INTERCULTURAL PROFILE OF MANAGERS IN THE REPUBLIC OF MOLDOVA IN THE CONTEXT OF THE TROMPENAARS AND HAMPDEN-TURNER THEORY OF CULTURAL DIMENSIONS

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ABSTRACT

This paper is focuses on the intercultural side in the management of enterprises in the Republic of Moldova. It aims to identify and analyse the cultural characteristics of managers with business experience in enterprises in various branches of the Republic of Moldova economy and students enrolled in economic studies, potential future managers. The survey conducted in 2020 and 2021 was based on the culture model of Trompenaars and Hampden-Turner that includes seven dimensions: universalism versus particularism, individualism versus communitarianism, neutral versus affective, specific versus diffuse, achievement versus ascription, sequential versus synchronous time, inward direction versus outward direction. The main purpose of the study is to establish the "national profile" of the Republic of Moldova, which was developed based on information collected from two segments of respondents: managers and students pursuing economic studies.

The results of the study showed that the "national profile" of the Republic of Moldova is characterized by particularism, individualism, neutrality with interconnected personal relationships, with the assignment of status in accordance with personal achievements, consistent temporal orientation and internal control of the environment. In turn, the knowledge of national characteristics can also determine the influence of intercultural management of Moldovan enterprises. Based on the identified cultural characteristics, the basic principles of management (behavioural and relational) were determined, contributing to the reduction of cultural differences both in Moldovan business at national and international level - for foreign enterprises in the Republic of Moldova. To increase the effectiveness of intercultural interaction, the study of the cultural environment from the point of view of the identified parameters will contribute to the selection of the most efficient management methods.

Keywords: Cultural dimension, national culture, Republic of Moldova, manager, Trompenaars and Hampden-Turner, management, cultural profile.

Prezenta lucrare vizează latura interculturală în managementul întreprinderilor din Republica Moldova. Ea are drept scop identificarea şi analiza caracteristicilor culturale ale managerilor cu experienţă în afaceri în cadrul întreprinderilor din diferite ramuri ale economiei Republicii Moldova şi ale studenţilor înmatriculaţi, la studii economice, potenţiali viitori manageri. Sondajul realizat în 2020 şi 2021, s-a bazat pe modelul culturii a lui Trompenaars şi Hampden-Turner care include şapte dimensiuni: universalism versus particularism, individualism versus comunitarism, neutru versus afectiv, specific versus difuz, realizare versus atribuire, timp secvenţial versus timp sincron, direcţie internă versus direcţie externă. Scopul principal al studiului este de a stabili „profilul" naţional din Republica Moldova, care a fost elaborat în baza informaţiilor colectate la două segmente de respondenţi: manageri şi studenţi ce urmează studii economice.

Rezultatele studiului au arătat că „profilul naţional" al Republicii Moldova se caracterizează prin particularism, individualism, neutralitate cu relaţii personale interconectate, cu atribuirea

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statutului în conformitate cu realizările personale, orientare temporală consecventă şi control intern al mediului. La rândul său, cunoaşterea caracteristicilor naţionale poate determina şi influenţa managementul intercultural al întreprinderilor moldoveneşti. Pe baza caracteristicilor culturale identificate, au fost determinate principiile de bază ale managementului (comportamental şi relaţional), contribuind la reducerea diferenţelor culturale atât în cadrul afacerilor moldoveneşti la nivel naţional, cât şi internaţional - pentru întreprinderile străine din Republica Moldova. Pentru a creşte eficacitatea interacţiunii interculturale, studiul mediului cultural din punctul de vedere al parametrilor identificaţi va contribui la selectarea celor mai eficiente metode de management.

__Cuvinte cheie__: dimensiune culturală, cultură naţională, Republica Moldova, manager, Trompenaars şi Hampden-Turner, management, profil cultural.

