountered

- The major problem that we encountered was that the Vaxjo University team was not able to complete their participation in the project. After detailed search of available sources and consultation with Swedish government agencies, they could not locate suitable Swedish organisations operating in Belarus. We overcame this problem by broadening our sampling frame to include Belarus joint ventures with all foreign partner organisations.
- We did not encounter any other major problems (e. g. with regard to quality and quantity of the

scientific contributions of the different participants, telecommunication, the transfer of goods, taxation, customs, withholding of overheads). Some delays were experienced in receipt of funds by the NIS teams.

- Summarise your experiences in the table below.

<i>Problems encountered</i>	major	minor	none	not applicable
Co-operation of team members			*	
Transfer of funds	*			
Telecommunication			*	
Transfer of goods			*	
Other				

3.5. Actions required

We do not see any major problems that need action from INTAS. More rapid transfer of funds would be beneficial.

3.6 Manpower invested

Smith 10%; Yanchuk, Sekun 30%; 4 Belarus team members 100%

Over two years, this amounts to 10.4 person years. All of this work was attributable to the funding received from INTAS.

4. FINANCES (in ECU)

- How did you spend the money which has been available from this grant? Please use the table below to give for each Participant a breakdown in ECU of the expenditures actually incurred under the different cost categories.

Note: The cost statement should cover both the whole amount of the grant (including the final 10% not yet received) and the whole duration of the project. Unused and/or unaccounted funds must be returned to INTAS.

Participant		Cost Category						TOTAL (ECU)
#*)	Name of Participant*)	Individ. Grants Labour Costs	Overheads	Travel and Subsistence	Equipment	Consumables	Other Costs	
1	Sussex team		1000*	6636				7636
2	Vaxjo team		500					500
3	Sekun team	11580	1500*	600	1900	100	900	16580
4	Yanchuk team	12900	500	6191*	1009	200	1000	22300
5								
6								
TOTAL (-ECU)								47116

- Spending has been largely in accordance with the one foreseen in the Work Programme. Some travel funds originally allocated to the NIS teams were paid to the Sussex team, in order to facilitate more advantageous purchase of travel tickets. The funds allocated for use by the Vaxjo team remain

largely unspent, due their withdrawal from the project after the completion of preliminary work.

- Expenditure under all heads was within budget.

4.2 Other funding

No funds were received from other sources to support this project.

5. OVERALL SUMMARY OF RESULTS AND KEY REFERENCES

Project Title: “Management behaviour in Belarus organisations”

Reference: INTAS –BELARUS 97–2151. Dates: February 1999 – January 2001

Coordinator: Professor Peter B. Smith (tel: +44 1273 678914; FAX: +44 1273 673563; Email: psmith@susx.ac.uk)

The initial purpose of this project was to obtain an up to date image of the behaviour of contemporary Belarus managers. We then intended to use this information as a baseline for an examination of management behaviour within joint venture organisations in Belarus. The first stage of the project was based upon the 'event management' conceptualisation of management behaviour developed by the coordinator in earlier studies. A study of middle management behaviour in six Central and East European nations that were studied before the commencement of the present project was published by Smith et al. (2000). Samples of 159 industrial and 179 educational managers from all regions of Belarus completed a Russian version of the same questionnaire used in the earlier study (Annex 1). Detailed psychometric examination of the results (Annex 2) showed that as in other nations, there was strong consistency in the way that individuals reported handling each of the eight everyday work events. Thus there was more evidence for consistent managerial style than there was for cross-situational variance. Effects of age gender and seniority were also found. The educational managers reported somewhat stronger reliance on 'beliefs that are widespread in my nation widespread beliefs as to what is right', whereas the business managers reported rather more reliance on their own experience (Annex 3). Comparison with scores from other nations revealed that, in both Belarus samples, managers reported relying on their superiors more than in almost all the other 45 nations sampled with this measure (Annex 3), although similar scores had also been obtained from Slovakia and Poland.

In the second phase of the project, we turned our attention to joint ventures. Current circumstances in Belarus mean that there are a substantial number of smaller joint ventures, but few large scale ones. We sampled both. This phase commenced with pilot interviews to determine what were seen as some of the problems faced by managers and employees within joint ventures. A questionnaire was then devised, including both structured and free-response questions. This questionnaire was administered to 174 Belarus joint venture employees. An innovative procedure involving a series of four interviews with each of 15 Belarus managers and 15 expatriate managers was also developed. Both the questionnaire and the interviews also focused upon particular events and situations thought to be problematic. The questionnaire results showed high reliance on following organisational policy and complying with superiors (Annex 4). Few significant differences were found between the results for different joint venture partners, possibly because of small sample sizes. Job satisfaction was much more dependent on the organisational factors than on the nationality of the partner (Annex 4). Qualitative content analyses gave indicated of more cooperative climate and information flow with French and US partners and less success in these respects with German partners (Annex 6). The content analyses also indicated substantial dissatisfaction with communication and with hierarchical approaches to management, despite their current prevalence.

The serial interview process elicited a richer picture of the mutual perceptions involved (Annex 5).

6. ROLE AND IMPACT OF INTAS

<i>Role of INTAS</i>	definitely yes	rather yes	rather not	definitely not
Would the project have been started without funding by INTAS?				*
Would the project have been carried out without funding by INTAS?				*

7. RECOMMENDATIONS TO INTAS

What was particularly good and should not be changed?

Cooperation with known western researchers, and also participation in conferences and use of information resources was especially useful. Financial support both in the form of wages, and in the form of financing of purchase of the equipment, current and traveling and living expenses was very useful.

What was particularly bad and should be changed? Please specify and explain how it could be improved?

Late payments lose their value due to decreasing exchange rates. Prompt payment would help

8. ANNEXES

Annex 1: Phase 1 Research Procedures

The empirical data collected during Phase 1 of this project was derived from a questionnaire that had been developed earlier in order to study cultural variations in the ways that managers handle everyday work events. The main section of the questionnaire focussed upon a discrete series of work events. These work events were selected on the basis that they were likely to arise from time to time in the work of almost any kind of middle-level manager. Eight work events are included in the questionnaire. These are described as follows:

- It is necessary to appoint a new subordinate
- One of your subordinates is doing consistently good work
- One of your subordinates is doing consistently poor work
- Some of the machinery or equipment in your department seems to need replacement
- Another department does not provide the resources or support that you need
- There are differing opinions within your department
- You see the need to introduce new work procedures

- The time comes to evaluate the success of new work procedures

For each of these events, respondents were asked how much their actions depended upon each of eight sources of guidance. The sources included were:

- Formal rules and procedures
- Unwritten rules about 'how we usually do things around here'
- My subordinates
- Specialists outside my department
- Other people at my level
- My superior
- My own experience and training
- Beliefs which are widespread in my country as to what is right

In addition, respondents were asked to make two ratings for each event, to evaluate how well it had worked out when it last occurred. Data from respondents who had not experienced a particular event were discarded. The reliability with which respondents reported using each source of guidance across all eight events was assessed and found to be in excess of 0.70 for all sources. In the reports that follow, reliance on each source is aggregated across events in some analyses, whereas in others the results are given separately for each event.

Annex 2: Phase 1 Data from Educational Managers

(Academy of Postgraduate Education team)

Two hundred and fifty one cases were surveyed. Many respondents experienced difficulties when filling in the questionnaire. The main causes are as follows: Many managers in Belarus have not had formal managerial education and are thus not familiar with formal terminology. Educational organisations have a maximum degree of freedom, and it was difficult for respondents to fill in a highly structured questionnaire and answer closed questions. Educational managers, except those who work in the highest positions, rarely fulfil the majority of managerial functions. Therefore, our respondents ran into difficulties when asked to consider decision-making situations that they had never faced. Many respondents could not answer the whole sequence of questions and left blank spaces in the questionnaire. We believed that pressing the participants would cause bias in responses and other kinds of invalidity. We excluded cases with missing values on many critical variables. The final data file contains 179 cases.

Sixty two per cent of the respondents were female. Age varied from 22 to 63, with a median of 41.0. More than a half the respondents (50.3%) work in organisations with less than 100 employees. Work experience in the same organisation varied from 3 months to 34 years, with average length of service of 10.4 years and median length of 9 years. The modal reported number of levels above respondents' positions in the managerial hierarchy was 3 (47.5%), and the modal numbers of levels above respondents' position were 2 (32.4%) and 3 (33%).

Validity of the data. Our main concern in the first stage of research was the validity of the Russian version of the questionnaire. The fact that almost one third of the raw data was discarded because of an unacceptable number of omissions could cast doubt on the measurement procedure and subsequent data analyses. The format of the original questionnaire happily allowed us to estimate convergent and discriminant validity of measurement using the multitrait-multimethod approach¹. The main idea is to decompose the empirical correlations between indicators into a set of diverse structural influences of latent variables (traits and methods) on indicators. In our analysis, sources of guidance were regarded as "traits", while work events were treated as "methods". If the corresponding sets of questions are valid, structural coefficients from both sources of guidance and managerial situations should be high.

Analysis was carried out using LISREL7, which program has a limitation on the number of variables. For this reason we used a subset of five sources of guidance (formal rules, unwritten rules, subordinates, superior, and personal experience) and four work events (hiring a new subordinate, a subordinate does good work, a subordinate does poor work, there are different opinions in the department). Maximum likelihood estimates of parameters were obtained using a matrix of product-moment correlations between the observed variables, despite the fact that the variables are ordinal in nature. This was done because the sample size is too small to calculate a matrix of asymptotic variances, which are necessary for distribution-free estimators like WLS. Nevertheless, the number of categories for the observed variables is quite large, and their kurtosis and skewness are rather moderate. This gives hope that maximum likelihood parameter estimates would be unbiased². Correlations between five latent variables for the sources of guidance and

¹ Campbell, D.T., and D.W. Fiske. Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 1959, 56, pp.81-105.

² Bollen, K.A. Structural equations with latent variables. N.Y.: John Wiley & Sons, 1989.

between four latent variables for the work events were allowed; in the first set the correlations were constrained to be equal for the purpose of testing model convergence.

Although the main overall model fit index is rather poor ($\chi^2(143) = 197.80, p=0.002$), other indices are not so pessimistic: AGOF=0,834 and root mean square residual is 0,075. The standardised structural coefficient estimates are given in Table 1. As one can see, almost all the coefficients of influence of the sources of guidance on the observed variables are statistically significant. The only exception is the coefficient for the effect of latent variable F_2 (reliance on unwritten rules) on the same measure in the work event “A subordinate does poor work” (12th observed variable). Some standardised coefficients are very high, up to 0.92. The loadings from the latent variables of work events on the observed variables vary across a much wider range. There is a non-significant loading in every set of coefficients, and the influence of latent variable F_6 (taking on a new subordinate) on the same measure (the fourth indicator) is negative, which is rather difficult to interpret.

Table 1. ML-estimates of effect for five sources of guidance and four work events

Indicators	Guidance					Work events				S _{error} (δ_i)	
	F ₁	F ₂	F ₃	F ₄	F ₅	F ₆	F ₇	F ₈	F ₉		
New subordinate is hired											
1	Formal rules	92	0	0	0	0	35	0	0	0	01
2	Unwritten rules	0	79	0	0	0	17	0	0	0	34
3	Subordinates	0	0	37	0	0	52	0	0	0	61
4	Superior	0	0	0	36	0	-31	0	0	0	76
5	Personal experience	0	0	0	0	48	49	0	0	0	56
A subordinate does good work											
6	Formal rules	48	0	0	0	0	0	64	0	0	33
7	Unwritten rules	0	54	0	0	0	0	68	0	0	24
8	Subordinates	0	0	65	0	0	0	23	0	0	53
9	Superior	0	0	0	88	0	0	09	0	0	21
10	Personal experience	0	0	0	0	90	0	27	0	0	14
A subordinate does poor work											
11	Formal rules	25	0	0	0	0	0	0	51	0	69
12	Unwritten rules	0	15	0	0	0	0	0	98	0	01
13	Subordinates	0	0	47	0	0	0	0	11	0	76
14	Superior	0	0	0	63	0	0	0	17	0	55
15	Personal experience	0	0	0	0	41	0	0	20	0	76
Differing opinions in the department											
16	Formal rules	35	0	0	0	0	0	0	0	68	41
17	Unwritten rules	0	43	0	0	0	0	0	0	79	17
18	Subordinates	0	0	45	0	0	0	0	0	18	76
19	Superior	0	0	0	58	0	0	0	0	13	65
20	Personal experience	0	0	0	0	46	0	0	0	25	73

Note. Only two decimal places are printed. Statistically significant coefficients by *t*-test are shown in **bold**. The zero-coefficients were constrained.

One conventional measure of validity of the indicators is simply the standardised structural coefficients that are presented in Table 1. Another measure is unique validity variance, which in the case of the model above equals a squared structural coefficient due to the fact that the variances of

both the observed and latent variables are set to one, and the two sets of latent variables are uncorrelated. Both these approaches give evidence of moderate validity of the measurement of the sources of guidance and of the work situations sampled.

Comparative importance of the sources of guidance. Since validity of the measurement is established, the importance of the different sources of guidance can be compared. Table 2 presents descriptive statistics of unstandardised scores for the eight sources of guidance pooled across eight work events. Since all the average sources of guidance (except G7, $p=0.02$) are distributed normally according to the Kolmogorov-Smirnov test, analysis of variance can be used to test the hypothesis of equivalence of the means. Interdependence of different measures certainly calls for the use of a repeated measures ANOVA. The null-hypothesis of equality of the 8 means is clearly rejected ($F(7,172)$ for the multivariate test equals 84,303, $p<0,001$). Of more interest are comparisons between the average sources of guidance. Table 3 below presents results of such pairwise comparisons.

Table 2. Descriptive statistics for sources of guidance across eight work situations

	Mean	S.E.	Std. Dev.	Skewness	S.E.	Kurtosis	S.E.
Formal rules	2.97	.06	.76	-.19	.18	-.51	.36
Unwritten rules	2.86	.06	.76	-.24	.18	-.45	.36
Subordinates	2.87	.04	.57	-.07	.18	.10	.36
Specialists	2.64	.05	.63	-.02	.18	-.26	.36
Co-workers	2.55	.06	.78	.09	.18	-.45	.36
Superior	3.64	.05	.64	-.35	.18	.11	.36
Own experience	3.59	.05	.63	-.76	.18	1.23	.36
Widespread beliefs	2.84	.06	.82	-.37	.18	-.28	.36

Table 3 shows means for groups in homogeneous subsets. There are three homogenous subsets. Reliance on one's superior and on one's own experience are the most frequent, while reliance on co-workers and on specialists outside the department are the least. This result reflects the 'hierarchical' values of educational managers, with an evidently vertical orientation toward their work relations. On the other hand, it also reflects the use of an one's own judgements as a basis for managerial decisions.

Table 3. Pairwise comparisons in a repeated measures design for eight sources of guidance.

