The impact of cultural intelligence in an international company – 2st level survey

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Abstract

Different cultures – different language – different names – different behaviors. In literature, different cultures are mostly described between continents and borders.   International companies reach their limits in implementing new top down strategy to all subsidiaries across the planet. Different work methods in different areas and even in different departments can frustrate the responsible international manager.   Cultural intelligence can help to minimize the storming time and loss of efficiency of new international teams. Good trained managers (on Cultural Intelligence) do at least speak a view words of the language of the new colleagues and pronounce the names of the team members in the right way. In the first part of the paper it was examined how biased people can be if they hear foreign names. Names even can decide on if someone gets a job or not. The 2nd part of the survey carried on the examination of the cultural differences within a company. The 1st part was done with respondents from different companies. It is interesting to know, especially for the managers, how the employees feel and think. How they work and how they prefer to communicate. The 2nd part describes the 1st survey, consists of a sequence of four steps which will be performed within the group. In total 28 companies are parts of the group on three continents (Europe, Asia and America).

Keywords: Cross cultural management, cultural intelligence, globalization, international business, international management

JEL Classification – F02, F23, F42, P45

Introduction

First Part: In every culture people give names to their children. More or less of them have meanings in their culture. Names are very individual salutations between human beings. A time it is difficult to pronounce the name in the right way. But the right spelling shows the respect to your communication partner. And how biased are we, when we hear a name without having a face to it? Do we imagine a face to a specific name? Do individual with foreign names have difficulties to get a specific job? The survey was performed between the 1st of May and 10th of May 2017. In total 11 questions in relation to names were asked.

Second Part: This part was the continuation of the survey "Step 1". The second step describes the cultural differences within a company. The survey was performed within the two companies (one in Germany and one in Austria) which are under the same holding. The aim is to find out how big the cultural differences between these two companies are. Both companies have similarities like same business type, sharing the same name, speak the same language, bordering each other and are part of a bigger holding. Is that enough to share the same company culture? If not, how big are the differences? The survey was performed in Austria in July 2017. In total 26 questions were asked. Six questions are added compared to the Step 1. In total 18 filled questionnaires were collected and 44 were sent to potential respondents. The response rate was 40.1%. Statistical evaluations were done in both parts with SPSS.

Meaning of Names

All over the world and through all culture human have names (Le Rouzic, 2000). A name gives us a unique personality and separates us from the rest of the herd. In the region where human grow up names always sounds familiar because we hear them every day. In other regions and countries different names appear in the linguistic pronunciations. For foreigners sound the new names somehow strange because it is something new. Something new or new cultural behavior (misunderstanding, behavior pattern …) can lead into fear or rejection of the new culture (Flader, 2008). A cultural shock

can cause sickness and the wish of something familiar and if it's just to hear the native language. A cultural shock works as follows. Phase 1: Euphoria – a lot of new impressions and new language makes the human happy. Phase 2: Alienation – the starting high spirit evaporate. Too many changes at once. Phase 3: Escalation of Alienation – want to reject the cultural. Why the locals do it this way and not our ways? Phase 4: Cultural Learning and partial adaption of the new live style (Flader, 2008). As soon as the human accept the new situation the faster the new lifestyle will eliminate the cultural shock. As every behavior has its origin also names have an origin and also a meaning. Cicero, for example will be chosen because we can't pronounce Socrates, is from the Latin "cicer", which means chickpea. Chickpea is a kind of vegetable. Curtis, another English name, means "short leggings". Let's be honest, no one wants to see a guy in capris (Hayes, 2013). If a name means something terrible or something good – names have a meaning.

What will happen if in your usual environment new people from abroad move in? Different names are on the door bell which locals can't even pronounce. The first part of the survey tries to find out how people act when they hear foreign names.

Corporate Culture

Each and every human has its own culture. Every individual is thus simultaneously a member of several cultures: for example, a physicist at Harvard University, of German origin and German mother tongue, having acquired US citizenship, would have at least five identities to reconcile in everyday life (Arlt, 2009). In a company many people work closely together and share offices with other colleagues. In that kind of environment it's important to respect mutually and to reduce the own wishes. Cultural differences can cause easily troubles within a group of employees. Especially when two companies merge corporate culture is substantial for a good performance. If it's not taken care of, workers create either active or passive resistance against the new situation. Special attention should be on a rise of resignations, on higher sick leaves and productivity (Wirtz, 2003). Basically we understand the term "Culture" like thinking in patterns, value standard and forms of interaction between humans in their natural and social environment (in comparison to Krystek, 1992).

Corporate Culture is defined "as the entirety in a company existing either aware or unaware cultivated, symbolic and linguistic values, thinking pattern and code of conduct (in comparison to Ulrich, 1993). When new colleagues are hired change the corporate culture with their own characteristics – mostly unconscious.