Данная работа фокусируется на межкультурной стороне управления предприятиями в Республике Молдова. Она направлена на выявление и анализ культурных характеристик менеджеров с опытом ведения бизнеса на предприятиях в различных отраслях экономики Республики Молдова и студентов экономических факультетов - потенциальных менеджеров. Опрос, проведенный в 2020 и 2021 годах, был основан на культурной модели Фонса Тромпенаарса и Ч. Хэмпден-Тернера, которая включает семь измерений: универсализм против партикуляризма, индивидуализм против коммунитаризма, нейтральный против аффективного, конкретный против диффузного, достижения против атрибуции, последовательное время против синхронное время, внутреннее направление по сравнению с внешним направлением. Основная цель исследования - установить «национальный профиль» в Республике Молдова, который был разработан на основе информации, полученной от двух сегментов респондентов: менеджеров и студентов, изучающих экономику.

Результаты исследования показали, что «национальный профиль» Республики Молдова характеризуют партикуляризм, индивидуализм, нейтральность с взаимосвязанными личными отношениями, с присвоением статуса в соответствии с личными достижениями, последовательной временной ориентацией и внутреннем контролем окружающей среды. В свою очередь, знание национальных особенностей может определять и влиять на межкультурный менеджмент молдавских предприятий. На основе выявленных культурных характеристик были определены базовые принципы управления (поведенческие и реляционные), способствующие сокращению культурных различий как внутри молдавского бизнеса на национальном уровне, так и международном - для иностранных предприятий в Республике Молдова. Для повышения эффективности межкультурного взаимодействия, изучение культурной среды с точки зрения выявленных параметров, будет способствовать выбору наиболее эффективных методов управления.

__Ключевые слова__: Культурное измерение, национальная культура, Республика Молдова, менеджер, Тромпенаарс и Хэмпден-Тернер, менеджмент, культурный профиль.

INTRODUCTION

Nowadays we are all witnesses of a high level of international interaction of people, societies, and countries. The cultural metamorphoses in the Republic of Moldova are very intense, without historical precedent, both due to the general trend of globalization (foreign trade, investments, etc.), the transition to another economic-political system, and mass emigration. People assimilate new knowledge, new ways of approaching problems, new values, attitudes and skills. The modern world is much more complex than we may think. Modern technologies, especially in this period of Covid-19 pandemic, offer companies possibilities to interact virtually across borders and most businesses, either multinational, middle-sized or small, connect with their clients, partners and suppliers coming from abroad using off-line or on-line approaches. (emails, messages, projects, conferences, meetings etc). Both approaches need to use intercultural management as tool of successful interaction (Huang, 2020).

The topics describing the influence of national culture on business and management are increasingly analysed in international scientific papers by researchers all over the world (Jacob, 2005; Taras et al., 2009). They help develop our understanding of the interaction between culture and management through different paradigms at different levels: international, national, organizational, interpersonal and individual (Romani et al., 2018).

In the Republic of Moldova, the importance of studying the peculiarities of national culture is still poorly realized at the societal level, on one hand, and at the management level of enterprises, on the other hand. There is a limited number of researches identifying the specifics of the national culture carried out within the Moldovan economic entities. The „cultural profile" in the Republic of Moldova containing a set of specific characteristics called "cultural dimensions" that represent value constructs used to describe and differentiate cultures (Management Association, 2014) was established. Awareness to the dimensions of the national culture in our country will let us identify intercultural specific characteristics in the management of enterprises in the Republic of Moldova, thus, being possible to determine the methods and techniques to be imported in order to increase the managerial efficiency of domestic economic entities. In addition, it will help to educate an individual with a „global mindset"[1] which is the only way for a business to succeed across cultures*.*

In order to assess the national culture similarities and differences, it is certainly necessary to use specific models to examine the cultural dimensions of values. The models proposed by various specialists in the field of culture and management are not all encompassing and are not mutually exclusive (F. Trompenaars & Hampden-Turner, 2011). Each approach presents different perspectives and can be useful separately or in combination with others.

The goal of the present study is to analyse the dimensions of the two research segments' cultural and intercultural organizational framework: managers and students that have chosen their future career in management or business.