Guidance source	Subset for alpha = .05		
	1	2	3
Co-workers	2.55		
Specialists	2.64	2.64	
Widespread beliefs		2.84	
Unwritten rules		2.86	
Subordinates		2.87	
Formal rules		2.97	

Personal experience	3.59
Superior	3.64

Note: The Bonferroni adjustment for multiple comparisons was made.

Choice of source of guidance and social, organisational and attitudinal variables. The best way to study predictors of individual reliance on the sources of guidance would be a repeated measures ANOVA focussing on demographic factors of interest. However, within a non-experimental design this type of analysis is based on assumptions that are difficult to meet and on cumbersome preliminary analysis of the relationships between variables. We chose another approach – to model dependence of reliance on one or other source of guidance on demographic and attitudinal predictors using OLS regression. Bearing in mind the exploratory nature of this analysis, we chose the stepwise method of predictor selection.

The initial set of predictors included age, gender, the number of levels in the organisational hierarchy above and below the respondent, and four attitudinal variables. Gender was coded as 0 (male) and 1 (female). The number of levels of hierarchy above, which showed curvilinear relationships with the sources of guidance in preliminary analyses, was converted to a set of three dichotomised variables: one level above or less: 2 or 3 levels; 4 or 5. The number of levels below the respondent was treated in the same way. Attitudinal variables were obtained from factor analysis (principal axis factoring method) of 23 measures of attitudes toward one's department, subordinates, superiors, and work. Four factors were obtained, explaining 33.5% of total variance. After interpretation of the varimax rotated factors, the corresponding indices were calculated as unweighted sum of the variables loading most heavily: Independence (from colleagues, 3 indicators), Collective values (6), Preference to work alone (3), and Organisational Commitment (8 indicators). Table 4 shows the main results of the regression analysis. Regression coefficients are standardised so as to evaluate the comparative importance of predictors in the model.

Table 4. Standardised regression coefficients and R² for eight stepwise regression analyses of the sources of guidance on social, organisational and attitudinal predictors.

Predictors	G1	G2	G3	G4	G5	G6	G7	G8
	Standardised regression coefficients							
Age	.19				-.22			
Female					.22			
Levels above (0-1)								
Levels above (2-3)	.20	.24		.15				
Levels above (4-5)						.19		
Levels below (0-1)								
Levels below (2-3)	-.15				-.14	-.23		
Levels below (4-5)								
Independence	.20						.18	
Collectivism					.17			
Work Alone								
Organisational Commitment			.18		.15		.24	.16
	Model fit							
R ² (adjusted)	.13	.05	.03	.02	.16	.08	.06	.03

Note: All the coefficients reported in the table are significant at least at the level of $p < 0.05$. Blank cells mean that the predictor was excluded from the model according to conventional criteria.

Reliance on formal rules (G1) is predicted most by respondents' high age, their independence from co-workers' opinions, and by hierarchical structure of organisation. Quite unexpectedly, reliance on unwritten rules (G2) is related only to the number of levels in organisational hierarchy, and not to any attitudinal measure. Reliance on subordinates (G3) and on widespread beliefs (G8) is high among managers who have strong Organisational Commitment. Reliance on outside specialists (G4) and on supervisors (G6) is predicted only by the hierarchical structure of organization. Using co-workers as a source of guidance is determined by low age, gender, the number of levels subordinate to the manager, Collectivism and Organisational Commitment. Finally, reliance on one's own experience (G7) is related to Independence and to Organisational Commitment.

It is quite interesting that gender is a significant predictor of only one source of guidance. The most powerful set of predictors are the dichotomized indicators of organizational hierarchy. It is difficult to interpret this result: does it reflect maximal choice of managerial styles in middle-size organizations or something else, perhaps greater seniority in the hierarchy (the highest executives as well as ordinary co-workers were not sampled). There remains some ambiguity about the validity of this measure of the number of hierarchical levels. It is possible that managers run into difficulties when they are asked to count the number of higher levels, and their answer may reflect a subjective representation of their own position and institutional levels. A respondent may or may not take into account the levels of hierarchy outside one's own immediate organisation, such as the Ministry of Education, etc. Further analyses are required to clarify this point. It will be particularly valuable to identify what issues reduce the impact of hierarchical status and increase the impact of Organisational Commitment.

Annex 3: Phase 1 Data from Belarus Industrial Managers (University of Sussex team)

The number of codable questionnaires received from managers within Belarus industrial organisations was 159. In common with the responses from educational managers, these were drawn from all regions of Belarus and from a wide variety of organisations.

Comparisons within Belarus. In planning this project it was felt important to include samples of Belarus managers from a broad range of organisation types, in order to determine the degree to which there was variability between sectors. The upper part of Table 5 shows differences in the raw mean profiles of managers from the educational and industrial sectors, but these are in part attributable to substantial differences between the samples in gender, organisation size and length of service. The lower part of the table shows standardised mean scores that have been adjusted to take account of demographic differences. The means for education managers are higher for reliance on beliefs that are widespread as to what is right ($P < .001$) and unwritten rules ($P < .05$). The means for business managers are higher for reliance on colleagues ($P < .01$), on subordinates ($P < .05$) and on one's own experience and training ($P < .05$).

Table 5: Raw mean and corrected ratings for reliance on each source of guidance

Sector	Formal Rules	Unwritten Rules	Subordinates	Specialists	Colleagues	Superior	Own Experience	Widespread Beliefs
<u>Raw means</u>								
Education	2.97	2.86	2.88	2.65	2.55	3.64	3.60	2.85
Business	2.66	2.50	2.78	2.46	2.49	3.43	3.51	2.30
<u>Adjusted means</u>								
Education	-.07	-.12	-.33	-.08	-.38	.56	.53	-.11
Business	-.08	-.24	-.27	-.02	-.23	.55	.64	-.40

Notes: Upper section: 5=High and 1=Low;

Lower section: Standardisation is done across guidance sources, and therefore sums to zero.

Additional analyses of the data from business managers were undertaken. Since the data from education managers had concentrated upon the validity of the guidance source measures, attention was given to subsidiary sections of the questionnaire. Factor analyses showed that the structure of questionnaire items measuring role conflict, role ambiguity and role overload were successfully reproduced among the Belarus sample. Comparative assessment of these phenomena in samples from outside Belarus will now be possible.

Comparison with Managers from Other Nations. Versions of the Management Style Questionnaire that has been used in this project within Belarus have also been completed by samples of managers in more than 40 other nations in recent years. The resulting databank makes it possible to diagnose what are the distinctive aspects of current Belarus management styles. As the means in Table 5 indicate, Belarus managers reported relying on their superiors and on their own experience and training more strongly than on the other six sources of guidance. This is true also for many of the other nations that have been surveyed. However the degree of emphasis upon these and other sources varies greatly between nations. By examining the relative rankings of nations for reliance on each source of guidance, we can obtain the best picture of locally favoured styles. Ranks for the Belarus sample as a whole are compared with those for neighbouring nations and for some Western European nations in Table 6.

Table 6: Ranks for reliance on each source of guidance relative to other nations.

Nation	Formal Rules	Unwritten Rules	Subordinates	Specialists	Colleagues	Superior	Own Experience	Widespread Beliefs
Belarus	5	14	35	40	16	49	29	33
Poland	22	2	12	26	11	51	41	20
Slovakia	9	32	30	26	5	34	39	18
Finland	1	38	48	36	38	13	48	10
Czechia	14	6	39	46	9	19	51	8
Germany	7	9	46	49	13	24	43	8
France	10	47	43	19	26	30	33	8
UK	16	21	35	24	29	16	39	16

Note: 51=High; 1=Low

The table shows that the most distinctive aspects of Belarus managerial style are very high reliance on superiors and very low reliance on formal rules and procedures. Equally high reliance on superiors was also found in the sample from neighbouring Poland, while equally low reliance on formal rules has been reported from Slovakia. These regional convergences encourage belief in the validity of the results obtained. Other sources of guidance which were selected more often than in many other nations were ‘specialists from outside my department’ and ‘beliefs which are widespread in my country as to what is right’. Managers in many European nations report relying strongly on their prior own experiences and training. However Belarus managers relied on this way of handling events relatively infrequently, even when comparison is focused upon Poland and

Slovakia, rather than the Western European nations whose profiles are also given in the table.

The scores reported in Table 5 indicated some differences between the business managers and the education managers that were sampled. However, it is interesting that the sources of guidance that showed the most marked differences between the scores for Belarus and other nations are not the ones that differed between the two Belarus sub-samples. Both business managers and education managers showed profiles that were especially high for reliance on superiors and especially low for reliance on formal rules and procedures.

Earlier studies have shown that when managers in most countries are asked which ways of handling events have proved the most effective they usually rate reliance on their own experience and training highest. Reliance on formal rules is often also rated highly for some events. Smith et al. (2000) found predominantly the same pattern within six Central European nations. Exceptions were found in Romania where reliance on widespread beliefs was seen as effective in handling some work events. In Poland, one event was seen as better handled by reliance on the superior.

The same type of analysis was conducted with the two Belarus samples, in order to understand more clearly the way in which current ways of handling work events are evaluated. The results are given below in Table 7. The table shows that despite the similarity between the ways that the two samples reported handling work events, their evaluations diverge quite markedly. The education managers indicate that four of the events worked out well if they had relied on their own experience and training. This pattern of results resembles that found in other nations. In relation to reliance on unwritten rules, three events were rated as positive and one as negative. This is a much more unusual profile. In other nations, reliance on unwritten rules has almost always been rated negatively. Education managers also found positive benefit in reliance on specialists for two events, and on formal rules, co-workers and subordinates for one event each. Some these results also are quite unusual. For instance relying upon existing subordinates in the selection of a new subordinate has rarely been rated positively. The results for the education managers thus show a profile that partly resembles that from other nations but is also distinctive. Reliance upon a quite broad range of sources of guidance is rated positively.

In contrast, only three of the 14 significant relationships found within the business managers' sample are positive. It appears that the business managers have a much clearer view of what does not work well than of what does. Specialists are found unhelpful for three events, superiors, formal rules and widespread beliefs for two and unwritten rules and co-workers for one event. The only helpful sources are reported to be one's own experience and training, for two events and subordinates for one. Since these respondents did not show the usual strong emphasis upon the positive value of relying on one's own experience and training, their rejection of other sources of guidance cannot be interpreted as evidence of strong individualism. The more likely interpretation is that no consensus exists among the business manager sample as to how best to handle work events. There is evidently a strong feeling that some widely used ways of handling events do not work well.

The difference between the results from the two Belarus samples can be interpreted in terms of current rates of change. The education managers show some indications of low rates of change, since they find reliance on unwritten rules about how things are usually done advantageous in handling several events. This interpretation is consistent with the means given in Table 5, which show that education managers rely more on unwritten rules and widespread beliefs than do the business managers. The pressures for change among industrial managers may well be stronger, posing challenges to which they have not yet found consensual answers. These issues were more

fully explored in Phase 2 of the project.

Table 7: Evaluations of Sources of Guidance in Handling Each Work Event

Work Event	Education Managers	Business Managers
Appointing a New Subordinate	Subordinates .29*** Specialists .17* Co-workers .17*	Specialists -.27***
Subordinate does Good Work	Unwritten Rules .19* Own Experience & Training .30***	-
Subordinate does Poor Work	Specialists .30*** Own Experience & Training .19* Unwritten Rules -.16*	-
Equipment needs Replacement	Unwritten Rules .18*	Own Experience & Training .34*** Subordinates .17* Superior -.16*
Gaining Resources from Other Departments	Own Experience & Training .27*** Unwritten Rules .15*	Widespread Beliefs -.26** Specialists -.21**
Differing Opinions within own Department	Formal Rules & Procedures .20** Own Experience & Training .15*	Own Experience & Training .21** Specialists -.19* Superior -.19*
Introducing New Work Procedures	-	Formal Rules & Procedures -.24** Widespread Beliefs -.21**
Evaluating New Work Procedures	-	Unwritten Rules -.32*** Formal Rules & Procedures -.20* Co-workers -.16*

Note: The table gives statistically significant partial correlation coefficients, partialling out response bias and age. * $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$.

Annex 4: Phase 2 Questionnaire Data Analysis

(Academy of Postgraduate Education team)

One hundred and seventy four individuals were surveyed. Out of those, 93 (53%) are males, and 81 (47%) were females. The majority of respondents (145, or 83%) had higher education. Age varied from 18 to 61 years with median age equal to 34. The job seniority ranged from 0 to 13 years, its distribution is highly positively skewed, with median value of 2 years. Although every effort was made to interview exclusively staff members from joint ventures, only twelve individuals (7%) had foreign citizens as immediate supervisors.

Exploratory analysis: Descriptive statistics

Table 1 presents descriptive statistics for prevalence of the seven work situations, respondents' positions as regards these situations, success in handling them, and the methods used by respondents in dealing with the situations.

Table 1. Descriptive statistics for variables relating to problem work situations

	Mean	S.E.	Std.Dev	Skewness*	Kurtosis**
A. Methods of decision making					
1. R's position: joint decision	5.42	.18	2.40	-.09	-.92
2. Frequency of conflict	2.90	.07	.90	-.04	.18
3. Satisfactory solution	3.30	.06	.85	-.34	-.23
4.1. Organisational policies	3.77	.07	.94	-.79	.89
4.2. Conflict avoidance	3.81	.07	.97	-.53	-.30
4.3. Advice from colleagues	3.31	.09	1.14	-.54	-.45
4.4. Compliance with supervisor	3.84	.07	.89	-.67	.55
4.5. Search for alliances	2.84	.10	1.26	-.03	-1.08
4.6. Persuasion of supervisor	3.58	.09	1.19	-.84	-.09
B. Sharing task responsibility					
1. R's position: shared responsibility	4.18	.20	2.62	.45	-.95
2. Frequency of conflict	2.64	.07	.88	-.01	-.28
3. Satisfactory solution	3.39	.06	.75	-.54	1.15
4.1. Organisational policies	3.69	.08	1.03	-.61	-.03
4.2. Conflict avoidance	3.71	.07	.91	-.44	.07
4.3. Advice from colleagues	3.24	.09	1.17	-.48	-.55
4.4. Compliance with supervisor	3.73	.07	.91	-.53	.43
4.5. Search for alliances	2.92	.09	1.21	-.11	-.95
4.6. Persuasion of supervisor	3.62	.09	1.12	-.75	-.09
C. Punctuality					
1. R's position: not punctual	3.14	.22	2.85	1.17	-.10
2. Frequency of conflict	2.29	.09	1.14	.63	-.46
3. Satisfactory solution	3.46	.07	.95	-.63	.24
4.1. Organisational policies	3.76	.09	1.18	-.81	-.03
4.2. Conflict avoidance	3.71	.08	1.10	-.91	.32
4.3. Advice from colleagues	2.63	.10	1.34	.14	-1.26
4.4. Compliance with supervisor	3.92	.07	.93	-1.04	1.51