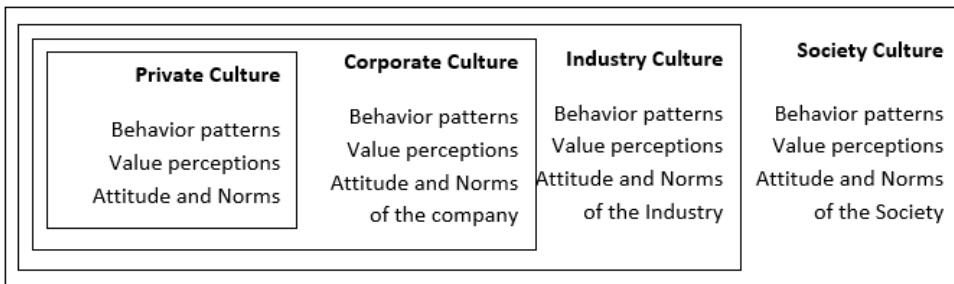| Private Culture	Corporate Culture	Industry Culture	Society Culture
Behavior patterns Value perceptions Attitude and Norms	Behavior patterns Value perceptions Attitude and Norms of the company	Behavior patterns Value perceptions Attitude and Norms of the Industry	Behavior patterns Value perceptions Attitude and Norms of the Society

Figure 1: Corporate Culture and their surrounding Cultures (Bleicher, 1991)

It is seen in the figure 1 that the private culture is the nearest area. It reflects how humans are raised. Children learn very fast from other people who are close to them. Lived tradition and values will be hand over to the next generation at home. These learned behavior patterns will be used in school and at work. When parents trained their child to be polite to others the youth will rarely misbehave in school or at work.

Every company has its own corporate culture. If the lived culture is good or not depends on perspective of the observer. Japanese corporate culture for example dates back to the post-world war time. The culture in Japan is in a changing phase (Rothlauf. 1999). The cultural differences will be mostly used when westernized Managers fail in business in Japan (Niesen, 2014). Statements like: "the Japanese corporate culture is just different like ours. " will be used to explain the unavoidable. The basic need of the Japanese people is to contribute to the harmony of the society and they workforce only function when at least a minimum of harmony is available. That's why manager should avoid criticizing colleagues directly (Rothlauf, 1999) – which is in our corporate culture common practice. The ability is high that the corporate culture will be

the scapegoat when companies go through hard times, which can end up in insolvency. Symptoms of corporate relevant topics are for example (Homma, 2014):

A high fluctuation of highly qualified and/or normal workers.

The leadership style of some managers will lead to frustration and tensions of the employees.

The time of response on customer enquiries are too long and cause critics.

The organization is busy with themselves instead with the customer.

High sick days – compared in the sector.

In some departments distrust and lack of cooperation are discovered.

Every individual add a small part to the corporate culture with the private culture. For leaders especially important is to be aware of the role the show to the work force. If the leader / manager are inaccurate the employees will be mostly too.

The culture of some industries is even seen from outstanding people. For example the hotel and tourism industry is know that it's a tough job with lots of hours, working on weekend, high stress during season and the communication does not have a nice way. In this industry only workers who can bear or be part of that culture will survive for a longer time. In other words each industry sector has its own culture and only people who like the work environment work there.

The more people come together the more diversity is seen. Tyler amplifies: "Culture is that complex whole which includes knowledge, belief, art, morals, law. , customs and any other capabilities and habits acquired by man as a member of society" in the year 1871. A lot of external influences shape our view and opinion. When you ask people to introduce themselves to others, their answers will look like this: I'm Jim. I work in accounting. I take care of all the payroll paperwork. Mostly I work with the lawnmower and small engine division, but I'm beginning to work more with the flowerpot division (Peterson, 2004). They mostly identify themselves with work or with a soccer club or a nation / region. You will find rarely people who talk about their private live, where they come from and so on. Especially at the start of a conversation with strangers. The best way to break through insularity and explore more about a culture of a society is to buy only a one way ticket to Burundi in the middle of Africa. Just to be kind to give them a liter of fresh drinking water for their arrival there. So if they ever wanted to make it home, they would be absolutely obliged to interact with someone incredibly different from themselves. They would be forced to learn a bit of a foreign language, to use body language, to modify their communication style, to listen attentively, to keep an open mind and in general to undergo a bit of cultural evolution … or never get home (Peterson, 2004).

Change the Cultural Aspects

As we know, the cultural of every individual took years to improve. To change private culture, embossed through the years, is very difficult. Only open minded people who accept differences will see the world from other perspectives.

This fact should be known by managers, who announce a culture change for their company. They have to accept that a planned cultural change takes years rather than months, and that culture is in any case changing all the time irrespective of any plans to change it (Stanford, 2010). A corporate organization is a kind of living organism. Workers leave the company and new worker with their private culture imprinting will be hired. All of them contribute and change to the corporate culture with time. It is even necessary for managers who want to change work habits / culture to cancel work contracts and hire new people who will fit into the new company organization.

The more universal the culture is the more difficult or almost impossible is to change the culture. Migrants are seen as one big factor to change the culture of a society. It's not the religion alone also their previous lifestyle collides with the existing culture. It will take decades to finally know in which area the culture changed in which extend (Vertovec, 2015).