In this regard, we set the following specific objectives:

✓ To analyse the way in which individuals from the two segments, managers and students, perceive the national-cultural reality of the Republic of Moldova.

✓ To make a comparative analysis of the two investigated groups cultural dimensions.

✓ To establish general national cultural profile in the Republic of Moldova and analyse its influence on intercultural management of Moldovan enterprises.

✓ To offer specific recommendation to improve intercultural management in accordance with each cultural dimension.

Based on the literature, observations of managers and students behaviour in the context of the problem presented, the following hypotheses were advanced and verified:

1. There is a differentiation in terms of nature and level of importance of values and behaviours according to the proposed model between active managers and students, representatives of the population not influenced by economic and/or economic/managerial education, belonging to generation Z, those born after 1995, perhaps the most argued generation, representing the managers of the near future of enterprises in the Republic of Moldova. The fact that they are "digitally" born, have had access to communication and information technologies from a young age, have had access to all the knowledge of the world at a click's distance, almost anytime and anywhere make them very different from previous generations (David, 2015).

2. Knowledge of the Moldovan "cultural profile" would be useful at the national level, as well as internationally, to offer managerial advice to enterprises to become more competitive in domestic and international markets.

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[1] Why Global Mindset® is Essential on https://thunderbird.asu.edu/knowledge-network/global-mindset-essential

LITERATURE REVIEW

Intercultural concepts and contexts have inspired researchers, especially those who analyse culture and its impact on enterprise management, to examine the effect of a society's norms and values on the individual within a society and enterprise. Adler argues that *"organization culture does not erase or diminish national culture. Employees and managers bring their ethnicity to the workplace"* (Adler & Gunderson, 2008).

The model that we have applied in our research is that of Fons Trompenaars[1], Dutch researcher and practitioner in the field of culture and business issues, and Charles Hampden-Turner[2], British researcher and author of numerous books on culture, intercultural competence, and business dilemmas. They based their model with seven key dimensions, having foundation in the works of anthropologists Kluckholn and Strodtbeckin stating that people from different cultures are accustomed to have specific hierarchies of values, called "**a continuum",** that depend on the perceived importance of each value. Cultures are different due to specific 'value orientations', i.e. conceptions of what is considered desirable or appropriate and vice versa. According to Kluckhohn and Strodtbeck (Kluckhohn & Strodtbeck 1961:11), there are possible criteria for describing value orientation: orientation towards the human being; the human-nature orientation; orientation in time (past, present, future); orientation in activity; and relational orientation regarding the concept of space (private/public).

Parsons & Shils proposed a model of five pairs of cultural dimensions that determine people's preferences and choices: affectivity - affective neutrality; orientation towards "I" - orientation towards the community; universalism - particularism; attribution - realization; and specificity - diffusion (Parsons & Shils 1951:80-85).

The measure of inward-outward control that Trompenaars and Hampden –Turner used is that of Rotter's locus of control theory (Rotter, 1966) and the measure of time perspective is derived from Cottle's reserch (Cottle, 1968).

Thus, Trompenaars and Hampden-Turner, based on the above-mentioned concepts, came to define culture as a "matrix" of assumptions, categories, concepts and values that describe people's attempts to solve various problems that arise in everyday life but also in business. They focused on the idea that people solve problems in three ways: "those that arise from our relationships with other people; those that come from the time perception; and those related to the environment" (F. Trompenaars & Hampden-Turner, 2011). Their model goes beyond the framework of anthropology and sociology and shows how these dimensions also affect the process of management in different cultures. The cross-cultural model contains seven polar dimensions of culture.

Universalism versus Particularism are parameters of culture that characterize the importance of formal relations in society.

Individualism versus Communitarianism are parameters of culture that characterize the behaviour of individuals and groups in a society.

Neutral versus Affective are cultural parameters that characterize the degree of emotionality and its exteriorization in social and business relationships.