	Mean	S.E.	Std.Dev	Skewness*	Kurtosis**
4.5. Search for alliances	2.51	.10	1.26	.21	-1.14
4.6. Persuasion of supervisor	3.34	.10	1.30	-.48	-.82
D. Style of meetings					
1. R's position: everyone should take part in discussion	5.97	.18	2.42	-.55	-.63
2. Frequency of conflict	2.71	.08	1.02	.02	-.48
3. Satisfactory solution	3.28	.06	.84	-.56	.06
4.1. Organisational policies	3.60	.08	1.09	-.68	-.03
4.2. Conflict avoidance	3.68	.08	1.00	-.55	-.02
4.3. Advice from colleagues	3.14	.09	1.23	-.30	-.87
4.4. Compliance with supervisor	3.82	.07	.90	-.64	.41
4.5. Search for alliances	2.90	.10	1.28	-.11	-1.12
4.6. Persuasion of supervisor	3.51	.09	1.16	-.54	-.26
E. Bonus payments					
1. R's position: for personal contribution	6.98	.18	2.37	-1.26	.60
2. Frequency of conflict	2.61	.08	.99	-.01	-.47
3. Satisfactory solution	3.13	.07	.90	-.31	.01
4.1. Organisational policies	3.62	.09	1.13	-.68	-.06
4.2. Conflict avoidance	3.66	.08	1.07	-.55	-.35
4.3. Advice from colleagues	2.86	.09	1.23	-.09	-1.00
4.4. Compliance with supervisor	3.65	.08	1.01	-.63	.21
4.5. Search for alliances	2.83	.10	1.30	-.11	-1.14
4.6. Persuasion of supervisor	3.26	.10	1.31	-.46	-.83
F. Appointment to a position					
1. R's position: based on recommendations	3.79	.18	2.42	.53	-.54
2. Frequency of conflict	2.48	.07	.94	.05	-.51
3. Satisfactory solution	3.26	.06	.84	-.23	.35
4.1. Organisational policies	3.55	.08	1.11	-.67	-.10
4.2. Conflict avoidance	3.58	.08	1.04	-.69	.15
4.3. Advice from colleagues	2.95	.10	1.29	-.21	-1.12
4.4. Compliance with supervisor	3.70	.07	.96	-.73	.41
4.5. Search for alliances	2.79	.10	1.32	.05	-1.18
4.6. Persuasion of supervisor	3.32	.10	1.27	-.40	-.85
G. Punishment for poor work					
1. R's position: mild feedback	4.52	.16	2.15	.26	-.64
2. Frequency of conflict	2.66	.07	.88	.10	-.12
3. Satisfactory solution	3.32	.06	.75	-.10	-.05
4.1. Organisational policies	3.60	.08	1.05	-.67	.08
4.2. Conflict avoidance	3.61	.08	1.05	-.72	.29
4.3. Advice from colleagues	2.93	.09	1.19	-.16	-.77
4.4. Compliance with supervisor	3.75	.07	.89	-.49	.08
4.5. Search for alliances	2.73	.09	1.23	.06	-1.05
4.6. Persuasion of supervisor	3,50	.09	1.14	-,55	-.28

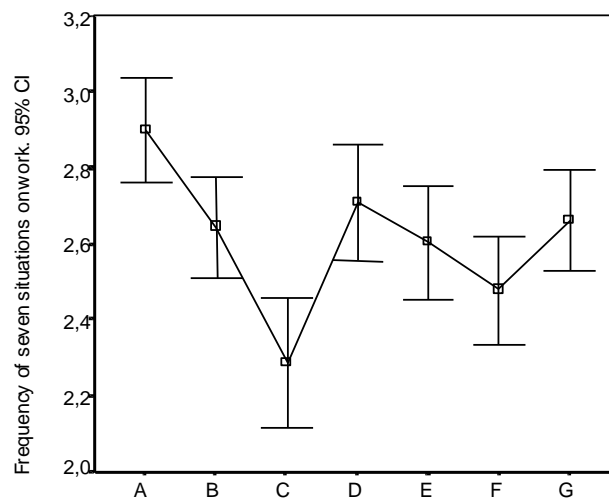
* - S.E. of the skewness is 0.18; ** - S.E. of the kurtosis is 0.37

Examination of Table 1 shows that respondents hold the most extreme position as regards the problems of punctuality and bonus payment: they think that someone should come to meetings exactly on time and that bonus should be paid in accordance with individual's contribution. The most common problem the respondents have been faced is different views from their supervisors on

the methods of decision making. The arguments about ways of bonus distributions seem to be the least successful. Conflict about punctuality is significantly more rare than those for five of the other six work situations (see Fig.1), and if there are any, these arguments are resolved the most successfully (see Fig.2). This suggests that the data about punctuality has little value for the analysis of organisational behaviour from a perspective within Belarus. This does not mean, of course, that the data would be of little value for the study of behaviour from a cross-cultural perspective.

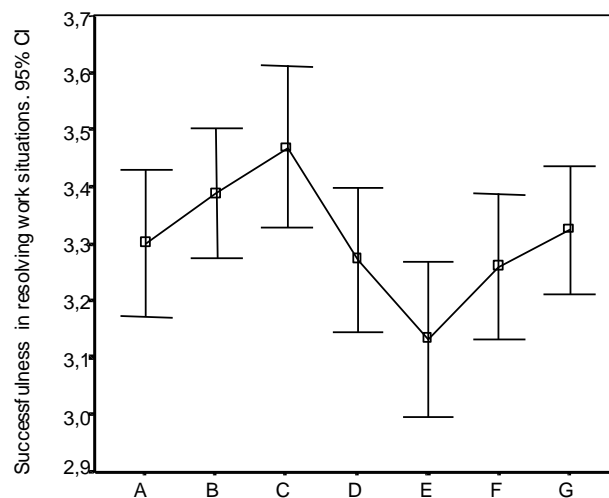
The ways that respondents behave in the work situations are not equivocal either. Table 2 presents data on the frequency of the six ways of behaviour in seven work situations. Although dispersion of the frequencies is not large, one can see some regularities. For example, both asking advice from one's colleagues and seeking alliances in order to influence one's supervisor are not typical for Belarus: respondents use them the most rarely. Figure 3 illustrates this tendency for conflicts about punctuality.

Fig.1. Prevalence of seven work situations, with confidence intervals



(see one-letter labels in Table 1)

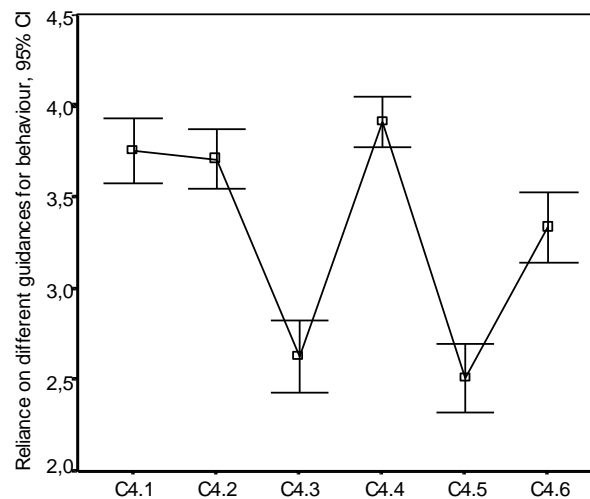
Fig.2. Success in resolving seven work situations, with confidence intervals



(see one-letter labels in Table 1)

Table 2. Frequencies for six ways of behaving in seven situations

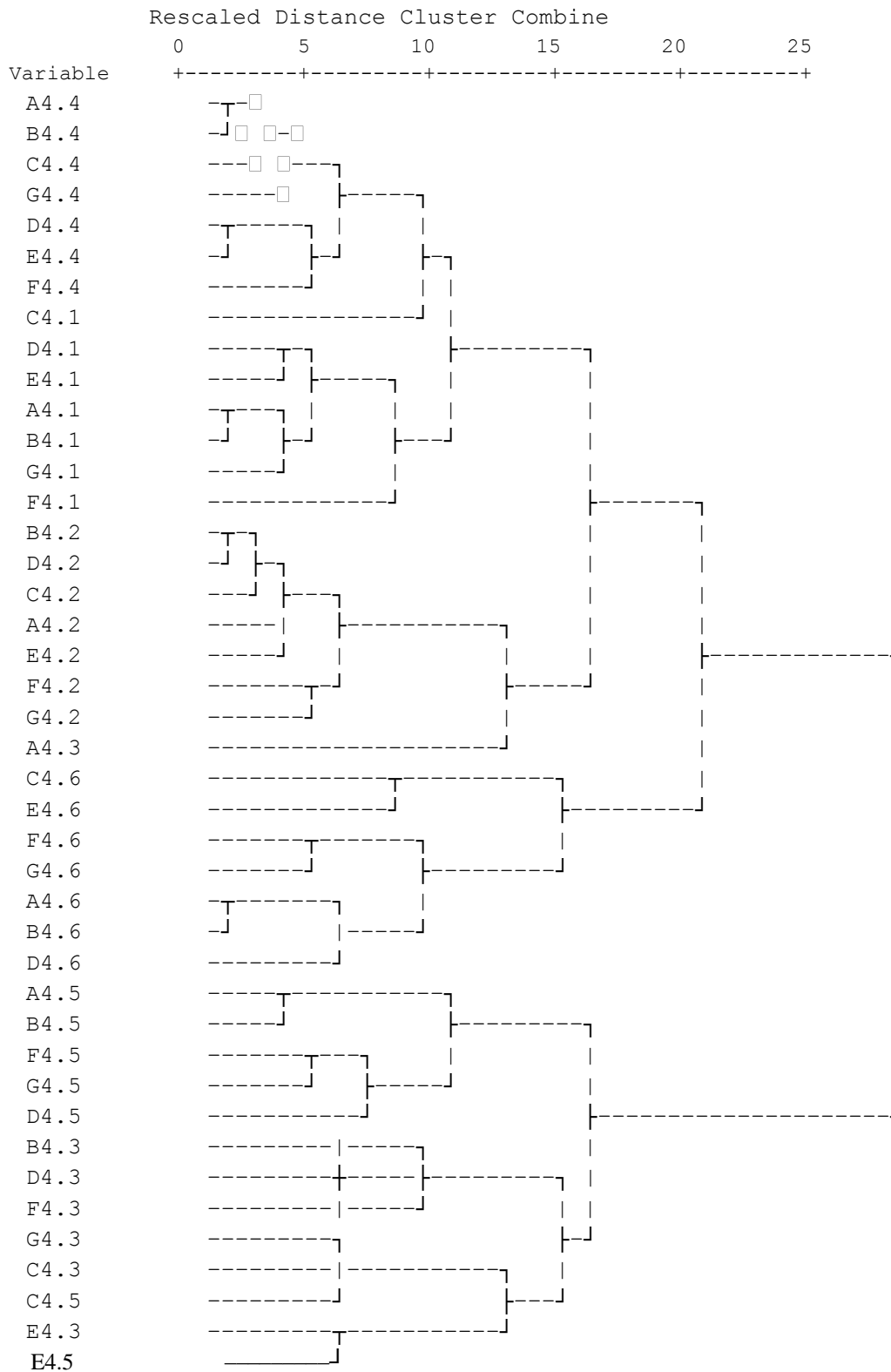
Ways of behaving	Work situations						
	Decision making	Responsibility	Punctuality	Meetings	Bonuses	Appoint-ments	Punishment
	A	B	C	D	E	F	G
4.1. Reliance on organisational policies	3.8	3.7	3.8	3.6	3.6	3.6	3.6
4.2. Conflict avoidance	3.8	3.7	3.7	3.7	3.7	3.6	3.6
4.3. Advice from colleagues	3.3	3.2	2.6	3.1	2.9	3.0	2.9
4.4. Compliance with supervisor	3.8	3.7	3.9	3.8	3.7	3.7	3.8
4.5. Search for alliances	2.8	2.9	2.5	2.9	2.8	2.8	2.7
4.6. Persuasion of supervisor	3.6	3.6	3.3	3.5	3.3	3.3	3.5

Fig.3. Reliance on different sources of guidance for behaviour in regard to punctuality

Ways of behaving in organizational settings: Patterns in the data

As in the previous report on educational managers, we examined the data for different ways of handling the different work situations. The question is how the ways that respondents behave in different work situations cluster together. One exploratory technique adequate for the research question is hierarchical clustering of all 28 variables – the answers about preferred ways of behaviour in the seven work situations. The methods of furthest neighbour and Euclidian distances were used. The results presented in Fig. 4 show that the variables are clustered according to the ways of behaving, not according to the work situations. This means that respondents' behaviour in settings within multinational organisations tends to be individually stable.

Fig. 4. Dendrogram for hierarchical cluster analysis of ways of behaving



This inference was further checked using another exploratory technique – principal axis factoring. Five variables were extracted, accounting for 50.2% of total variance. The first factor included 14 variables with highest factor loadings, all regarding two guidance sources for behaviour: seeking advice from Belarussian colleagues, and searching for alliances with the colleagues. The second factor included all seven variables that concerned reliance on organisational

policies, and three variables that concerned compliance with the supervisor. The third factor combined the indicators of persuasion of one's supervisor on one's own. The fourth factor measured tendency to avoid conflicts, and the final factor combined the four remaining variables that measured compliance with the supervisor. The factor solution again shows that behaviour styles are more stable and more important than situational demands. The latent variables turned out to be highly correlated after oblique rotation, suggesting that a more parsimonious solution would be sufficient for data reduction.

The factor analysis was redone with three factors extracted, accounting for 40.8% of variance. The matrix of factor loadings after varimax rotation is presented in Table 3. The distribution of variables among factors is almost perfect. The tendency to follow organisational policies, to comply with one's supervisor and to avoid conflicts form a clear first factor. Tendencies to ask for advice and to search for alliances are combined together forming the second. Persuasion of one's supervisor creates the third factor. This information is useful for computing more reliable composite dependent variables for further analysis.

Table 3. Varimax rotated factor matrix for six behaviours in seven situations

	Factors		
	1	2	3
D4.4	.66		
D4.1	.64		
B4.1	.64		
E4.4	.63		
B4.4	.61		
G4.1	.60		
G4.4	.59		
A4.1	.59		
C4.2	.59	.35	
C4.4	.59		
G4.2	.57		
E4.1	.56		
B4.2	.52	.33	
F4.4	.52		
A4.4	.50		
D4.2	.49		
C4.1	.47		
E4.2	.47	.33	
F4.1	.43		
F4.2	.43		
A4.2	.37		
C4.5		.70	
D4.3		.69	
G4.3		.69	
C4.3		.68	
D4.5		.67	.39
B4.5		.66	

G4.5	.62	
B4.3	.61	
E4.5	.61	
F4.3	.61	
E4.3	.60	
A4.5	.54	
F4.5	.53	.35
A4.3	.46	
B4.6		.76
A4.6		.73
G4.6		.71
D4.6		.69
F4.6		.65
E4.6		.60
C4.6		.51

Note: loadings less than 0.3 are not shown.