Overview of the Survey

The survey has 5 steps. The first step was took place between March and May 2017 and explored the cultural intelligence of different respondents who don't work in the same company. This survey was done to get the first impression about cultural intelligence from young professionals. The second step was divided into two parts. The 1st part explored the situation about foreign names and the 2nd part was performed in one business unit of an energy supply company (in this

case - Austria). The focus was on cultural differences within a business unite (between departments). The steps 1 & 2 and the steps 4 & 5 will be performed as online surveys. Step 3 will be performed as quality interview. A qualitative interview is the best way to get the real opinion of the managers in the headquarter and to read in between the lines.
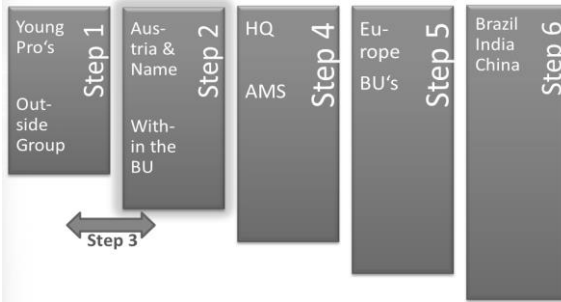

Figure 2: Steps of the survey

Source: Own diagram

Overview of the Online Survey – Names

The goal of this survey was to find out if people biased when they hear a foreign name without knowing the person and also without a photo. Do people categorize names regarding their own cultural impressing? The online survey was performed between the 1st of May and 10th of May 2017. All together 169 started the survey and in total 126 finished the survey with 11 questions. The survey has a completion rate of 74.56%. The origin of the names (in total 6) were Austria (2x), Uganda (2x), Arabic (1x) and Tanzania (1x).

Names used	Female	Male
Namibia	Jennifer Shekupe Nkosazana	Charles Tale Mosegi
Austria	Katharina maier	Markus Kofler
Uganda		Kagizo Tebogo
Arabic		Ibrahim Alhamad

Figure 3: Names used Source: Own diagram

Result of the Survey - Names

The 1st question was about the gender. All common names were proper classified. Even the names from Namibia were chosen right dou to the common first names – Jennifer and Charles. The only name which confused the respondents was the Ugandan name Kagizo Tebogo. In this case the baptismal name was removed. Only 70.75% chose the correct gender. The given name is necessary to identify the gender of a person. In this case the first name was not known well by the respondents (see figure 4). The 2nd question is about the mother tongue of the names. The following languages were available: German, Chinese, Arabic, Africans and French. To choose the right language is difficult due to migration background. The language for the Austrian names was selected up to 99.32% (both) correctly. 93.06% selected the Arabic name correctly. In figure 5 it is seen that the Ugandan name was selected up to 72.79% for African language. Compared to the other two African names where the female got 59.72% and the male 32.19% correct selection is the result of the Ugandan name due to the fact that when the names comprised a Christian name it might be possible that they live abroad or in one of the former colonies of the European powers.
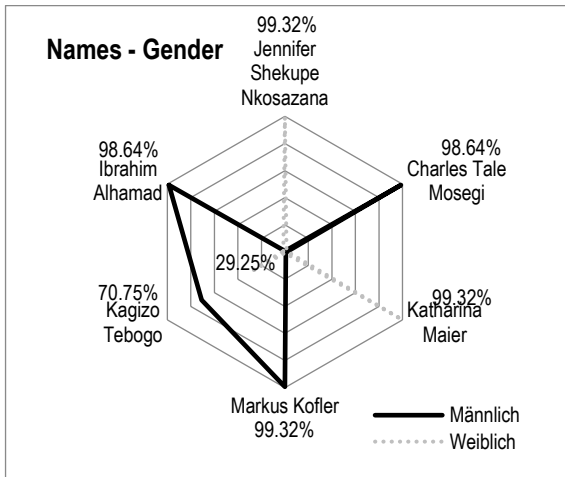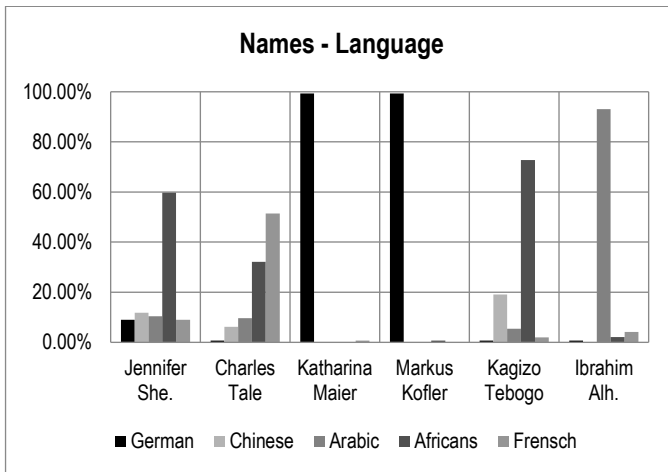
Figure 4: Names – Gender Source: Own diagram

Figure 5: Names – Language Source: Own diagram

Charles Tale confused the respondents the most. The highest selected language was French with 51.37% compared with 9.03% for Jennifer Shekupe. The Chinese language only was selected high only with the name Kagizo Tebogo with 19.05%.