Specific versus Diffuse are the parameters of culture that characterize the degree of differentiation between the personal and public space of a person.

Achievement versus Ascription are parameters of culture that characterize the ways of acquiring high status in society.

Sequential time versus Synchronous time are parameters of culture that characterize people's perception of time.

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[1] Http://www2.thtconsulting.com/about/people/fons-trompenaars/
[2] http://www2.thtconsulting.com/about/people/charles-hampden-turner/

Outward direction versus Inward direction are parameters of culture that characterize people's attitude to their environment.

For the first time, the mentioned model was used in cross-cultural study in the Republic of Moldova for establishing the dimensions and their variations in 2017 (Pîrlog, 2017). Later, the model was used to analyse the impact of cultural dimensions on intercultural competence development within Universities in the Republic of Moldova and Romania (Covas & Pirlog, 2019).

Data sources and used methods

As mentioned before, the main purpose of our research was to identify and analyse the cultural features of managers with business experience in various branches of the economy and students who are potential future managers to establish the „cultural profile" in the Republic of Moldova.

The sampling and selection of respondents for the research were in line with the proposed goal and objectives. The questionnaire was addressed to two main categories of respondents:

✓ Various level managers of small, medium and large enterprises from the Republic of Moldova in different fields of activity.

✓ First year students in Economics (aged between 17 and 24 years old) - potential managers.

It is important to mention that we chose first year students of ASEM (Academy of Economic Studies of Moldova) to participate to our survey, who were supposed to investigate the "pure/authentic" cultural dimensions, not affected by studies in business or management.

To realize the objectives of the present study, a questionnaire, consisting of two sets of questions, was used. The first one contains questions aiming to analyse the demographic profile of students, managers and the enterprises they work. These characteristics that we considered important to be analysed are: age, level of education, gender, location, level in the managerial hierarchy, types of enterprises by nature of capital and spheres of activity.

The second set contains questions described by Trompenaars and Hampden-Turner in the book "Riding the Waves of Culture", chapter entitled „test yourself". They were translated into Romanian according to the international translation protocol in research, suggested by Brislin (Brislin, 1970), adapted for managers and students in economics from the Republic of Moldova. This part of the questionnaire consists of seven dilemma situations (for seven cultural dimensions) with four answer options each. Both groups of participants were asked to offer an opinion about their vision and possible behaviour in a certain dilemma situation, by choosing one of the four given options.

The response options were developed to measure the cultural dimensions, being designed in a way that there are two extreme poles and two intermediate points describing a dimension.

To make the quality of the study as high as possible, we started by sending the questionnaire by e-mail to 220 managers, as well as 150 economics students. The advantage of the on-line questionnaire is the low cost, the distribution can be in a wider geographical area, and the respondents can complete the questionnaire when they want and can distribute it to others who want to participate in the survey.

The disadvantage of an on-line survey is the low response rate. In our case, from 370 questionnaires sent, 201 were answered. At the same time, the researcher cannot control the conditions in which the questionnaire is completed, cannot observe the respondents' reactions to the questions (Neuman, 2000). In our case, in the situation of the COVID pandemic, this was the only way to reach the respondents.

We consider it useful to present qualitative data in tables and diagrams to make the information clear to the reader. Table 1. displays the demographic profile of the respondents of the two segments of respondents.

Table 1

Demographic profile of respondents of the two respondent segments.

Individual Characteristics		Managers (%)	Economist students (%)
Gender	Female	62%	65 %
	Male	38%	35%
Age (years)	16-24	28%	
	25-35	23%	100%
	36-50	35%	
	51-65	14%	
Location of respondents	Chisinau	70%	33%
	Other regions	30%	67%
Level of education	College	3%	
	High school	7%	
	Bachelor degree	35%	29%
	Master's degree	33%	68%
	Doctorate	8%	
	Other		
The level of management they represent	High-level (top)	40%	
	Middle-level	45%	
	Lower level	15%	