Both cluster and factor analysis show that the ways of behaving in organisational settings are cross-situationally invariant. To confirm this general idea with a more powerful technique we carried out confirmatory factor analysis. The main idea was to decompose empirical correlations between manifest variables into diverse structural influences of two sets of latent variables (ways of behaviour and work situations) on indicators. The format of the questionnaire allowed estimating a model like the well-known multitrait-multimethod model. In our analysis, the ways of behaving are regarded as ‘traits’ (because they are more or less individually stable and cross-situationally invariant), while work events are treated as ‘methods’ (because they vary independently from the respondents).

The first analysis was carried out using STATISTICA software. To reduce the possibility of non-convergence of models due to large number of parameters and small number of cases, only a subset of four ways of behaviour were included (Organisational policies, Conflict avoidance, Compliance with supervisor, Persuasion of supervisor) as well as all seven work situations (Methods of decision making, Distribution of tasks and responsibility, Punctuality, Style of meetings, Bonus distribution, Appointments to a position, and Punishment for poor job). Two ways of behaving (Asking advice from colleagues, and Search for alliances) were excluded, as they are atypical for Belarus (see discussion above). Correlations between the four latent variables for ways of behaving were allowed, and so were correlations between the seven latent variables for work situations. Likewise, correlations between all the measurement error variables for the same way of behaving were allowed. There were no constraints on equality of the parameters.

Maximum likelihood estimates of parameters were obtained using a matrix of product-moment correlations between the observed variables, despite the fact that the variables are ordinal by their nature. This was done because the sample size was too small to calculate a matrix of asymptotic variances-covariances, which are necessary for use of distribution-free estimators. As a result, the maximum likelihood parameter estimates should be used cautiously. It is well known from statistical theory, however, that even when assumptions of a model are violated (and strict statistical hypotheses cannot to be tested), the coefficients obtained can still be used as appropriate parameter estimates.

The main overall model fit indices of the best MTMM-like model were not so good ($\chi^2(215)=260,466$, $p=0.018$), with Joreskog’s AGOF=0.826 and root mean square residual 0,047. In many situations of this kind, models even cannot be identified, or some parameters are

automatically fixed. Thorough examination of the correlation and residual matrices suggested that the model should be re-specified with only one set of latent variables, namely those for ‘traits’, or cross-situational ways of behaving.

A model of this kind was estimated using LISREL7. In this model, we used the subset of four ways of behaving (see above) and six work situations (arguments about punctuality were excluded as relatively rare and atypical). The ways of behaving were treated as ‘traits’, as latent variables. ‘Method’ variation, or the contribution of situational demands were treated as covariances between measurement errors. Thus, the measurement errors of all the ways of handling methods of decision making (namely, reliance on organisational policies, conflict avoidance, compliance with supervisor, persuasion of supervisor) were allowed to be correlated. The best model of this kind had $\chi^2 = 231.97$ with 200 degrees of freedom, which was barely ‘good’, with $p = 0.06$ (since the hypothesis to have been tested was one where a model did not fit to the data, probability of type I error should be greater than 0.05). Interestingly, correlations between the fourth way of behaving (persuading one’s a supervisor) with the other ways were not significant.

Finally, in the last set of models to be tested, correlations between all the measurement errors were allowed to be fixed or freed automatically, depending on whether they improved the model or not. In addition, correlations between persuading one’s supervisor and the other ways of behaving were set to be 0, which produced a more parsimonious model. The standardised parameters of the best model are shown in Tables 4-5. The goodness-of-fit indices are as follows: $\chi^2(228) = 250.98$, $p = 0.142$, Joreskog’s AGOF = 0.863, root mean square residual = 0.065. The automatic modification of parameters resulted in the statistical significance of all parameters.

Table 4. Standardised parameter estimates of confirmatory analysis model (maximum likelihood) for four latent variables: factor loadings

Indicator	Reliance on organisational policies	Conflict avoidance	Compliance with supervisor	Persuasion of supervisor
A1	.68			
A2		.66		
A4			.50	
A6				.69
B1	.72			
B2		.77		
B4			.62	
B6				.74
D1	.75			
D2		.75		
D4			.79	
D6				.74
E1	.72			
E2		.75		
E4			.69	
E6			-.20	.65
F1	.51			
F2		.64		
F4			.54	
F6				.72
G1	.72			
G2		.49	.31	
G4			.68	
G6				.78

Note: Letters stand for situations and digits for way of behaving (see Table 1).

Table 5. Correlations between three latent variables for ways of behaving

	Reliance on organisational policies	Conflict avoidance
Conflict avoidance	.29	
Compliance with supervisor	.68	.46

It is worth noting that the latent variable ‘Compliance with supervisor’ significantly loads two ‘unexpected’ manifest variables: persuasion of one’s supervisor in the situation of distributing bonus (with a negative sign, i.e., refusal to take part in bonus distribution) and conflict avoidance in the situation of punishing poor work. Both these variables imply a special meaning of the latent variables, namely strict submissiveness and obedience to authority.

To summarise, exploratory and confirmatory models suggest that the data are more or less clustered around individually stable cross-situational ways of behaviour.

Dependence of success in handling problem situations on ways of behaving

The next question is how the way of behaving chosen by an individual influences success in handling a problem situation. One of the technical difficulties in dealing with this question is the ordinal measurement of the variables. On the other hand, ordinal regression would give even more biased estimates, due to small sample size and empty cells in the cross-tabulation. Hence, OLS regressions of success of handling problem situations on the ways of behaving and prevalence of the situations were used. Because of the exploratory nature of this analysis, stepwise selection of predictors was used. The results are given in Table 6.

Table 6. Stepwise OLS regression relating success in handling problems to ways of behaving and frequency of situations

Regression coefficient	A	B	C	D	E	F	G
Constant	2.67	3.26	3.36	3.19	2.71	3.37	3.20
4.1. Reliance on organisational policies	.17	.22	.19	.17	.27	.26	.20
4.2. Conflict avoidance	–	–	–.13	–	–	–.15	–
4.3. Asking for advice from colleagues	–	–	–	–	–	–	–
4.4. Compliance to one’s supervisor	–	–	–	–	–	–	–
4.5. Search for alliances among colleagues	–	–	–	–	–	–	–.15
4.6. Persuasion of one’s supervisor	–	–	.18	–	–	–	.14
Frequency of situations	–	–.25	–.32	–.19	–.21	–.200	–.26
<i>R² adjusted</i>	.03	.19	.24	.12	.21	.16	.23

Note: For letter codes for problem situations, see Table 1.

As one might expect, frequency of all but one problem situation is negatively related to success in handling them. Conflict avoidance predicts success in two of seven regressions: this method is counterproductive in relation to punctuality and the appointment of a new co-worker.

Attempts to persuade the supervisor on one's own are useful in relation to punctuality and to punishment for poor work. The only way of behaving that predicts success in handling all situations is 'reliance on policies accepted in the organisation', that is, conformity to organisational norms. This seems to be the most effective way of behaving when working in joint ventures because high salaries and bonuses make positions in such firms extremely attractive. It is known that membership in highly attractive groups produce enormous conformity.

Neither gender, age nor seniority are significant predictors of success. It is necessary to bear in mind that some of the other ways of behaving may not have entered the stepwise regression because of multicollinearity.

Ways of behaving in relation to age and gender

If preferred ways of behaving are so cross-situationally invariant, it is important to look at their dependence on social and demographic characteristics. For this analysis, composite variables for each way of behaving were computed as sums of the corresponding scores for every work situation, including punctuality. Gender was converted to a dummy variable, with 1 for female, and seniority was transformed by taking its square root, to normalise the variable distribution. The results of six OLS regressions of cross-situational preference for different ways of behaving on gender, age and seniority are shown in Table 7.

In no regression was there any serious symptom of nonlinearity, heteroscedasticity, autocorrelation, or multicollinearity. (Two outliers in the dependent variables were detected and deleted from regression coefficients computation). Only a half of the models are significant according to *F*-test, $p < 0.05$. The proportion of variance of the dependent variables accounted for by the independent variables do not exceed 4%. Moreover, all the significant effects obtained (two for gender and one for seniority) are rather weak. The most pronounced result is that females tend to be more compliant.

Table 7. OLS regression predicting cross-situational preference for ways of behaving

Predictor	Reliance on policies	Conflict avoidance	Asking for advice	Compliance	Alliances	Persuasion
Constant	27.54***	25.18***	25.35***	28.57***	23.81***	27.58***
Female	.35	2.36**	.76	.99	-1.67	-2.52**
Age	-.03	.02	-.10	-.02	-.09	-.04
Seniority	-.55	-.76	-.60	-1.12*	-.03	-.55
S.E. (estimate)	5.23	5.15	6.03	4.18	6.64	6.12
R ² adjusted	-.01	.04	.02	.03	.01	.03
F(3,162)	.62	3.13	2.22	3.02	1.47	2.68
p of the model	.61	.03*	.09	.03*	.22	.05*

Note: * - $p < .05$, ** - $p < .01$, *** - $p < .001$

Job satisfaction and its determinants

As a final step, some behavioural, organisational and demographic determinants of job satisfaction were examined. At the end of the questionnaire, the respondents were asked to express their agreement with a series of statements about their work and themselves using five-point scales. Scores for job satisfaction were obtained as a sum of scores for three statements: "My load is too high" (reversed), "This job corresponds to my expectations", and "I am satisfied with my job".

Gender and job seniority were used as predictors. Age was excluded in order to avoid multicollinearity, because it correlated with two variables for organisational climate. In addition, one predictor was used for cross-situational way of behaving, namely “Compliance”. This was constructed as the sum of scores for “Reliance on organisational policies”, “Conflict avoidance”, and “Compliance to one’s supervisor”.

Two more predictors were constructed as measures of organisational climate, using the sums of scores for Likert-type statements. These were first identified by a principal components analysis of responses. “High regulation” was formed from the scores for the following statements: “Traditions dominate in my organisation”, “Decisions are made at upper levels in my organisation”, “Every activity is scheduled in detail by my organisation” and “Absolute obedience to rules of behaviour is expected in my organisation”. “Innovative climate” was computed on the basis of the following statements: “There are very few rules and restrictions in my organisation”, “All tasks are discussed in my organisation”, and “My organisation facilitates innovations”.

The OLS regression was specified in a nested manner. First, gender and seniority were included, then compliance as an indicator of behaviour style, and finally, regulation and innovation as organisational variables. The results are presented in Table 8. The demographic predictors in the first model do not predict job satisfaction ($F(2,165) = 2.07$, not significant). Addition of the way of behaving measure – compliance – yielded a slightly significant effect. A dramatic change in significance took place in the third model. First of all, the two measures of perceived organisational climate – high regulation and innovation – proved to be the most influential predictors. This also caused a change in the impact of the other independent measures. Compliance was a significant predictor no more. Instead, the influence of seniority became significant. Those changes cannot be attributed to multicollinearity, because there was no serious symptoms of it such as tolerance, changes in eigenvalues etc. Rather the changes must be associated with the statistical adjustment.

Table 8. Nested OLS regressions of job satisfaction on demographics, behaviours and organisational characteristics

Predictors	Model 1	Model 2	Model 3
Constant	7.10***	9.53***	3.90*
Female	-.32	-.20	-.15
Seniority	.42	.34	.44*
Compliance		-.04*	-.02
Regulation			.26***
Innovation			.21**
S.E. (estimate)	2.06	2.03	1.90
R ² adjusted	.01	.04	.16
F (df)	2.07 (2,165)	3.26 (3,164)	7.59 (5,162)
p	.13	.02	.000
F change (df)	2.07 (2,164)	5.52 (1,164)	13.34 (2,164)
p	.13	.02	.000

Annex 5: Analysis of Interview Data

(Academy of Postgraduate Education Team)

Research concept

Expertise in the cultural, social, and economic context within which cross-cultural managerial comparison is being made significantly adds to the diagnostic effectiveness of a research method. Assessment of culture-determined cognitive dissimilarities between foreign managers and their local colleagues can give help to formulate research questions in the most culturally-decentred way. Knowledge of cognitive models of sensemaking and the giving of meanings to events assisted us in defining the most adequate bases for the present investigation. The adequate representation of differences in managers' meaning systems is possible only on the basis of diverse research methodologies. Our diagnostic concepts have taken into account the existence of culture-specific cognitive sensemaking mechanisms. These are formed under the strong influence of not only of national linguistic culture, but also of more narrowly professional aspects of managerial knowledge and practice, which can be either universal or specific. Thus, measurement of the compatibility of knowledge systems of culture representatives was also an important aspect of this research.

Instrument description

We interviewed expatriate managers working in Belarus in comparison with native managers, using four different research methods: sensemaking procedure; phenomenological and psychoanalytic interviews; discourse analysis. In the first phase we used the sensemaking procedure, which is directed toward detecting possible differences in existing meaning systems. All respondents were administered a standardised set of questions concerning the same six potentially problematic situations that had been included in the questionnaire of Belarus employees (Ways of making decisions, Task allocation, Ways of holding meetings, Bonus payments, Appointing someone to a position, Evaluating poor work). The data presented here comprise answers given verbally by managers in relation to the situations 1, 2, 4, 5, 6, and 7. The answers were precisely recorded and coded into categories, using the coding legend given below. After this process was complete, further data collection was undertaken. Three further procedures were used: a phenomenological interview – for more precise definition of individual experiences, connected with job in joint venture enterprises; a psychoanalytic interview – for definition of possible unconscious feelings; and discourse analysis – for definition of possible language bases of misunderstandings. All these procedures were also focused upon the same six situations and their main aim was the establishment of adequate cross-cultural understanding of the meanings that interb=viewees gave to the situations.

Sample description

The interview data comprises responses from 15 expatriate (1 Swedish, 2 German, 6 British, 2 Danish, 3 American, 1 New Zealand), and 15 Belarus managers. All respondents were male. Within our sample, 7 respondents were from large multinational corporations using established managerial systems (Coca-Cola, Ford, Maersk Medicals, Sandwick); 4 foreign and 7 Belarus respondents were private entrepreneurs, and 4 foreign and 8 Belarus managers were working in small or medium size organisations without extensive cross-cultural managerial experience. However, almost all of them were immersed in the local environment and had many interactions with local personnel. Therefore their answers are classified among the entrepreneurs. The original statements of the respondents are quoted without any shortening or modifications (one respondent may have given a number of answers). If several respondents gave the same response, the number of those who did so is indicated in parentheses.

Coding Legend:

ER – a response received from an entrepreneur.

LC- a response is received from the representative of a large corporation

M- mixed response (ER+LC)

Coded answers from the sensemaking interviews:***Issue 1: Ways of making decisions (managers were asked to assess local and their own styles)***

- 1.1. “They (local employees) avoid making decisions” (7, M);
- 1.2. “They will not share thoughts openly” (ER);
- 1.3. “Good decisions are made only when there is a private interest in doing so” (ER);
- 1.4. “They easily say no” (ER);
- 1.5. “If I (foreign businessman) need to get the information, I use charm and personal connections in Belarus”;
- 1.6. “When I am facing the syndrome of old soviet mentality, I seek advice from local colleagues because 80-90% of managers in Belarus are older than 40” (ER);
- 1.7. “Young employees (less than 30) easily adapt to a corporate culture of an organization and start to actively implement western standards in their work”(ER);
- 1.8. “Methods of decision-making heavily rely upon particular tasks and the level of management. Those organizations where the solid and flawless management system is used are very democratic in decision-making. The participative management is of highest importance. In those companies where the director is the only decision-maker, employees are used to avoiding responsibility and are interested in supporting such a state of affairs.” (7, M)
- 1.9. “It depends on the organization I am working with and on the level of proficiency of a director. Personally, I have a negative experience working in Belarusian business. My partners are not honest, are not financially responsible. The long-term goal setting is absent. They often do not calculate the profitability of their projects” (3, ER);
- 1.10. “In our organization we employ a combined approach to decision-making. Belarusians are invited to participate as well as the foreign managers, except for the situations when the decisions taken are limited to Board of Trustees. In general, in our company we have a successful practice of female management when women are holding senior managerial positions.” (LC).