The result of the ethnic origin of the names is shown in figure 6. It is clear for the respondents that the Austrian names are up to 99. 22% (both) European origin. Also the Arabic name was selected up to 93. 02% as Arabic origin. The Ugandan name (Kagizo Tebogo) was selected correctly by up to 68. 99% (African origin). Only the two names with Christian names were difficult to categorize. Even Oceania was selected up to 10. 16%. The African origin was selected at both names the highest. For the female 46. 88% and for the male 37. 30% selected correctly.
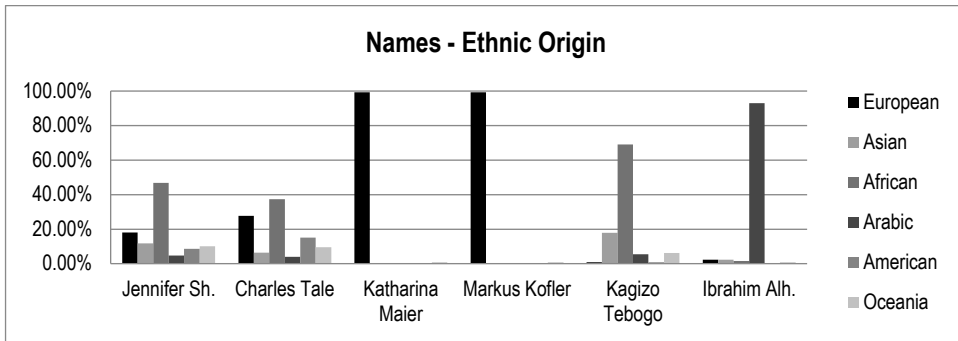
Figure 6: Names – Ethnic Origin Source: Own diagram

The next question discusses the environmental protection. It is know that in developed Arabic countries energy plays a subordinate role. When countries have enough energy to even export it, the citizen will not take care and think about environmental protection. Accordingly is the result. The highest environment protection score got the Austrian names opposed the fewest score got the Arabic name. Females got higher scores rather than males.
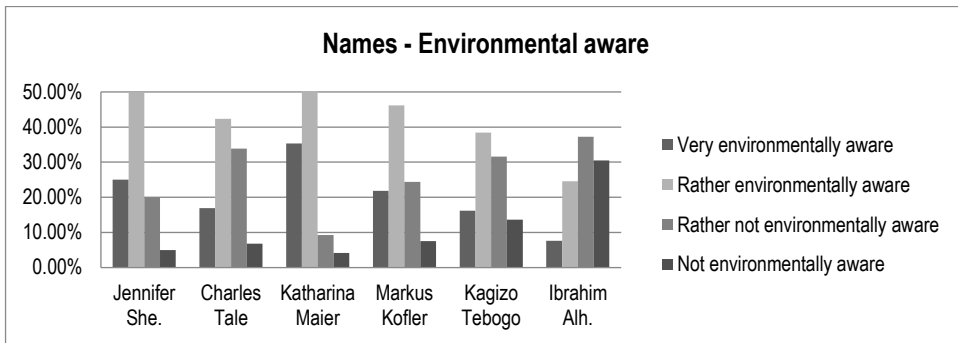

Figure 7: Names – Environmental aware Source: Own diagram

In societies hobbies play a big role. Every culture has its own favorite sports / hobbies / activities. British like Cricket, Rugby and Soccer. Americans like American Football and the Germans favorite sports are soccer (Evivam, 2017). But when people hear foreign names, to they associate it with local or with exotic hobbies. To the selection six activities and no activities was available. Activities were swimming, climbing, hiking, betting, cultural activities and charitable work.

Multiple answers were possible.

	Jennifer She.	Charles Tale	Katharina Maier	Markus Kofler	Kagizo Tebogo	Ibrahim Alh.
Swimming	72	60	83	70	53	48
Climbing	53	50	69	82	49	47
Hiking	56	61	81	79	51	47
Charitable activities	72	58	71	58	59	53
Betting	29	43	41	53	39	53
Cultural activities	77	69	74	62	65	66
No activities	16	18	14	15	24	23
Total	375	359	433	419	340	337

Figure 8: Names – Hobbies Source: Own diagram

Unknown names are more associated with cultural activities. The highest scores got the Austrian female (433) and male (419). The second highest scores got the names from Namibia (incl. Christian names) and the fewest scores got the foreign names without Christian name and the Arabic name. The respondents are probably sure about the local activities. The females (African and Austrian) have the highest scores in cultural activities. The highest score in betting got the Arabic name as the second highest score behind cultural activities. It is seen in figure 8 that the Arabic name is less associated with sports activities and is almost equal with the Ugandan name. As soon as Christian names are involved the selection "no activities" is chosen very less. Others have at least 10 points more.

In the survey of foreign names it is clearly seen that the respondents were biased. When a name is familiar hobbies and language are probably the same. As long as Christian names are still involved the respondents have it still easy to choose gender and language. Especially the Namibian names with Christian names gave the biggest difficulties when it comes to choose the ethnics.

In general it can be said that only names (without additional information) can confuse the respondents. When a society communicates sooner or later barriers will fall and aversions will be minimized.