Source: Developed by author

Based on the answers from the both groups of respondents, it should be noted that more managers are aged between 16-35 (51%), age 36-50 (35%), 14% - age 51-65. The students, being in the first year at university, between 16 - 22 years old, which constitutes 95% of the given sample. Also, the share of females is much higher than that of males in both segments, 62% - females and 38% - males for managers and 65% - females and 35% - males for students. Regarding the level of accomplished studies, most of the respondent-managers have undergraduate level-35% and master's degree-33%. 68% of students come with high school studies and 29% - with college studies. The location of the respondents was as follows: managers from Chisinau constitute 70%, and those from other localities - 30%, students from Chisinau have a share of 34%, the other 64% are people from other regions of the country. The middle-level managers have constituted the major segment in the study - 45%, followed by the high- level managers with 40%. The lower-level managers segment makes up 15%.

The table below evaluates the profile of the studied enterprises.

Table 2

Profiles of the investigated enterprises

Characteristics of the enterprise		No. (%)
Enterprise (by size)	Big	15%
	Medium-sized	18%
	Small	40%
	Micro	27%
Enterprise (by type of capital)	Private	70%
	Public	17%
	Mixed	5%
	With foreign capital	8%
Enterprise (by field of activity)	Trade	28%
	Transport and storage	18%
	Education, culture	10%
	Financial-banking and insurance services	8%
	Health	7%
	construction	5%
	Light industry	5%
	Food industry	3%
	Other (cumulative)	6%

Source: Developed by the author

The results of research and discussions

The attitude of the two segments of respondents in which the study was conducted reflect their perception of the general cultural dimensions of the society (in case of students) and enterprises (in case of managers) where they belong. The cultural "profile" in the Republic of Moldova was built up based on dimensions described below. In accordance with the obtained results, a set of general rules, for each dimension, to improve intercultural behaviour and relations (Gordon 2021) was provided.

To determine whether the national culture of the Republic of Moldova is **universalist or particularistic**, we asked the respondents to choose the closest option to a dilemma situation for them. The question is whether the respondent believes to follow the rules strictly or to be flexible and to act according to a specific situation i.e. by deviating from rules. Universalism presupposes the construction of social and business relations within a society with uniform/universal rules, procedures and standards that are applicable always and in any circumstance. Particularism represents relationships based on flexibility of personal connections and actions taken according to specific situations (A. Trompenaars & Hampden-Turner, 2020).
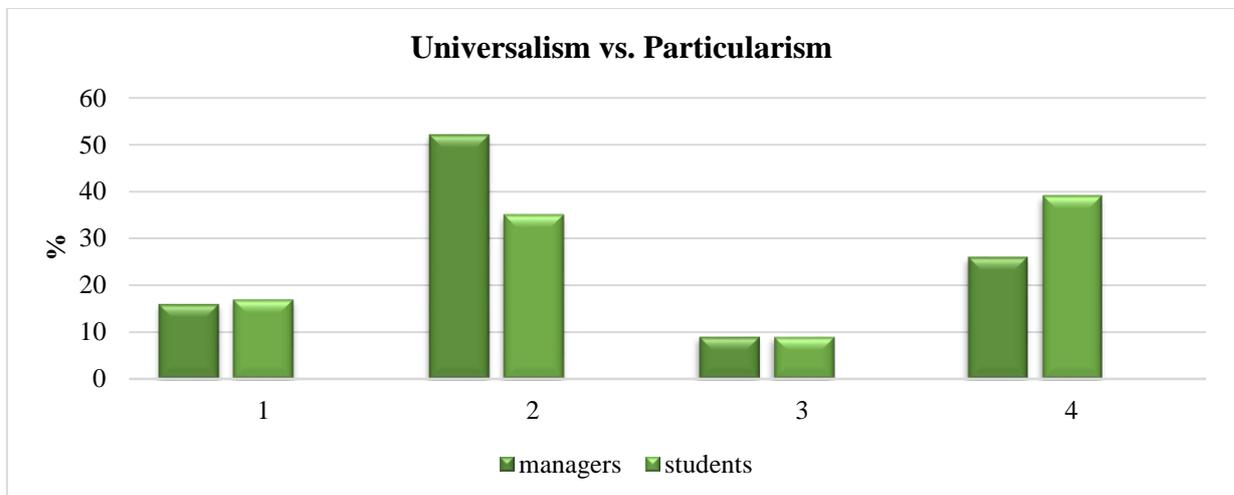

