

**Comparative Analysis of Work-Orientations Modeling in Cross-Cultural Context**

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The objective of the current paper is the comparative analysis of different work-orientations modeling methods. Here, three factors are chosen for the analysis: work commitment, work-related stress and satisfaction from work. The tasks of the research include 1) test the significance of different work-orientations determinants, 2) compare obtained models from methodological perspective, 3) compare obtained models from cross-cultural perspective. In the current case the analysis included 5 countries, selected to represent relatively different cultural clusters: Japan, USA, Germany, Great Britain and Russian Federation. Being interrelated from theoretical perspective, in the current analysis the factors were modeled separately. Factor of work-commitment as a resulting factor is one of the central work-orientations characteristics, influencing organizational development, dynamics and learning. In cross-cultural context the current complex phenomenon becomes the source of the differences in management practices. Here the models are based on the structure including different types of external and internal characteristics, the first group including "real" job characteristics (job-related (income, advancement, interesting job...), organization-related (relations colleagues/management workplace-related, socio-demographic (age, sex, position), the second, being concentrated on the personality, includes different psychological characteristics. The factors of the second sub-group cannot be omitted, as the degree of stress/satisfaction of a person can depend as well on the personal (internal) factors, representing personal attitudes (work as a "part of life") and working habits, influencing thus the degree of "stress-resistance". Finally, the factor of "realization" has been computed, as considering only the "presence" of a certain job characteristics (for example "possibility to work independently") can lead to inconsistent findings, if the current factor is of small personal importance. In total, about 45 independent variables were tested in models. In addition, the factors mentioned above can have different-sign response to the corresponding determinant, as for example, "active"/"inert" response to satisfaction and "positive"/"negative" response to stress. The choice of variables is based on the data of ISSP [1].

The methodological comparison included the analysis of the results of different modeling techniques. In general, methodologies used in organizational studies and managerial research can significantly vary, ranging from pure qualitative to quantitative methods. Here, the limitations emanate from the qualitative character of data (nominal and ordered categorical variables), as the assumptions of multivariate normality and linearity may not hold. Taking into account data set characteristics and the absence of mathematically predetermined model type the methods chosen for the analysis were: Bayesian classification modeling (B-Course, [2]), designed to analyze discrete categorical variables, by searching for the best predictors for group memberships and testing for class similarity, or estimating the probability that variable belongs to the certain class [3,4]), ordered models (estimated in Eviews) and structural equations techniques (estimated in Mplus). Thus, the models were

estimated using parametric and non-parametric techniques, with the aim to compare different mathematical approaches.

The results can be summarized as follows: by all of the method the modeling of satisfaction variable was more problematic (the source of this problem can emanate from the biased estimations), while the modeling of commitment and stress factors was more transparent. In general, the common components of the models included work climate characteristics, interesting work and components of personal attitude to work, being among the most significant determinants. Differences in the nature of the relationship concerned the following variables: relations between management and employees in different countries, attitude “the job as a way of earning money”, flexibility of working time (for example: preference for the fixed working hours in Japan). Socio-demographic variables were relatively significant for modeling both stress/satisfaction, with the men mainly less satisfied and more stressed at work, higher positions associated with the higher degree of stress, with satisfaction increasing and stress decreasing with the age.

The results of cross-cultural comparison can be summarized as follows: in satisfaction models, about 15 factors were significant for 1 or 2 countries, 5 factors significant for 3 countries and only 2 factors were common for 4 or 5 countries (relations between management and employees, “interesting work”). Russian Federation: similarity with USA and Germany for some factors, similarity with Japan for the unique factors. In stress models: 17 variables significant for 1 or 2 countries, 7 for 3 countries and 2 for 4-5 countries. Russian Federation: similar factors with USA and Germany, different response to the factor of working hours’ flexibility as compared to the Great Britain. Detailed results can be obtained from the author by request.

### **Литература**

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