Overview of the Online Survey – Step 2 Austria

The survey of Step 2 was performed between the 26th of July and 26th of August 2017. In total 44 mails were sent to employees in one business unite. 75% (33) respondents opened the online platform to read / see the introduction. 28 respondents started and 20 finished the survey. The survey has a completion rate of 71.43%. The average time was about 5 min.

The business unite which was chosen is located in Austria and part of an international group with 27 other business units located on three continents. All business units together have more than 15,000 employees.

Result of the Survey – Step 2 General

The first questions were about general information like gender, age, work experience and highest education. The second part was going more into details in migration background, are you understood within or outside the department. The third part of the survey covers the five questions how to find define cultural intelligence. The first three parts are also performed in the first step of the dissertation (with young professionals – outside the business units). The result of all part investigations will finally cumulated to a big dataset to get significance out of the data. In the first step 42 filled and in second step (Austria) 20 filled questionnaires were collected. In both surveys no significance, due to few respondents, in each survey were detected. The more questionnaires were collected the chance of significance increase.
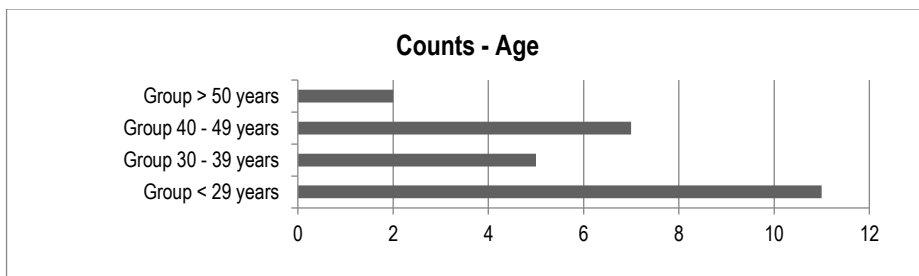

Figure 9: Counts – Age Source: Own diagram

In the survey of the second step 56% were females and 44% were male. The educational level is as follows: 32% (8) have a finished apprentice ship, 32% (8) have a high school certificate, 28% (7) have done additional schools after secondary school and 8% (2) have a university of applied science educational level.

It is seen that the biggest group of employee is in the group up to 29 years. Only 2 employees are older than 50 years. The group of the 40 – 49 aged employees is the second biggest.
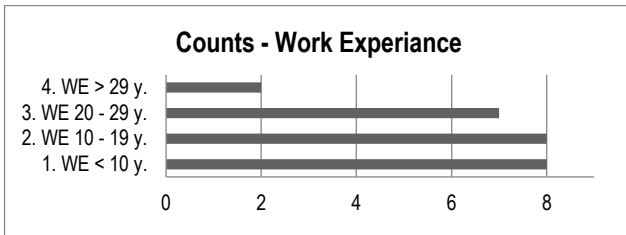
Figure 10: Counts – Work Experience, Source: Own diagram

In addition to the age 2 employees have more than 29 years of work experience. Group 1 (8 counts) has less than ten years of work experience. The majorities of the respondents are in group 2 and 3 and have between 10 and 29 years of work experience.

Out of 25 respondents only 2 (8%) employees have a direct or in first generation (parents) migration background.
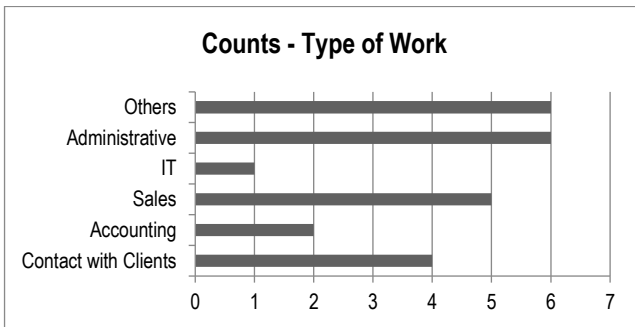

Figure 11: Counts – Type of Work, Source: Own diagram

It is seen that the biggest part of the organization works in the back office to facilitate the operational continuity of the company therefore the majority of the respondents don't have contact with clients. Only four in the head office and five of the sales respondents communicate directly with clients.

To work with customers need employees who are more extroverted rather than employees who work in the accounting department. IT specialists are more introverted and focused on things – like computers.
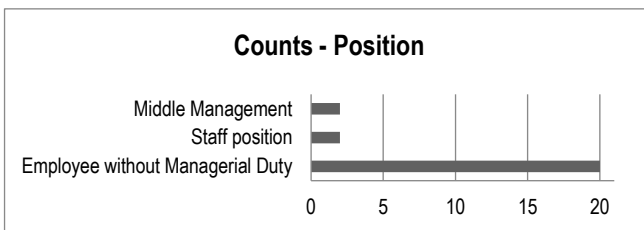
Figure 12: Counts – Position Source: Own diagram

Most of the employees (83.33%) are in position where they don't have to manage other colleagues or even a budget. Only four respondents are counted with responsibilities for other employees and budgets. Managers and positions below the CEO (e. g. staff position) in general should have a higher cultural knowledge rather than "normal employees" to lead their staff into the right direction.