Figure 1. Universalism versus Particularism Dimension
Source: Developed based on own study

Figure 1 represents the Universalism vs. Particularism Dimension, in which the results look as follows:

       1. Completely universalist response.
       2. Completely particularistic response.
       3. Particularistic response doubled by universalist orientation.
       4. Universalist response but with the recognition of social relations.

The obtained results demonstrate that the Republic of Moldova is a predominantly particularistic society. A particularistic managerial culture is based on decisions made according to specific situations or circumstances. This type of culture is found in less developed societies, where people tend to place a lot of value on emotional issues and sometimes tend to make decisions based on how the situation evolves, as it is believed that each situation may take a different perspective and require different solutions. The students segment shows a moderate inclination to universalist values with recognition of particularistic social relations is predominant that means that there is a tendency to trust rules and standards, and to act accordingly.

Thus, the most appropriate managerial strategies should be based on:
       ✓ granting autonomy to employees.
       ✓ respecting the other people needs of in the decision-making process;
       ✓ developing flexibility in decision-making;

✓ allocating time to build relationships and interact with people in a way their needs are better understood;

✓ highlighting the essential rules and policies to be followed.

To determine the level of **individualism versus communitarism** among the respondents from the Republic of Moldova, we used a dilemma situation with four alternative answers about the role of competition and cooperation for the success of an enterprise. In an individualistic culture, a person relies on himself/herself in the organization of their life and business activity, on their unique knowledge, abilities and experience. In a communitarist/collectivist culture, a person feels like a member of a team/group and manages their personal and business relationships according to group standards (A. Trompenaars & Hampden-Turner, 2020).
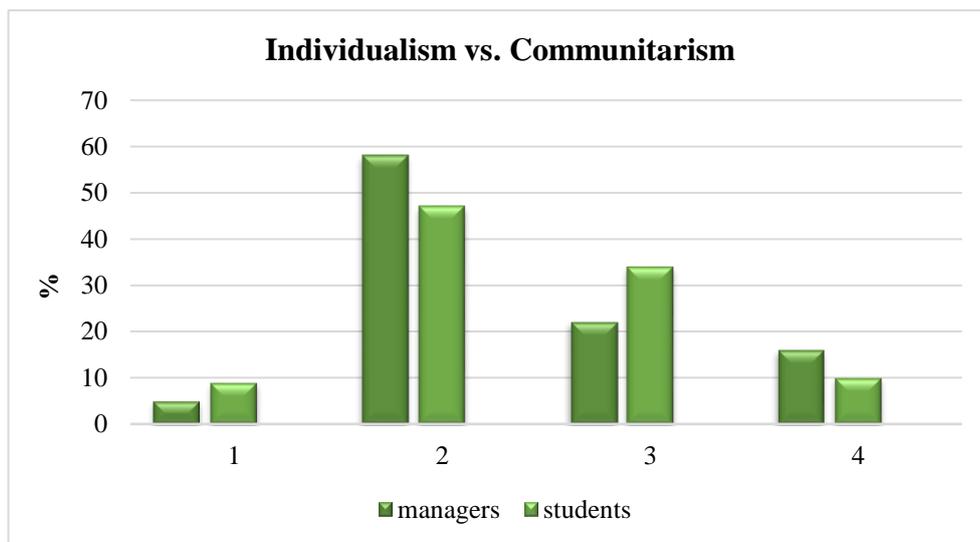

Figure 2. Individualism versus Communitarism Dimension
Source: Developed based on own study

Figure 2 shows the variables for the Individualism vs. Communitarism Dimension, and represent the following:

1. Radical individualistic response;

2. Answer that affirms competitive individualism, but in combination with collective cooperation;

3. Answer that demonstrates the pre-eminence of the group, but also allows the existence of competitive individuals;

4. Radical collectivist response.

The results for this dimension, presented in Figure 2, show a moderate attitude towards both extremes in both segments: managers and students. Being, for a long time, a component part of the USSR, people developed a collective thinking, as demonstrated by the representatives of older generations in our survey. After gaining independence, since 1989, the Republic of Moldova has adopted several Western attitudes due to the process of openness and globalization. The answer given by them indicates competitive individualism, where to get results collective cooperation is allowed. This means that culture praises and rewards individual performance in collaboration with others, people's needs come before those of organizations, people have moderate initiative and autonomy to make their own decisions, people are moderately allowed to be creative and learn from their mistakes.

Considering the survey results, the most appropriate managerial strategies should be based on:

✓ Recognizing and rewarding individual performance within the group but also involving others in decision making;

✓ avoiding favouritism;

✓ stimulating the initiative and autonomy of employees within and in favour of the group/community;

✓ connecting the needs of people with those of the group or enterprise;

✓ promoting collective creativity through the contribution of each member of the group.

The **Neutral versus Affective dimension** reflects the degree and range of emotion expression. In neutral cultures, it is customary not to show the feelings. Emotional/affective cultures are characterized by openness, excessive talkativeness, and spontaneous expression of feelings (F. Trompenaars & Hampden-Turner, 2011).

To determine whether the national culture in the Republic of Moldova is affective or neutral, we asked respondents how they would react if they felt insulted during a meeting with a business partner.
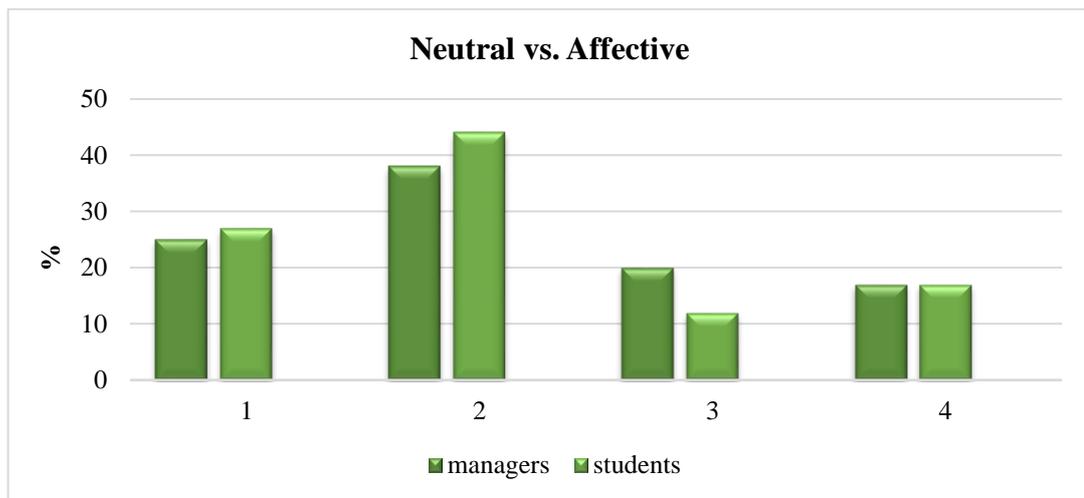

Figure 3. Neutral versus Affective Dimension
Source: Developed based on own study

Figure 3 presents the Neutral versus Affective Dimension in the Republic of Moldova, in which the results look as follows:

1. Radical response for neutral orientation;
2. Neutral orientation response, but recognizes the importance of emotions for good relationships;
3. Affective orientation response, which involves controlling interactions;
4. Radical response to emotional orientation.