Issue 2: Task allocation

- 2.1. “Task allocation is not common. Job descriptions are not widespread” (10, M);
- 2.2. “Time keeping is bad. Do not perform task promptly”(3, ER);
- 2.3. “They are declining to report on their work progress” (ER);
- 2.4. “Post-reactive versus pro-reactive. React to something that happened instead of making something happen” (ER);
- 2.5. “Little camaraderie. The idea that all Russians are comrades is dead”(ER);
- 2.6. “Operate short-term” (9, M);
- 2.7. “Poor finishers. Start a task but if there is an obstacle they archive it”(ER);
- 2.8. “We avoid narrow specialization in our company because in this case the quality is reducing, the communication between departments is becoming difficult.” (ER)
- 2.9. “We practice the teamwork. Our local employees do not have any problems working in teams. Women are leaders” (the same respondent as in Issue 1) (LC)
- 2.10. “We have a flexible system in our organization. We try to use the advantages of both systems. Sometimes only a particular person is able to perform a task. In other cases, if there is a good

leader any teamwork will be well coordinated and effective. I think this is a universal principle.” (7, LC)

- 2.11. “I do not delegate the authority of decision-making. I make decisions myself. Advice to any foreign businessman: be the director yourself or find a foreign executive manager for your firm.”(ER)

Issue 3: Ways of holding meetings

- 3.1. “In our company we do encourage a personal information contribution of every employee. Facilitate openness where is possible (exception: highly important strategic decisions related to company’s capital and investment)” (7, LC);
- 3.2. “There are situations when we conduct meetings with the purpose of gathering information and there are situations when we use meetings as discussion forums. The choice depends on the type of the problem discussed and the task. There are reasons for having both. Belarusian companies, in my opinion, use mostly the first type (to announce decisions that have already been made).” (6,ER);
- 3.3. “I prefer to make sure that my employees possess the complete information. I want every employee to participate in the discussion. However, decisions I make myself, usually afterwards. It may take me couple weeks to make a proper decision”(ER);

Issue 4: Bonus payments

- 4.1. “Many companies pay two salaries. If the salaries are high, there are no bonuses. I believe that we should not overestimate the labor market. If the salaries are generally low and the qualifications do not meet the standards, you will get the same level of performance for any money”(ER);
- 4.2. “In our company we share bonuses equally between the team workers. I would personally prefer to give people particular tasks and to pay for the fulfillment but it is not accepted here.” (ER)
- 4.3. “The bonus system does not exist in our company” (10, M);
- 4.4. “We use bonus payments in our company to encourage good work. Employees have the right to receive it. The shared bonus system loses its effectiveness as a managerial tool” (3, M);
- 4.5. “I prefer when every employee has his/her own responsibility. However, the success of one employee may heavily rely on the success of the other. When people are working in teams, it is better to distinguish payments” (ER);

Issue 6: Appointing someone to a position

- 5.1. “Recruitment of new employees is a very randomized process. 70% is made based on personal references (word of mouth), high degree of nepotism. 90% of my local managers lacked skills of effective management. There was no deep understanding of my business, the purpose of investment. Those who are extremely smart and suitable are running their own business” (ER);
- 5.2. “I value experience, not references” (5, M)
- 5.3. “Both experience and references count” (6, M)
- 5.4. “I believe that if I hired a person to do this job, therefore, I had found him/her capable of doing it. We should form a labor contract. If the person is not doing what he/she is supposed to do – he/she can be reprimanded. The decision depends on the severity and harm of actions. I will always discuss the problem and will give person a chance to improve.”(ER)
- 5.5. “When I am in Belarus, I hire people based on qualifications portfolio and experience. When I am at home (in Germany) I count on recommendations most.” (2, ER, German)

Issue 6: Evaluating poor work

- 6.1. "I have found that there is no such dimension in Belarus as "good-poor work". The mentality is: "work is work. If I am not getting any result, it is not my problem, I do not care". People are very green-eyed (envious) of each other's successes. The reasoning prevails: " I work to live not live to work. What can I get out of this". Locals are working for themselves mostly not for me. Often use telephone for their private needs." (ER);
- 6.2. "I fire an employee only in cases when the person is stealing from my company or commits embezzlement. In all the rest of cases, I will talk to a person. I can even give 2-3 chances to improve" (6, ER).

All other respondents (7.3) did not have serious problems with poor work of Belarus employees (5, LC) or (7.4.) did not solve it at all (4).

Some of the foreign managers added the following comments:

1. Belarus colleagues lack aggressiveness in work. (ER)
2. They are afraid of non-traditional, new approaches to work, seek encouragement to implement new ideas. (M)
3. Suffer from "will see" syndrome. Do not look forward to foresee the difficulties in order to plan all the eventualities ahead. This is related to the lack of appreciation of time. They do not have a belief that time is a limited resource. (ER)
4. Prefer hierarchical system of responsibility allocation (when those who are on top take the main responsibility, so that all the rest can "relax") (M)
5. Do not want to make decisions, low initiative (M).
6. Not honest in doing business. (ER)
7. Corrupted- like to receive "presents" (bribes) for every service. (ER)

Second stage interviews

Those interviewed were the same managers as those interviewed in the first stage.

Coding Legend:

ER – a response received from expatriate entrepreneur

LC- a response is received from the representative of a large corporation

M- mixed response

N – a response received from native entrepreneur

Ph – a response received through phenomenological interview

Ps – a response received through psychoanalytic interview

D – response analysed by discourse analysis

List of Coded Answers:

Issue 1: Ways of making decisions (managers were asked to assess local and their own styles)

- 2.1.1 “They (local employees) avoid making decisions and this makes difficulties for me” (7, M+Ph+D);
- 2.1.2 “Some times I feel hostility here and it arouses desire to accept much more violent measures” (9, LC+N+Ps);
- 2.1.3 “They will not share thoughts openly and I don’t know what they are thinking. It frightens me” (6, ER+LC+Ps);
- 2.1.4 “Good decisions are made only when there is a private interest in doing so” (14, ER+N+Ph+D);
- 2.1.5 “Making decisions they (expatriates) deal with us as with second-rate aborigines” (11, N+Ps);
- 2.1.6 “They easily say no without any rage for understanding of its objective reasons” (4, LC+N+Ph);
- 2.1.7 “If I (foreign businessman) need to get the information, I use charm and personal connections in Belarus, paying them good money for job which they do not deserve” (8, ER+Ps);
- 2.1.8 “It is very difficult to make decisions facing with the syndrome of old soviet mentality. Most of them are soviet without any desire for change” (6, ER+Ps+Ph);
- 2.1.9 Democracy in decision-making isn’t demanded here. When we try to realize participative management here we receive misunderstanding. In those companies where the director is the only decision-maker, employees are used to avoiding responsibility and are interested in supporting such a state of affairs.” (7, M+Ph+D);
- 2.1.10 “I have a negative experience working in Belarus business. My partners are not honest, are not financially responsible. Long-term goal setting is absent. They often do not calculate the profitability of their projects” (3, ER+Ps);
- 2.1.11 “When we try to explain to expatriate managers that making decisions here requires consideration of our national peculiarities, we receive a cold reception” (9, N+Ph).

Issue 2: Task allocation

- 2.2.1. “Task allocation is not common. Job descriptions are not widespread” (10, ER+Ph+Ps+D);
- 2.2.2. “Time keeping is bad. Do not perform task promptly”(3, ER+Ph+D);
- 2.2.3. “They (expatriates) demand prompt task performance without any allowance for our traditions” (7, N+Ph+D);
- 2.2.4. “Little camaraderie. The idea that all Russians are comrades is dead. They are individualists with a single interest - money”(7, ER+Ps+Ph);
- 2.2.5. “For time allocation we lack understandable explanations. In most cases, we receive only one answer – do it! We are paying you money” (12, N+Ps+Ph+D);
- 2.2.6. “If we have a good native leader, having the potential to organize coordinated and effective teamwork and a much lower expatriate, the second without any doubt will be appointed. I think this is a universal principle.” (12, N+Ps+Ph+D);
- 2.2.7. “I do not delegate the authority of decision-making. I make decisions myself. Advice to any foreign businessman: be the director yourself or find a foreign executive manager for your firm.” (8, ER+Ph+D).

Issue 3: Ways of holding meetings

- 2.3.1. “In our company we do encourage a personal information contribution from every employee. Facilitate openness where it is possible (exception: highly important strategic decisions related to company’s capital and investment)” (7, LC+Ph+D);

- 2.3.2. “Yes, we receive information but a lot of us distrust it because our proposals stand without answers especially when they are mismatching with official” (6, N+Ps+Ph);
- 2.3.3. “There are situations when we conduct meetings with the purpose of gathering information and there are situations when we use meetings as discussion forums. The choice depends on the type of the problem discussed and the task. There are reasons for having both. Belarusian companies, in my opinion, use mostly the first type (to announce decisions that have already been made).” (6, ER+Ph+D);
- 2.3.4. “We announcing decisions which were already made because nobody are listening to our proposals” (8, N+Ps+Ph+D);
- 2.3.5. “I prefer to make sure that my employees possess complete information. I want every employee to participate in the discussion. However, decisions I make myself, usually afterwards. It may take me a couple weeks to make a proper decision” (5, ER+Ph+D);
- 2.3.6. “Yes, our expatriate manager organises conspicuous discussions but all decisions he makes himself without our proposals, demonstrating our second-ratedness” (9, N+Ps+Ph).

Issue 4: Bonus payments

- 2.4.1. “If the salaries are generally low and the qualifications do not meet the standards, you will get the same level of performance for any money” (8, ER+Ph+D);
- 2.4.2. “They (natives) must be thankful to us for such high salary” (13, ER+Ph+D);
- 2.4.3. “Most Belarus are lazy and unorganized” (5, NR+Ps);
- 2.4.4. “They (expatriates) are paying us much lower salary compared to foreign employees who are working much less well. This is a widespread example of discrimination” (14, N+Ph+D);
- 2.4.5. “In our company we share bonuses equally between the team workers. I would personally prefer to give people particular tasks and to pay for task fulfillment but it is not accepted here.” (ER);
- 2.4.6. “It isn’t fulfilled here because of transparent system of payment criteria that are coordinated with us” (N+Ph+D);
- 2.4.7. “I hate them for their periodic demonstrations of our second-ratedness” (N+Ps);
- 2.4.8. “I prefer it when every employee has his/her own responsibility. However, the success of one employee may heavily rely on the success of the other. When people are working in teams, it is better to distinguish payments” (3, ER+Ph+D).

Issue 5: Appointing someone to a position

- 2.5.1. “There was no deep understanding of my business, the purpose of investment. Those who are extremely smart and suitable are running their own business” (5, ER+Ph);
- 2.5.2. “We don’t understand the criteria for appointing someone to a position. In most cases it is a result of attractiveness or loyalty” (8, N+Ps+Ph);
- 2.5.3. “Here is only one criterion – my experience” (7, ER+Ph+D);
- 2.5.4. “What I like, they do. They must be thanked for any result. I’m paying them good money” (4, ER+Ps);
- 2.5.5. “I see only one criterion – loyalty and demonstration of disagreement with Belarus government policy” (7, N+Ps);
- 2.5.6. “The decision depends on the severity and harm of actions. I will always discuss the problem and will give the person a chance to improve.”(6, ER+Ph+D);
- 2.5.7. “When I am in Belarus, I hire people based on their qualifications portfolio and experience. When I am at home (in Germany) I count on recommendations most.” (2, ER+Ph+D).

Issue 6: Evaluating poor work

- 2.6.1. “I have found that there is no such dimension in Belarus as “good-poor work”. The mentality is: “work is work. If I am not getting any result, it is not my problem, I do not care”. People are very green-eyed (envious) of each other’s successes. The reasoning prevails: “ I work to live not live to work. What can I get out of this”. Locals are working for themselves mostly not for me. Often use telephone for their private needs.” (7, ER+Ph+D);
- 2.6.2. “Why must I work for somebody? I must work for myself. If somebody wants my work to improve he must respect me and that is a result of his relations with me” (7, N+Ph+D);
- 2.6.3. “I never work harder for somebody’s enrichment having any private interest” (5, N+Ps);
- 2.6.4. “I fire an employee only in cases when the person is stealing from my company or commits embezzlement. In all other cases, I will talk to a person. I can even give 2-3 chances to improve” (6, ER+Ph+D);
- 2.6.5. “Seeing the existing discrimination in payment system, I’m deliberately working badly, demonstrating protest” (5, N+Ps).

Discussion

To achieve reliable results, we realise the need to include a relatively large sample of expatriate managers working in Belarus. Indeed, we need also to assure the consistency of respondents’ personal characteristics, as these may affect the ecological validity of our results. In the present case, we have tried to overcome these essential limitations. Having analyzed the sample requirements, we concluded that the chances of obtaining a relatively large sample of foreign managers residing in Minsk, who share the same characteristics and have the relevant experience necessary to provide meaningful answers to our questionnaire appeared to be rather low. This is especially true if we were interested in corporate managerial data. To improve the external validity of the research findings as a guide for a future research, we would recommend standardizing subject variables and selecting a defined sample that is homogeneous on the following criteria:

1. Industry sector.
2. Efficiency of management.
3. Scale of business (individual entrepreneurs or multinationals).
4. Level of involvement with the national environment.
5. Level of managerial authority that the respondent possesses within the organization.
6. Cognitive flexibility and awareness of own cultural attributes.

Since access to research subjects in our case was very limited, use of these criteria was impossible. The most practical approach appeared to be inclusion of all those respondents whom we could reach by word of mouth recommendations.

Having conducted a thorough qualitative analysis of the results of the various interview procedures, we identified several factors that affect respondents’ responses to their experience and that determine the level of its cognitive accessibility (awareness). Firstly, the type of organization and industry sector ensures that managers’ decision-making is done within a certain sphere of business and requires particular levels of risk-taking, dependence on local managers, employee supervision, ability to think globally and to analyze the outcomes of decisions for international business practice. Compare for instance, the following pairs of responses: {1.3 versus 1.10} * {2.9, 2.10 versus 2.11}*{5.1 versus 5.3}*{6.1 versus 6.2, 6.4}*{7.1 versus 7.4}.