The next questions cover the cultural differences within a department and between other departments. When people work together, maybe in the same office, than at least they should understand (not only by language) and bypass possible cultural differences. Cultural differences within a department can lead into a reduction of productivity and an increase of mistakes. Normally more employee work on one business process and mistakes can occur. A good coordinated team will find the mistake and eliminate them. If people don't work together mistakes can lead into financial loss and company's reputation. The result of the survey was as follows:

Are there cultural differences within & between the department?
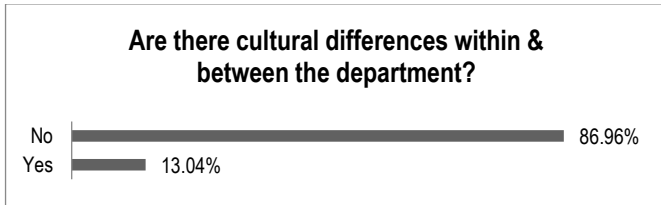
No ████████████████████ 86.96%
Yes ███ 13.04%

Figure 13: Ratio – Cultural differences between and within departments Source: Own diagram

Both questions were answered the same. 86.96% feel that there are no cultural differences within the department and even between other departments. In total 20 respondents selected no differences. Only 3 respondents selected "yes" there are differences within and between the departments. In general it is a good sign when employees feel / think that there are no differences.

The control questions show a slightly different picture of the previous questions. It shows a stronger team spirit within the department but between other departments the team spirit drifted apart.
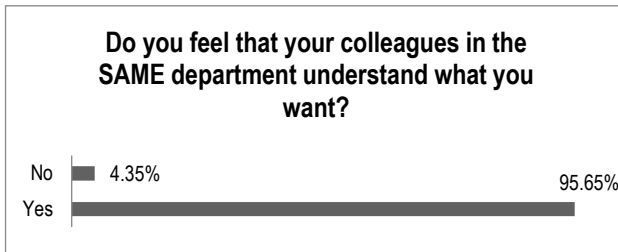
Do you feel that your colleagues in the SAME department understand what you want?

No ██ 4.35%
Yes ████████████████ 95.65%

Figure 14: Ratio – Cultural differences within the department Source: Own diagram

Do you feel that your colleages in OTHER departments understand what you want?

No ████ 21.74%
Yes ███████████████ 78.26%
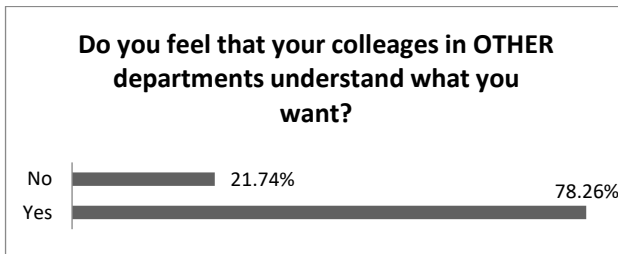
Figure 15: Ratio – Cultural differences between departments Source: Own diagram

The result from figure 13 (do my colleagues understand me – SAME department) is more clear and confirms the previous question about the cultural differences within the department. There was only 1 respondent who selected "NO". A good team spirit exists in the departments. Disparate answers were selected with the question about the communication between OTHER departments. The result from figure 14 doesn't show the result from the previous question, where only 4 respondents answered that there are cultural differences. More respondents (21. 74%) are the opinion that their cases / needs / urgencies are not understood in other departments.

Contribute to the Company's Success

No ▬ 16.67%

83.33%

Yes ▬▬▬▬▬▬▬▬▬▬

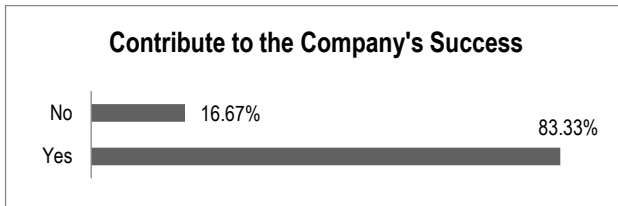Figure 16: Ratio – Contribute to the Companies Success Source: Own diagram

Most of the employees have the feeling that they contribute to the company's success. Out of 24 respondents 20 indicated yes that they contribute to the success. Only 4 respondents feel that they are doing some work without any value to the company. This result can be an indicator that the respondents are attached with the company. It is the responsibility of the managing director to assure every employee the importance of his person and work to further increase the productivity.

Result of the Survey – Step 2 Cultural Intelligence

The following results describe how the employees want to work. It is expected that every department has its own median which will not correspond with other departments. For example the accounting department will not take a high risk at the work due to higher financial impact compared with the marketing department which needs to take higher risk in advertising to be recognized in the field. If it is so the following tables will explain. Brief description of the Main_Work: 1 = Contact with Clients (e. g. Call Center), 2 = Accounting dept., 3 = Sales dept., 6 = IT = dept., 7 = Administrative dept., 8 = Others (3x Marketing, 1x Logistics, 1x Disposition). Brief description of the groups: 1 = 0 – 24; 2 = 25 – 49, 3 = 50 – 74, 4 = 75 – 100.

In general the majority (63.16%) prefer to work in a team. The tendency in the result is that more than 42.11% want to work only in a team. The other extreme is that 26.32% want to work only along. Even one respondent from the sales department want to work alone before mingle with other people. The group 1 is more outspoken than the administrative department. All employees in group 1 want to work more in a team.