Secondly, an important factor is the quality of management employed within an organization. Practices in large transnational corporations, which have been succeeding within international markets, may not be practiced and being attempted in small entrepreneurs' firms. Single entrepreneurs, who are not immersed in an optimized organizational net that is bounded by solid management strategy, lack managerial efficiency in producing market-driven development responses. They are sensitive to change in market conditions, but their resources to respond to developments are limited. These subjects provide a total contrast with the multinational respondents. Compare these response pairs: {1.7, 1.8, 1.10 versus 1.1, 1.2}*{2.1-2.7, 2.11 versus 2.9, 2.10}*{4.1, 4.2 versus 4.3}*{5.1 versus 5.2, 5.4}* {6.1 versus 6.2, 6.4}*{7.2 versus 7.4}.

The scale of business also adds to significant variation within the sample, owing to the fact that belonging to large self-regulatory corporate system rather than a director-focused small firm influences business sensitivity to cultural context. Individual businessmen can grasp the structure and content of local culture more precisely and are motivated to apply knowledge of it more adequately. Compare response pairs: {2.9 versus 2.11}* {4.1 versus 4.3}*{7.3 versus 7.1}.

Another important factor is the level of involvement with the Russian speaking environment and respondents' command of the local language. Some managers are sent to a foreign country strictly to perform specific specialised functions and do not possess the complex skills necessary to interact effectively with their new cultural surroundings. Others are trained in the light of international effectiveness and undertake thorough cultural training prior to placement in the new cultural context. Given the opportunity to immerse oneself in a real context, managers can master intercultural skills and enhance their performance. Many of them comprehend the social and economic situation well and can perceive the situation from an "in-group" perspective. Respondents with these features proved to be the most efficient in our sample. Compare responses {1.5 versus 1.6}.

Apparently, many corporate representatives do not solve daily business situations directly and either conduct only assessment of overall effectiveness with aid of internal consultants (employees) or by delegating to them authority to make certain decisions. Contrast {7.4}*{2.11}. Finally, general educational and intellectual shrewdness differentiates our subjects into separate categories. Contrast responses {1.2, 1.4, 2.5, 2.7}.

The results were especially interesting where data was received through the procedures of discourse analysis, phenomenological and psychoanalytic interview. These demonstrate their potentiality for acquisition of information that is more hidden. Using these procedures, we received confirmation of our expectations about likely misunderstandings between expatriate managers and native employers. Some responses indicated hidden hostility and hate (2.1.2., 2.1.5., 2.1.8, 2.2.4., 2.4.3., 2.4.4., 2.4.7., 2.6.3., 2.6.5.); lack of transparency (2.1.5., 2.1.9., 2.2.3, 2.2.5., 2.4.6., 2.5.2.); ineffective communication expressed as one-sided hearing (2.1.3., 2.1.8., 2.1.9., 2.2.5., 2.2.7., 2.3.2., 2.3.4., 2.3.6., 2.5.2., 2.6.2.); race discrimination (2.1.2., 2.1.8., 2.1.9., 2.1.10., 2.2.6., 2.4.3., 2.4.7.); ethnocentrism (2.1.1., 2.1.5., 2.1.8., 2.2.2., 2.2.3., 2.2.6., 2.2.7., 2.4.2., 2.4.4., 2.5.3., 2.5.4.); protest (2.6.2., 2.6.5.); and emotional blockage (2.1.2., 2.1.3., 2.1.8., 2.2.22.2.3., 2.2.4., 2.2.6., 2.4.2., 2.4.4., 2.4.7., 2.5.1., 2.5.3., 2.6.1., 2.6.2., 2.6.3., 2.6.5.). Our research also demonstrated differences between the agendas of expatriate managers and Belarus employers (2.1.7., 2.2.3., 2.2.7., 2.3.6., 2.4.1., 2.5.5.5, 2.6.2., 2.6.3.).

Different aspects of respondents' personal culture are shaped under the influence of their immersion in different cultural groups and broader social contexts. Indeed, culture as a non-genetic programme of human behavior is derived and constructed out of values coming from a myriad of cultural groups (not only ethnic and national, but also professional and primary referents such as

family and dyadic culture), shaping an distinctive and complex perception of reality. What is important is that in order to grasp the essence of intercultural barriers, we attempt to shift from cross-cultural comparisons to understanding the cornerstone principles of effective intercultural cooperation.

An important phenomenon that needs to be emphasized was discovered during the researcher-subject interactions. The more stable, effective, and efficient is the managerial system operating in an organization, enriched by the common sense of the managers implementing it, the more consistent and universal is the system of meanings used by managers in similar work situations. The effect of managerial excellence (including personnel management) on a manager's success in handling intercultural relations is greater than the effect of national differences, at least within the given European context.

In sum, our research has shown that future samples for organizational research conducted in conditions similar to ours (i.e. insufficient numbers and homogeneity of managers to permit a thorough quantitative analysis) should be transformed into samples lending themselves to qualitative analysis. The groups to be examined should be treated as case-study clusters. Samples should be drawn for a particular research purpose and all subjects should be drawn from a similar company profile. For example, they could be a sample consisting of single entrepreneurs who originate from economically similar countries in relation to Belarus (for example from the EU) and who are only engaged in trade. Alternatively, a sample could be made of managers from large corporations who did not receive cross-cultural training before their international business assignment. Before inclusion in a sample, every subject should be carefully examined on the basis of all the criteria and his/her relevance to the concrete purpose of the research. The researcher should be as precise as possible when foreseeing the applicability of the research results and the population for which those results will be valid. Namely, we should not only make comparisons of cultural attributes, but also examine the correlation and cause-and-effect relations of the combination of cultural attributes within each single person, and between different culture-unique respondents that come into contact in culture-unique contexts.

In cross-cultural research, especially in the preparatory and concluding stages, we must use a range of alternative qualitative research methodologies, directed to establishing the meaning systems represented in the investigation. Without scrupulous work on the way that managers' commonsense is articulated, it is impossible to collect adequate data from them, nor to interpret it validly. It is also obvious that if expatriate managers receive no preparation for local cultures and their socio-economic peculiarities, acculturation indices will not provide a valid basis for effective cross-cultural communication.

Annex 6: Results of Phase 2 Content Analyses

(Institute of Sociology team)

a) Communication in Belarus Joint Ventures

It has become frequent recently to establish joint ventures (JVs) in Belarus, where the problems of mutual adaptation between foreign country managers and their Belarus associates arise. To clarify the problems arising, a study of satisfaction or dissatisfaction with the communication environment in the working group by JV employees was carried out. The questionnaire included free response options covering communication in the group, its positive and negative features, and opinions as to what should be changed to improve formal and informal communication. 174 employees responded. All the questionnaires were content analysed. Table 1 shows the constructs identified and their frequencies.

As the table shows, the respondents specify good business contacts and positive relations, both formal and informal. Pertinent selection of the staff, correct personnel policy, favourable JV set-up are indicated as advantages that are positively reflected in the efficiency of the working meetings that are held. Respondents had greater difficulty in revealing difficulties during communication. Many respondents either refused to note such complications and hindrances, or did not know how to respond. Nevertheless, the table makes clear that communication difficulties reflected both poor work organisation and inappropriate staff selection. Other respondents replied that all is well in their group: there are no drawbacks, no hindrances. The responses concerning how to improve the situation, facilitate communication and make it more business-like and more informal were more varied.

As Table 1 shows, respondents consider it useful to learn, to go on communication training and to have leisure time together. On the other hand, they raise concerns about inappropriate manager promotion, the necessity to increase business efficiency, reciprocal giving of help and mutual support.

Table 1. Constructs revealed by the content analysis

Constructs	Content	%
	Positive Features	
1. Business contacts fair	Co-operation, working conditions, teamwork and co-ordination of behaviour are fair	24
2. Informal relations	Frequent informal meetings, holidays, leisure parties	19
3. Meetings	Work well, creative atmosphere. They are efficient, enable to keep abreast of all business matters, give information, tasks are set. Discussion of agenda occurs with most associates taking part.	7
4. Positive relations in group	Relations good, benevolent, open, relaxed, friendly, no intensity, mutual understanding, support	38
5. Correct staff selection	Good team, social status equality	6

6. Good set-up	Proper organisation of work and task assignment, good chief/instructor; good pay	9
	Negative features	
7. Imperfect management	Unsatisfactory relations with chief; the chief raises frequently his/her voice, overestimates work requirements, inefficient management; employees' opinions ignored	10
8. Group is unsatisfactory	No unifying goal (motto), no friendly relations in the group; relations between employees are inadequate, educational levels and interests differ very much	9
9. Set-up drawbacks	Poor co-ordination, no specific task assignments, putting the burden for problem solving on others' shoulders, personal initiative not always welcome; inefficient meetings	14
10. Low communication standards	Not listening to a speaker, not tactful and correct in behaviour; conflicts arise if opinions differ, search for a "scapegoat", tough conflicts	8
11. Don't know how to respond		18
12. Refused to respond		41
13. All is well		15
	What would change things for the better?	
14. Proper training, involving experts	Well-arranged training, seminars; learn standards of business communication, self-improvement, hire psychologist to study climate of the group, hire new employees	5
15. Spend leisure time together	Spend more leisure time with the group, meet more frequently, share more holidays, more trips to week-end or holiday resorts	9
16. Better management	Improve style, management policy, improve chief's attitude to subordinates, replace managers	9
17. Reorganise activities	Re-assign tasks according to ability, differentiate rights and duties, exercise stricter supervision	8
18. Improve business development	Expand business contacts, search for good clients, fair competition, improve trade practice, increase turnover, solve social and salary problems	6
19. More reciprocal help	More assistance, reciprocal assistance, more equality	6

As usually happens in such research, while answering the questions respondents followed their own strategy in comprehending the situation. These strategies represent their points of view. To summarise these strategies, factor analysis was used, based on principal component analysis with subsequent orthogonal rotation. The results are shown in Table 2. As the table shows, four general factors were found.

Table 2. Factor matrix for specific aspects of communication

Constructs	Factors After Orthogonal Rotation			
	1	2	3	4
1			0.67	
2			0.58	
3			0.47	
4	-0.49	0.25	-0.40	0.38
5	0.55		-0.23	
6	0.72	0.27		
7	0.20		0.31	0.31
8	0.51			
9		0.41		0.21
10				0.55
11		0.71		-0.24
12		-0.58	-0.35	-0.53
13	-0.33			
14			-0.31	0.32
15		-0.25		0.50
16	0.67			
17				0.52
18		0.49		
19			0.40	
% variance explained	10.7	8.6	9.2	8.5

Note: Constructs correspond to those in Table 1. Loadings of 0.20 or lower omitted

The first factor showed significant positive values for items 5, 6, 8 and 16 (the highest loadings being 6 and 16). High loadings on this factor reflect respondents' view that communication in the group depends on good organisation structure, including appropriate selection of work group members. In the opinion of such employees, if communication in the group is to be improved, the organisational structure has first of all to be perfected. Negative loadings here are items 4 and 13. Low scores on this factor indicate that respondents consider that everything goes well with communication and positive relations prevail. This factor may be described as an indicator of effective communication on the basis of organisation structure and staffing.

The second factor includes positive values for items 9, 11 and 18. Item 12 has a negative significant value here. Loading high on this factor are those who try to avoid discussion of communication. The reasons for this are the drawbacks in the setup and the need to perfect the procedure of decision-making through improvement of communication and establishment of contacts with the potential partners. It is natural for respondents to conceal the real situation in the organisation from the researchers. An attempt is made in this case to conceal an adverse situation in the group. This factor reflects an adverse psychological situation in the group. It divides

respondents into those who discuss this and those who refuse to discuss it.

The third factor has positive values for items 1, 2, 3 and 19. High scores on this factor indicate that there are good business contacts and favourable informal mutual relations in the organisation. In respondents' opinion, meetings are held at a proper level in the group. To improve the quality of communication the practice of rendering mutual aid should be introduced. It may be assumed that such mutual aid is understood from the point of view of personal mutual relations. This factor describes good business relations in a JV.

The fourth factor has positive loadings for items 7, 10, 14, 15, and 17. Respondents consider that there is imperfect management in the group, and poor communication loads high on this factor. To improve the situation the following measures are seen as useful: re-organisation, employee training and hiring of qualified experts. In addition, it would be good to spend more leisure time together, and hold informal parties to strengthen personal mutual relations. This factor is interpreted as dissatisfaction with inability to communicate psychologically.

The results confirm that communication problems do exist. The factor analysis helped to specify the groups of problem characteristics that are to be found. It is interesting also to compare the data with regard to different partner countries. To make such a comparison, each respondent received a rating on each factor. Average scores and standard errors for each group were computed. Hierarchical regression was used to determine whether there were significant differences in means after demographic variance had been accounted for. The means are shown in Table 3. However, none of the differences between these means achieves statistical significance. One may talk about a rather even distribution of communication effectiveness for the different partner-countries.

Table 3. Factor scores by country partner

Partner	Factors			
	1	2	3	4
Germany	-0.03 (0.10)	0.02 (0.08)	0.01 (0.08)	0.13 (0.09)
USA	0.09 (0.15)	0.24 (0.14)	0.31 (0.13)	0.09 (0.08)
UK	-0.09 (0.15)	0.03 (0.13)	0.14 (0.17)	0.07 (0.09)
Japan, S. Korea	-0.19 (0.11)	0.26 (0.30)	0.19 (0.26)	-0.15 (0.18)
France	-0.17 (0.12)	0.21 (0.13)	-0.16 (0.14)	0.27 (0.12)
Poland	-0.10 (0.09)	-0.08 (0.09)	0.06 (0.09)	0.04 (0.10)
Total Sample	-0.09 (0.05)	0.08 (0.04)	0.05 (0.05)	0.01 (0.04)

Note: The top line shows the factor score with the standard error below

We can therefore discuss the differences in Table 3 as a source of hypotheses rather than as definitive differences. The highest average score on the first factor was for JVs with USA and the lowest was for JVs with Japan and Korea. The US JV again scores high on the second factor, along with the Japanese and Korean JVs, while Poland scores lowest. This suggests that in case of a communication problem between the members of American, Japanese and Korean enterprises, colleagues will discuss the actual state of affairs. The same problem is less likely to be discussed in the case of a JV with Poland. The cultural distance between the partner-countries may be revealed here. The distinction between distant cultures may be so obvious that local associates do not find it necessary to conceal problems.

American JVs have the highest scores, and the French ones have the lowest under the third factor. Good mutual relations in the Belarusian-American JV are further reflected in this case. In spite of this, members may feel dissatisfied with the lack of informal contacts, since some respondents wish to spend more leisure time together. These wishes arise less in the case of France, Poland and Germany. Considering this factor along with the first one leads to the conclusion that informal relations and personal contacts are of great importance for local employees. It is largely from this point of view that they evaluate communication effectiveness.

The highest scores on the fourth factor are for the French JVs, and the lowest for Japanese and S. Korean ones. There is evidently substantial dissatisfaction with communication within the French JV.

This research has indicated the psychological problems that exist in Belarus joint ventures in the sphere of communication. Respondents favour an effective administrative structure and appropriate staff selection, a favourable psychological climate in the group in general, a need to improve the general psychological environment by means of mutual help, improved informal relations, as well as communication training.

It has proved difficult to relate distinctive aspects of communication in particular joint ventures, since nation partners are confounded with market sector. It is amazing that no references to language problems were made. It may be assumed that while discussing the problems of communication respondents considered the difficulties that partners face in speaking different languages as a matter that goes without saying. Nevertheless, it appears possible that a business orientation in actual communication is characteristic of Belarus-US JVs to the greater extent, whereas informal relations cause problems in Belarus-French JVs. These results enable us to derive practical conclusions concerning the ways to improve mutual adaptation between foreign and local JV partners.

b) Co-operation between JV employees

The important role played by joint ventures in implementing cross-cultural adaptation is reflected in co-operation between JV employees. It is the distinctive qualities of such co-operation that help to reveal the mutual comprehension of behaviours by different culture representatives. Since raising the efficiency of JV operation in Belarus is a high priority, the study aimed to learn how employees understand the problems related to co-operation between JV partners.

The questionnaires were administered to 174 Belarus employees of joint ventures. Respondents were advised to give their replies in the form of free text to answer a question about the distinctive aspects of such co-operation. They were also asked to state their personal understanding of the actual situation in the group, to dwell upon positive and negative features of co-operation, and to

highlight actions and measures to be taken to improve co-operation. The results were then content analysed. The constructs singled out as a result of this procedure enable us to comprehend the major problems of co-operation faced by employees of joint ventures in Belarus.

Table 1. Constructs identified by content-analysis

Constructs	Content	%
1. Co-operation with partner	Co-operation with Belarus partners leads to understanding of JV activity, co-operation is unstable	8
2. Positive features of co-operation with partner	It brings improvement in business; is well-managed, exact, efficient; it is easier to work with foreign partner; he/she is likely to speak Russian; a foreign partner generates interesting ideas	10
3. Negative features of co-operation with partner	Language barrier, lack of understanding between associates, a quick decision cannot be taken unilaterally	6
4. Features of partner	Foreigners are very benevolent, affable, punctual, exact, they know what they need, they are able to do favours	9
5. No personal contacts with partner		8
6. Business co-operation	Business co-operation, long-term, mutually advantageous co-operation	12
7. Co-operation features	Active, successful, fruitful, appropriate, well arranged	27
8. Partner	Partner's reputation appreciated by Belarusians; they show great interest in partner, take responsibility in relations with partner, welcome exchange of experience, prefer to have many regular (permanent) partners	6
9. Co-operation as teamwork		5
10. Financial solutions		8
11. Belarus market instability, unreliability	Belarusians are unreliable, often do not meet their obligations; partners fear Belarus market; poor communication by Belarusians	6
12. Problems of mutual understanding	Different ways of thinking, lifestyles, language barriers, foreign partners unused to Belarus legislation; Discord on business matters	12
13. Actions of state officials, public bodies	Unpredictable policy and laws, laws frequently amended, actions of tax and administrative bodies, customs authorities, officials	13
14. Limits to co-operation	Limited opportunities, communication mostly by phone or internet, lack of information about partner, the circle of partners is limited	9
15. Relations to become more informal	More contacts, more trust needed; leisure activities to be arranged more frequently	8
16. Need economic and political changes	Pass comprehensive consistent laws; improve government performance, increase the share of private property, decrease inflation, stabilise the economy	10
17. Need education, training	Raise standards of cultural communication of Belarusians, raise the intellectual level of employees, master foreign languages	5
18. Co-operation with	Co-operation should be closer, partners should learn how to work	5

partners	with Belarusians, change attitudes to Belarusians	
19. Choice of foreign partners	Co-operation should be closer, co-operate with well-known, reputable foreign firms, exchange experience	6
20. Clarify obligations	Stipulate rights, liabilities and duties; simplify settlement of payments, have respect for customers	9
21. Difficult to respond		18
22. There are no problems	Nothing needs to be changed	8
23. Refused to respond		29

Table 1 shows the constructs identified by the content analysis. The table indicates that many respondents consider that co-operation in joint ventures is good. It is striking that quite a few respondents refused to dwell upon the problem openly at all. There were more instances when respondents refused to share their opinion when the problem of communication in JVs was studied. There are also instances where respondents indicated having no direct co-operation with the foreign partners. Many employees accomplish their assignments without co-operating with the foreign partner.

Difficulties arise rather often for local employees because of having no (or poor) command of a foreign language. On the other hand, it is underlined that the foreign partner often does not speak Russian. Misunderstanding is frequent due to language barriers. Dissatisfaction is also expressed with Belarus legislation and with the instability of the Belarus market. As far as foreign partners are concerned, their quality and diligent attitude to work, their goodwill and high standards of communication were evaluated in a positive way.

These are the constructs found to reflect the points of view of respondents in relation to co-operation. Factor analysis was used to summarise the data. A contingency matrix was computed, with subsequent orthogonal rotation. The results are shown in Table 2. Four factors were extracted, accounting for 31.5% of the variance.

Table 2. Factor Matrix

Constructs	Factors After Orthogonal Rotation			
	1	2	3	4
1		0.64	-0.24	
2		0.46		
3	0.28	0.40		
4	-0.57			
5	0.25			
6				-0.55
7				0.67
8			0.38	
9				0.24

10			0.24	0.19
11	-0.45			-0.20
12		0.43		0.25
13	-0.75			
14			0.70	
15				-0.53
16	-0.68		0.35	
17		0.23	-0.31	
18			0.55	-0.27
19		0.50		
20	0.24	0.23	0.51	
21				0.26
22			-0.20	0.34
23	0.30	-0.60	-0.25	-0.20
% variance explained	8.8	7.9	7.5	7.3

Note: Construct numbers refer to those in Table 1. Loadings of 0.20 or lower omitted

The first factor has a positive loading for item 5 and negative loadings for items 4, 11, 13 and 16. This negative pole describes foreign partners in a positive way under this factor, in contrast to those having no contacts with the foreign partners. Respondents feel dissatisfied with Belarus legislation, with the unreliability of the Belarusians. They find it necessary, on the other hand, to have closer co-operation with the foreign partner. This factor may be defined as a positive evaluation of the foreign partners, in general, including also some criticism concerning the situation in Belarus.

The second factor loads positively for items 1, 2, 3, 12 and 19 and negatively for variable 23. This perspective draws attention to favourable co-operation with the partners, which entails better understanding of the fields of their activity, though the co-operation itself is not seen as stable under present circumstances. Positive co-operation could improve business activity, to make it better planned and well managed, exact and effective. This would work best when the foreign partner speaks Russian. Information received from the foreign partner can generate new ideas. Negative aspects of co-operation are related to language barriers between the partners. If foreign partners do not understand their Belarus associates, this will mean that an immediate decision cannot be taken unilaterally. It is well known that day-to-day operation requires teamwork. The exchange of reliable information needs to occur. Problems of understanding arise between the partners also due to different ways of thinking and lifestyles, which are aggravated by language barriers. Foreign partners do not feel accustomed to Belarusian legislation, which may cause work-related disagreements. Respondents who share this perspective also favour foreign partners that are top-ranked and enjoy a good reputation. The criticisms expressed by these respondents are emphasised by the high negative loading of replies under title "Refused to respond". This factor includes praise and criticism related to co-operation with foreign partner.

Variables 8, 10, 14, 18, 20 have positive loadings on the third factor. Variable 17 has a negative loading here. The respondents give their estimation to efficiency of co-operation with the partner at high parameters under this factor. Employees understand the importance of the partner's image and show interest in their partner. They feel responsible for relations with them, are anxious to exchange experiences, and are willing to search for constant and numerous partnerships. The financial aspect is specially stressed when evaluating a partner. These employees do not feel satisfied with contacts they have with their partner. They emphasise that limited personal contacts create problems of their own. Information exchange by means of Internet or by fax is insufficient. There are difficulties in finding an appropriate partner. The reputation of the Belarusian partners needs to be drastically raised in the opinion of these respondents. They should be treated with relevant respect. It would be useful to train the Belarus partners in certain rules and standards of communication related to business management. A definite agreement between the partners is needed concerning mutual rights and liabilities. However, despite specifying the need to improve the professional skills of the Belarus partners, respondents do not consider them impolite or unable to observe ethical standards of behaviour. This factor may be interpreted as an aspiration for equal status in co-operation between Belarus and foreign partners.

The fourth factor loads positively on variables 7, 9, 21, 22 and the negatively on 6 and 15. Assurance that there are no problems in co-operation with foreign partners yields high loadings on this factor. Co-operation is said to be active, successful, fruitful, appropriate and well-streamlined. Respondents find it a difficult to describe any difficulties they face. Consequently, in their opinion there is no need to develop mutual business and informal mutual relations are well in hand. This factor produces evidence of the respondents being satisfied with all spheres of life and the activities they carry out jointly with their partners.

The four factors that were found help to summarise the views expressed by respondents. They can now be used to compare experience with the different partners. To determine how each factor relates to JVs with different countries, factor scores were computed. Hierarchical regression was used to determine whether there were significant differences in means after demographic variance had been accounted for. The means are shown in Table 3. French JVs scored significantly high on Factor 2 ($P < 0.05$) and German JVs scored significantly low on Factor 4 ($P < 0.01$). Other differences were not significant. It appears overall that cooperation was seen as strongest in JVs with France and USA and weakest in JVs with Germany. However, it again appeared that the differences found between different partner JVs were modest.

This research has shown that the experience of co-operation of local employees with the foreign partners, gained during their joint activity, which is important as the factor of cross-cultural adaptation. In the opinion of the Belarusian JV representatives, mutual adaptation is essential for effective co-operation. The Belarusian employees, on the one hand, should speak the language and know the customs and cultural traditions of the partner country, and the representatives of the partner country, on the other hand, should speak and understand the Belarusian language and know the culture of Belarus. There is an opinion in Belarusian employees' understanding, which stresses the importance of establishing informal relations during joint business activities. There are certain distinctive aspects of co-operation to take care of with reference to one or another partner country.

It is obvious that the particular character of the culture of such countries in its turn has its own influence on co-operation.

Table 3. Factor Scores for JVs with Different Partners

Partner	Factors			
	1	2	3	4
Germany	-0.17 (0.11)	0.04 (0.08)	0.05 (0.06)	-0.11 (0.08)
USA	0.04 (0.10)	0.20 (0.09)	0.19 (0.09)	0.31 (0.11)
UK	-0.01 (0.11)	0.17 (0.14)	0.04 (0.10)	0.08 (0.12)
Japan, S. Korea	0.14 (0.11)	0.04 (0.22)	0.27 (0.28)	0.19 (0.21)
France	0.03 (0.10)	0.30 (0.14)	0.07 (0.06)	0.23 (0.11)
Poland	-0.12 (0.10)	-0.01 (0.07)	0.10 (0.06)	0.13 (0.09)
Total Sample	-0.01 (0.04)	0.11 (0.04)	0.11 (0.03)	0.10 (0.04)

Note: The top line for each partner shows the factor scores, with the standard error below

The results show the important role played by joint ventures in cross-cultural adaptation, which requires further comprehensive study.

c) Information Acquisition in Joint Ventures

Modern enterprises require sharply increased information support. The activity of joint ventures (JVs) is dependent upon receipt and analysis of various types of information, and it goes without saying that one may not talk about efficiency of a JV operation unless relevant information is provided. At the same time, various prerequisites are needed to gain the full and credible information required for a JV's effective performance under the circumstances in which they operate and, apart of that, some problems of their own also appear.

Information exchange has a strong effect on cross-cultural adaptation of the population in various countries. Particularly when data about specific features of different cultures is received this enables correction of one's behaviour, promotes mutual understanding and facilitates efficient co-operation. These are the reasons providing the basis for the conduct of the present research into how the employees of Belarus joint ventures understand the role and importance of information support.

Joint venture employees in Belarus were offered a questionnaire, in which they were asked to highlight specific features of information acquisition, its analysis and estimation, responding in the form of free text. They were asked to state what was received effectively, and what was not, and finally what had to be done, in their opinion, to improve the situation. 174 completed questionnaires were received and content analysed. The constructs identified are presented in Table 1.

As Table 1 shows, respondents saw information completeness, quality and rapid transmission services as positive features. Internet, the mass media and other credible sources were mentioned

among the major information sources. A crucial role in joint venture activity is played by information received from clients, partners, various specialised reporting agencies, couriers, through budgeting to gain information, and by information exchange with competing firms. Accuracy, transmission speed and high quality were noted as the major requirements.

Table 1. Content Analysis Results Based on Respondents' Questionnaires

Constructs	Contents	%
Positive Features		
1. Completeness, quality of information		18
2. High speed transmission	Fast, prompt receipt of information	9
3. Information sources	Internet, new information technologies, mass media, literature.	17
4. Information sources	Clients, partners, reporting agencies, couriers, paid data acquisition, information exchange with competing firms	17
5. Information analysis	Accurate, thorough, joint analysis to be carried out by competent (qualified) people	9
6. Prompt evaluation of information		5
Negative Features		
7. Scarcity of information and information sources	Employees face an acute scarcity of information to ensure JV efficient operation.	10
8. Low quality of information	The information might be inaccurate, discrepant, bias, outdated, unilateral (one-source-furnished), incredible.	9
9. Personnel problems	Shortage of personnel, idleness on the part of some employees, insufficient legal background, the personnel have too many tasks to do, inconsistency (irregular sequence) of actions	5
10. Information contents	Insufficient explanatory notes, short information on the foreign partner, scarce information on market condition	5
11. Scarce information sources	Internet prompt operating services are not available, scarcity of Belarus websites, insufficient stocks of literature available at libraries on certain topics.	9
12. Factors hindering information acquisition	Delays with the customs clearing procedure; it's hardly possible to learn anything from the local officials; out-of-date office equipment, scarce opportunity to visit an exhibition.	10
Measures to be taken to improve the situation		
13. Hire and train experts	Hire experts, assistants, lawyers; provide for special training, on-the-job training, practicing.	5
14. Create, get and use new sources of information	Compile data banks, develop information network, provide internet services, computerisation, carry out scientific, marketing and other research studies	10
15. Measures expected from the government	Provide financial support on the part of the authorities, improve interstate information exchange and adopt appropriate customs	

	regulations; ensure democratic elections of the president, diminish censorship of mass media.	6
16. Ways to improve information analysis	Reconcile and facilitate financing of information processing, find thrifty approaches to this process, train employees to have enough skills to make their own analyses	5
17. Information contents	Acquiring information about the home market, gaining data on foreign trends of business development in respective fields of the economy.	5
18. To expand access to the information	All individuals and companies should have equal opportunities to acquire information, to hold open discussion	12
19. It's difficult to reply		14
20. Everything goes well	No measures are required.	9
21. Refused to reply		21

Respondents linked shortcomings in information processing and dissemination with the scarcity, incompleteness and discrepancy of information. They felt dissatisfied with the efficiency of internet services provided, an insufficient personnel training and skills, and inability to process/ analyse information correctly, promptly, at an appropriate level of qualification. There are further hindrances strongly affecting information support: namely, delays in customs clearance; problems in getting information from the local officials; out-of-date equipment installed in offices, few opportunities to visit exhibitions.