The group 8 is very interesting due to ambivalent perception. All marketing employees want to work more alone rather than in a team. Both logistics and disposition prefer to work in a team (>75.00%). The marketing department should be normally more extrinsic motivated to work together with other departments. Especially with the sales representatives a good communication is indispensable. Also an ambivalent picture shows the result from group 7. The tendency is going to work more alone and not in a team. It might be forgotten that processes can only be managed together in an interdisciplinary team. Standalone processes which only be worked off in one department are very rare. The accounting department also wants to work more alone rather than in a team. It is the nature of the workers in an accounting department to be more "alone" with their numbers and not have contact with clients.

Main Work *. Work preferences

Main_Work * Alone_Team_Group Crosstabulation

Count		Alone_Team_Groupe				Total
		1	2	3	4	
Main_Work	1	0	0	1	3	4
	2	1	0	1	0	2
	3	1	0	0	2	3
	6	0	1	0	0	1
	7	2	0	1	1	4
	8	1	1	1	2	5
Total		5	2	4	8	19

Figure 17: Main_Work, Alone_Team_Group Source: Own diagram

Brief description for the group Security_Risk_Group: 1= 100% Security, 4 = 100% risk. The result of this question is evenly distributed. 50% will not take any risk in the job and 50% will take risks. It is seen in figure 17 that the sales representative

don't want to take risks in their job rather than the group administrative where slightly more employee take risks. Also the group others take more risks than the group contact with clients. In general no trend is seen in the result.

Main_Work * Security - Risk

Main_Work * Security_Risk_Group Crosstabulation						
Count		Security_Risk_Group				Total
		1	2	3	4	
Main_Work	1	1	0	1	0	2
	2	0	0	0	1	1
	3	1	2	0	0	3
	6	0	1	0	0	1
	7	2	0	1	2	5
	8	1	0	3	0	4
Total		5	3	5	3	16

Figure 18: Main_Work * Security_Risk Source: Own diagram

*Main_Work * Flat - Hierarchy*

The next question describes how the employees prefer to work. 1 = Flat organization, 4 = very Hierarchy organization. Startups have due to few employees or one-man companies have in general flat hierarchy in the organization. The question for every founder is when to start with the development of the organization. It might be possible that employee will leave the company as soon as the organization will be developed and management levels will be established.

Brief description for the group Flat_Hierachy: 1= 100% Flat, 4 = 100% Hierarchy. It is seen that the group 1 (contact with clients) have evenly distributed selected. In every category one person selected. The group 2 (Accounting Department) selected one time the lowest and one time the highest sections. In this situation the head of department has to try to find a way to fulfill both wishes of the employees. The group 3 (Sales Representatives) prefer more structured organization. For them it must be clear where to go by problems – to have a clear picture of the system they work in. Group 7 (Others) like it more flat. There are employees from the marketing department who needs their room to be creative. Hierarchy organization will just limit them to be innovative.

Main_Work * Flat_Hierarchy_Group Crosstabulation						
Count		Flat_Hierarchy_Group				Total
		1	2	3	4	
Main_Work	1	1	1	1	1	4
	2	1	0	0	1	2
	3	0	0	1	1	2
	6	0	0	1	0	1
	7	1	0	2	2	5
	8	2	1	1	1	5
Total		5	2	6	6	19

Figure 18: Main_Work * Flat_Hierarchy Source: Own diagram

How to solve a Problem

In some situations employees can't go further with their work / process. These issues occur when problems rise in their area of responsibility. But the question is: "who to ask?" In "normal" departments is the first way is to ask their colleagues and the head of department. If this is not possible for any reason the next is to ask outside their closer work colleagues. This question was asked among the employees.

It is seen in figure 19 that 50% want to find a solution within the same department. 9 counts or 45% will ask directly the manager of the department. Only one count (5) will ask the IT Department to solve their problem. This respondent may faced some technical problems in the past. No respondent selected the possibility to keep the problem by him / her self. This can be interpreted that the problem will be solved with an acceptable way (time, respect …). It is also seen that no solution will be looked for outside the department. Maybe the problems are specific problems which can't be solved from outside.

Solution	Counts
Ask my Manager	9
Ask the IT-Department	1
Keep the problem by myself	0
I speak in the break about the problem	0
Suche eine Lösung innerhalb der Abteilung	10
Suche eine Lösung außerhalb der Abteilung	0
Total	20

Figure 20: How to solve a Problem Source: Own diagram

*Main_Work * Direct – Indirect Communication*

Communication is one of the core cultural competences which individuals own. In this world 6,500 – 7,000 languages exist (Pereltsvaig, 2012). Most of them have in addition also their subdialects. Communication is the basic to exchange / interact with people. But how to communicate in the right way across different cultures can be difficult. Mistakes in communication are common and can irritate the listener. The next question explored the communication within a company. Do employees prefer the direct or the indirect communication? Direct means that the employees talk face to face with the supervisor or write a mail direct to the manager not using others (colleagues) to address issues.