Employees of joint ventures are anxious to improve information support. In their opinion, certain steps should be taken to train staff, namely hiring qualified experts, assistants, lawyers. On-the-job training and practice are required. Such measures as compilation of data banks, information network developing, internet service provision, computerisation, scientific, marketing and other research studies could facilitate improvements.

Information support requires significant allocations and investment. Financial support by the government is needed, and interstate information exchange as well as customs regulations are to be improved. Democratic presidential elections and reduced influence of the state on mass media may promote this development. In the opinion of respondents all individuals and each company in Belarus should have equal opportunities to acquire and possess information, and to hold open discussions. This is required to provide for complete information acquisition about the home market of Belarus and gaining of data on foreign trends in respective fields of the economy. Financing of information processing has to be provided and facilitated, thrifty approaches to this process have to be found, each employee has to be trained to have enough skills to make the analyses at each and every JV.

Factor analysis was used to summarise the results of the content analysis. The principal component method followed by orthogonal rotation was used. Three general factors were identified, as shown in Table 2.

The first factor is defined by variables 5, 6, 8, 17, 18. High loadings on this factor are found for favourable evaluation of quality of information and how promptly it is transmitted, received and processed, whereas low quality, insufficient promptness, lack of skills to promptly and efficiently process/analyze the information were mentioned among the shortcomings. Respondents suggest, as their recommendation to create conditions for acquiring information about the home market, and gain relevant data on foreign trends of business development in respective fields of the economy. In

their opinion, all inhabitants of Belarus should have equal opportunities to acquire and possess information and hold open discussion.

Table 2. Factor Matrix

Construct Numbers	Factor Values after Orthogonal Rotation		
	1	2	3
1			0.62
2			0.66
3		0.59	
4		0.50	
5	0.71		0.30
6	0.57	-0.25	0.34
7	0.38		
8	0.38		-0.24
9			0.42
10	0.20	0.35	
11		0.26	
12		0.49	
13			0.42
14	0.22	0.30	
15	-0.23	0.51	
16			0.25
17	0.36		
18	0.61		-0.23
19			
20			0.26
21	-0.34	-0.55	-0.44
% variance explained	9.43	9.18	9.21

Note: Construct numbers correspond to those in Table 1. Loadings over 0.20 shown.

This factor indicates that respondents are satisfied with the information support and practice at their JV, but they criticise certain official regulations, especially those concerning free information free access.

The second factor has positive loadings for variables 3, 4, 10, 11, 12, 14, 15, whereas variable 21 has a negative value. Those respondents who respond positively under this factor see the use of internet, new information technologies, mass media and literature as the main sources of information. In addition, clients, partners, reporting agencies, couriers, data procurement and information exchange with competing firms are also considered as ways to acquire information. Respondents refer a poor quality information to weak information support. Information files, in their opinion, carry insufficient explanatory notes, scant information on foreign partners, scarce

information on market conditions, etc. Respondents describe negatively the cases where internet services are not promptly available, Belarus websites are scarce, and sufficient stocks of literature are not available in libraries on certain topics. Factors interfering in the proper process of information acquisition include delays with customs clearing procedure, cases when it is impossible to learn anything from local officials, when office equipment is out-of-date and scarce opportunities to visit exhibitions.

In order to facilitate information support, these respondents regard it as necessary to create and use new sources of information, namely, to compile data banks, to develop information networks, to provide internet services, to proceed with computerisation, and carry out scientific, marketing and other research studies. Other measures to be taken include financial support from the authorities, interstate information exchange to be improved, the appropriate customs regulations, democratic elections to the presidency, and the influence of the authorities on mass media to be diminished. These respondents were forthright in their suggestions for change. Consequently, the factor is a factor for a critical attitude to the quality of information in a joint venture.

The third factor had positive loadings for variables 1, 2, 9, 13, 16, 17, 20. Respondents feel satisfied by the quality, credibility and efficiency/promptness of the information acquired. They are still concerned about scarcity of qualified personnel, the idleness of some employees, their insufficient legal background, with personnel having too much to do and inconsistency of actions. To improve the situation, they see it as essential to hire qualified experts, assistants, lawyers, and to provide on-the-job training and practice. Other important steps are financing of information processing, a thrifty approach to this, and training for each employee to have enough skills to make their own analyses. Many of those who refused to give their views on this matter are among the respondents who fall in this group. This factor captures the views of the respondents who consider the information received at JVs sufficient, but see the need for more training.

Cross-cultural adaptation, which is determined by the very fact that joint ventures are established, is reflected by certain ways of understanding of the issues. Information dissemination processes prevailing in the modern community, new information technology development, internet services expansion in particular, are of great importance among the factors which may be smoothing cultural distinctions. Three general approaches to information by JV employees have been revealed in this analysis. However, the course of cross-cultural adaptation may be related more often to distinctiveness of the particular countries that have become the partners of Belarus organisations. To determine whether this is so, the factor score comparison of JVs with particular partners was carried out. Hierarchical regression was again used to determine whether there were significant differences in means after demographic variance had been accounted for. It was found that French JVs scored higher on Factor 1 ($P < 0.05$) and German JVs scored lower on Factor 3 ($P < 0.05$).

The means for each partner country are shown in Table 3. As the table shows, on the first factor respondents' views are higher in the case of JVs with France as the partner. This factor showed satisfaction with information support, information use and dissemination, but respondents criticised official regulations, especially where information access opportunities were concerned. The lowest scores are for JVs with Germany and Poland.

Criticism of the quality of the information acquired by a joint venture, which corresponds to the issues loading on the second factor, is more strongly expressed in the case of joint ventures with Germany, with somewhat more favourable scores for JVs with Japan and S. Korea.

Respondents' opinion that there is sufficient information, but that specially trained and qualified employees should be there to promptly process, use and disseminate it corresponds to the third factor and is more characteristic of USA and Poland as partner countries. Lower scores are found with Germany as the partner.

Table 3. Factor Scores for JVs with Different Partners

Partner	1	2	3
Germany	0.06 (0.07)	0.28 (0.10)	0.01 (0.07)
USA	0.23 (0.10)	0.19 (0.11)	0.28 (0.11)
UK	0.25 (0.13)	0.21 (0.11)	0.18 (0.14)
Japan, S. Korea	0.15 (0.23)	-0.19 (0.16)	0.12 (0.26)
France	0.44 (0.16)	0.13 (0.08)	0.20 (0.10)
Poland	0.09 (0.08)	0.19 (0.11)	0.23 (0.10)
Total Sample	0.17 (0.04)	0.19 (0.04)	0.16 (0.04)

Note: The top line for each partner shows the factor scores, with the standard error below

The results of this research have disclosed the difficulties that joint ventures may experience in Belarus in the course of getting practical information support. Results parallel those found in the preceding analysis of cooperation. Greater criticisms are found in German JVs and more praise in French JVs.

It may be assumed that the shortcomings are related to the development of information support provided to users both in Belarus and in their partner countries. The information dissemination process in cross-cultural adaptation is undoubtedly important. Therefore it is worth noting that joint venture employees showed a high level of interest in improving information exchange, by searching for ways of improving the information dissemination process. One may expect the role of information to be strengthened in future as links between different cultures continue to increase.

d) Decision-making in Joint Ventures

The style of an organisation's behaviour reveals itself, in many respects, by its way of decision-making. Joint ventures, which currently play an important role in cross-cultural adaptation, are organisations where decisions that are taken often have a considerable effect. Issues concerning the general purposes and activities of these organisations, target and task setting, as well as concrete ways of implementation have to be tackled. This is more often the case when the factors affecting decisions in the various fields of JV activity are considered in cross-cultural perspective. At the same time, distinctive ways of decision-making in new organisational forms such as joint ventures have not fully studied. This is the basis for this research.

Employees in various joint ventures were given a questionnaire, in which they were asked to state their understanding of issues pertaining to decision-making in the form of free texts. They

were asked to report positive experiences of decision making, what was not efficient, and, finally, to give their own recommendations for improvement. 174 questionnaires filled out by the employees of joint ventures were received. Content analysis was applied to the questionnaire responses. Constructs relevant to decision-making were identified, using established ways of processing such data. The identified constructs, their content and the percentage for each response are presented in Table 1.

Table 1. Constructs Related to Decision-Making

Constructs	Content	%
Positive Features		
1. Co-operation with foreign partner	Brings order to work of JV, operation is well-arranged, exchange of experience is essential. However, difficulties with foreign partner are faced.	8
2. Initiative	Any initiative should be encouraged. Initiatives, innovations not encouraged enough.	5
3. Decisions made by manager	Manager's personal performance, his/her activity and competence.	17
4. Decisions made jointly	Decisions are taken at meetings, made jointly, openly and publicly (democratically).	12
5. Types of decision making	Decisions correct, appropriate, well-grounded, well-considered, prompt, implemented. Efficient decision making as reaction to new information. Concrete problem-solving	16
6. Mutual cooperation	Mutually advantageous conditions, partner understands problems	6
7. Highly skilled experts in hand	Highly skilled experts have been trained. Knowledge, competence is steadily improved, seminars held, regular legal advice is given.	6
8. Expansion	More customers, modern equipment is procured.	6
Negative features		
9. Imperfect legislation	Uncertainty, problems faced with the state authorities and bodies	7
10. Negative aspects of decision making	Indecisiveness, tardiness, strict frameworks for decision-making; no time for analysis of decisions; hard to reach consensus with partner.	11
11. Insufficiently qualified experts	Lack of experience, insufficient global thinking, no strictness and precision, no step-by-step sequence in employee actions.	5
12. Reasons for slow business development	Lack of planning, measures to develop business are slowly taken, insufficient study of market demand	8
Measures to be taken to improve situation		
13. Stabilise Belarus policy and economy	Improve legislative framework, settle relations with state authorities, encourage investment, improve economic situation	9
14. Improve management	More trust in personnel, to inform about management plans. Make management more democratic	11
15. Decision making by collective	Taking into account everyone's opinion, more openness and democracy required, make decisions by voting at meetings.	11
16. Difficult to reply		22
17. Refused to reply		24

As Table 1 shows, respondents linked efficiency in decision-making with performance of the manager. In many cases the respondents were satisfied with decisions taken. Among the positive features of decision-making were cases where decisions were taken jointly, timely, well-grounded and efficiently. In addition, due attention was paid to meeting the requirements for having highly skilled staff in the organisation, having them adequately trained and getting them to co-operate.

Negative features include tardiness, misunderstanding of the situation, and difficulties due to imperfect Belarus legislation. More attention is given to the manager's individual qualities and readiness to act rather than to problems of cross-cultural adaptation. To improve decision-making and make it more efficient, respondents believe it is necessary to improve Belarus legislation, to achieve stability in the economy, and to introduce procedures for better decision implementation. This includes involving employees in decision-making and improving the style of management.

Factor analysis was used to define the strategies that respondents had used in replying to the questionnaire. The principal component method followed by orthogonal rotation was applied. The results are shown in Table 2. Three general factors were found.

Table 2. Factor Matrix

Constructs Nos.	Factor Values after Orthogonal Rotation		
	1	2	3
1			0.23
2			
3	0.57	-0.27	
4			0.27
5	0.48	0.30	
6			
7			0.66
8		0.42	
9		0.75	
10	0.66		
11			0.75
12		0.30	0.40
13		0.80	
14	0.48		
15	0.62		-0.25
16	-0.27		
17	-0.49	-0.29	-0.38
% variance explained	11.65	11.06	9.38

Note: Construct numbers correspond to those in Table 1. Loadings over 0.20 shown.

The first factor had positive loadings on constructs 3, 5, 10, 14 and 15, whereas variables 16 and 17 had negative values. At high loadings, respondents are confident in the efficiency of decisions

made personally by the manager and consider the manager's behaviour to be effective. Openness is seen as necessary to increase decision efficiency. Negative loadings reflect unwillingness on the part of respondents to highlight problems of decision-making or unwillingness to reply. This emphasises their awareness of the predominant role of the manager in decision-making. This factor is defined as effective decision-making by the manager.

Variables 8, 9 and 13 load positively on the second factor. Respondents consider expansion of production as a positive feature in decision-making, feel dissatisfied with the Belarus legislative framework and see the need for it to be improved.

The third factor has positive loadings for 2, 4, 6, 7, 11 and 12. Variable 1 has a negative value here. At high loadings, respondents feel satisfied with decisions taken by the group, noting a high level of employee initiative at the same time. Effective decision-making is facilitated by proper staff training, competence and qualifications. Efficient decision-making is diminished by red tape, low skill levels and weak planning. This factor identifies business-orientated decision making.

Cross-cultural adaptation, which is required when JVs are established, is reflected in certain distinctive qualities related to decision-making. The three general factors revealed these problems in relation to Belarus JV enterprises. However, the course of cross-cultural adaptation may be linked to distinctive aspects of particular JV partners. To determine characteristics related to each partner country, average factor values for the enterprises in question were computed. Hierarchical regression was again used to determine whether there were significant differences in means after demographic variance had been accounted for. No significant differences were found. Differences in means are discussed as a source of further hypotheses.

Table 3. Factor Scores for JVs with Different Partners

Partner	1	2	3
Germany	0.08 (0.09)	0.08 (0.09)	-0.02 (0.06)
USA	0.30 (0.16)	-0.05 (0.08)	0.10 (0.11)
UK	0.16 (0.11)	-0.38 (0.09)	0.19 (0.10)
Japan, S. Korea	0.01 (0.16)	-0.01 (0.13)	-0.01 (0.10)
France	0.18 (0.13)	0.08 (0.11)	0.15 (0.09)
Poland	0.32 (0.13)	0.02 (0.09)	-0.02 (0.05)
Sample Total	0.19 (0.05)	0.03 (0.04)	0.05 (0.03)

Note: The top line for each partner shows the factor scores, with the standard error below

As Table 3 shows, the first factor, which reflects satisfaction with decisions by the manager, is high for JVs with USA and Poland. It appears that business qualities of these partners are well appreciated. The trust vested in the manager may lead to efficient performance, which is perceived by the employees as effective decision-making. Respondents from joint ventures with Germany,

Japan and Korea score comparatively low on this factor. Differences on the second factor were not found. This is probably because all partner countries share the problems of expansion under the limiting circumstances created by Belarus legislation. As for the third factor, under which decision-making is defined as business-like orientation, higher scores are found at joint ventures with UK, France and USA, probably due to their involvement in manufacturing. JVs with Germany, Poland, Japan and S. Korea have rather low scores, probably because they are commercial enterprises.

This study has shown that it is more the distinctive aspects of JV activity that affect decision-making, rather than cultural distinctions between the partner countries. The specific difficulties affecting the performance of joint ventures in Belarus are rather similar for all partner countries.

Research into local employees' experiences as well as those of the foreign partners is essential in revealing mechanisms of cross-cultural adaptation in establishing joint ventures in Belarus. Further such research is required.