It is seen in figure 20 that more than 85% of the employees prefer the direct communication. Even 50% prefer the highest quarter of direct communication. Only 25% prefer a slightly indirect communication. The other 50% prefer a mixture between direct and indirect communication. Maybe it is important for these employees to choose the right communication channel for each and individual issue differently, depending on the actual needs. Only the group 8 (others) choose more indirect communication. They mainly work in-house and don't have direct contact with customers. Even the marketing department prefers to communicate more indirectly. The sales representatives prefer direct communication which is perhaps needed when they talk face to face with the customer. In group 1 (contact with clients) some employee prefer to communicate.

Main_Work * Indirect_Direct_Group Crosstabulation

Count		Indirect_Direct_Group			Total
		2	3	4	
Main_Work	1	0	3	1	4
	2	0	0	2	2
	3	0	0	3	3
	6	0	1	0	1
	7	0	1	4	5
	8	3	2	0	5
Total		3	7	10	20

Figure 21: Main_Work * Indirect_Direct_Communication Source: Own diagram

slightly more indirectly rather than directly. It is interesting to see that the group 2 (accounting department) prefer to communicate direct. It is said that accountants are more introverted and focused only on the task.

*Main_Work * Task_Relation*

Task oriented employee only see the work which should be done within a curtain time. It plays only a subordinate role if they are liked in what they do or not. The task is in focus. Relation oriented employee think before they hand over work to their colleagues. To have a good relationship between the employees is important and is the basic condition to be happy at work.

It is seen in figure 21 that the selected quarters are equally distributed. 50% prefer more tasks and vice versa. But the highest scores are mentioned in the center (in total 75%). The IT-department (group 6) prefer purely to work on tasks. The group 1 prefers to work more relation oriented bus not 100%. Only one employee selected the highest quarter (almost 100% relation oriented). The group 3 (sales department) like to work more task oriented and not relationship oriented. In general it can be said that the result is quite ambivalent. No clear picture / tendency are seen in this company.

Main_Work * Task_Relation_Group Crosstabulation

Count		Task_Relation_Group				Total
		1	2	3	4	
Main_Work	1	0	1	2	0	3
	2	1	0	1	0	2
	3	0	2	0	0	2
	6	1	0	0	0	1
	7	1	0	2	0	3
	8	0	2	2	1	5
Total		3	5	7	1	16

Figure 22: Main_Work * Task_Relation Source: Own diagram

Conclusion of the Online Survey – Step 2 Austria

The first Part – foreign names

Names play a huge role in the way to success in many ways. Does someone want to rent a house, apply for a job, ask for some help. Names trigger if a person will get something or not. Officially it is not allowed to write in an ad that a company only looks for locals. But in the background applicants with foreign names fall out of the race only because of this reason.

Either way, the right pronunciation of the name is crucial. Not respecting cultural differences can lead to clashes. Just treat all people as individuals, the thinking goes, and soon, peace will guide the planet and love will steer the stars (Markus, 2014). Inhabitants of a region fear in general change for example when foreigners migrate to their area. It's a kind of cultural change which everyone has enough of them. We all have many different cultures crisscrossing through our lives, from major cultures like nations, genders, and social classes; to subcultures like professions, hobbies, and even sport-team fandom (Markus, 2014). Given names are part of the closest cultural characteristics. It is hard for inhabitants to put names into the right category as long as no other information / picture is available to them. We all think in boxes, how we raced up, and put people / names / issues into a particular category. To avoid this trend is to break somehow the cycle. Being aware of the culture cycle is the first step to controlling it. Once you know that the environment is full of primes that shape your behavior, you can begin to consciously override these cues, or even replace them with more desirable one (Markus, 2014).

It is the responsibility of a managing director, for example, to hire the best applicant for a specific job, independently from the given name of the person. Names should not trigger any decision from the side of the receiver. To know that we are biased in many ways can help to gather more impressions from a person so that the opinion regarding a specific person can change.

The second Part – survey within a company

The survey shows the actual result of the company's culture. The survey within the company did not show any significance due to fewer respondents. Only descriptive statistic was used to analyze the results. In the following surveys more filled questionnaires will be collected. Other subsidiaries will be contacted and responsible managers at headquarter interviewed.

The five questions regarding the cultural preferences showed an ambivalent picture. Only the communication shows a higher trend to direct communication rather than indirect communication in general. The employees in general prefer to work more on task level and not so much on relationship basis. The result of "How to solve a Problem" shows clearly that the employee prefer to solve problems within the department and don't involve additional departments or colleagues from the other side of the company. Also the direct manager plays a big role to solve problems. The results of the question "Security vs. Risk" shows that the respondents prefer not to take risk in their job. In companies where innovation drives the business risk is omnipresent. Of course, it is the duty of the mangers to mitigate the risk as much as possible. In this examined company the employee prefer to be on the saver site.

The result of the question "Flat vs. Hierarchy" structure goes towards more hierarchy structure within the company. People want to be guided. Flat organizations often do not have clear ways of reporting and responsibilities. This character also

changes due to the type of the company. Startups have more flat organizations. As soon as the company grows (with staff) levels must be implemented. People who like flat structures may leave the company because of this.

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