The results in the figure 3 indicate that the respondents who chose option 1 or 2 proving that the society in the Republic of Moldova is a neutral one, in which emotions are not openly expressed, but anyway, emotions are important for establishing relationships. In neutral cultures, people believe that they should always control their emotions; also, their actions are influenced by reason rather than emotions. In our country, people are expected to rigorously manage their feelings; they do not allow them to interfere with professional life.

The most appropriate managerial strategies in the case of this dimension should be based on:

✓ effective management of emotions;

✓ using body language carefully in the sense of transmitting negativity;

✓ non-deviating from the object or core meaning of meetings and other interactions;

✓ being attentive to people's reactions because they are reluctant to show their genuine emotions.

The **Diffuse versus Specific dimension** indicates the degree of involvement and refers to the interconnection of the private and professional spheres. Specific means a rigid separation of private and business life. The private sphere of a person is closed to other people, except for the closest

friends and colleagues. Diffuseness is a cultural characteristic in which the overlap of public and private spaces of a person is considered a norm.(A. Trompenaars & Hampden-Turner, 2020)

To determine whether a culture is specific or diffuse oriented, we asked respondents to choose the closest, in their opinion, among four alternatives, answer concerning relationship between the profitability of the enterprise and its stakeholders**.**
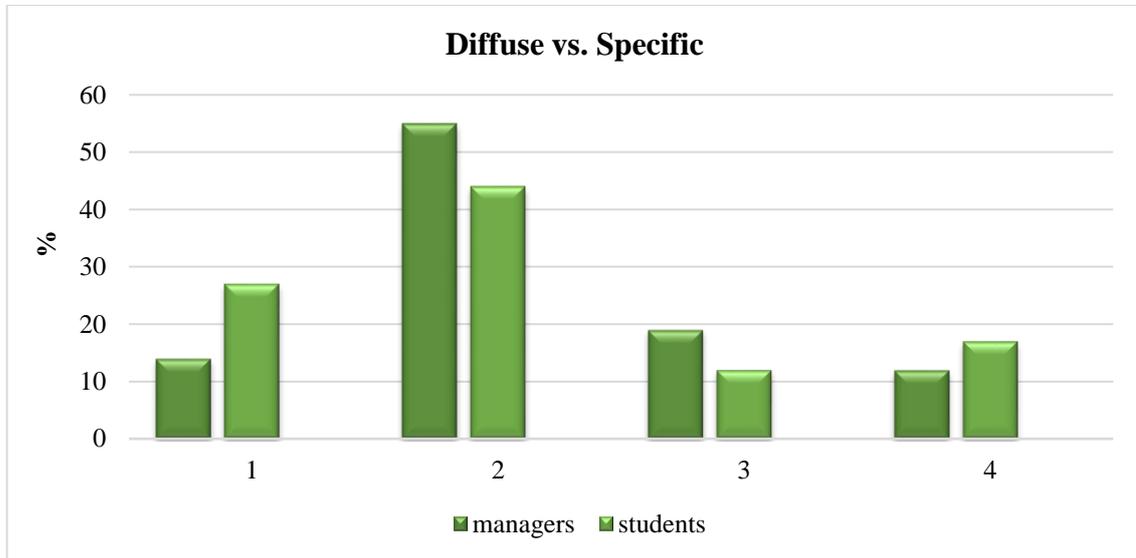

Figure 4. Diffuse versus Specific Dimension
Source: Developed based on own study

Figure 4 shows the variables for the **Diffuse vs. Specific dimension** which represent the following:

  1. Response for diffuse orientation;
  2. Compromise response for both, having a diffuse starting point;
  3. Compromise response for both, with specific starting point;
  4. Response for specific orientation.

Management activity involves establishing relationships with other colleagues, employees, superiors. Results in figure 4 obtained as part of our study shows that professional relationships and hierarchies are transferred to "private lands" in the Republic of Moldova, i.e. a manager is a manager, no matter where an employee meets him, which explains the diffuse-oriented approach. Also, the study indicates the prevalence of the diffusely oriented approach more clear among students than managers. This situation is influenced by the young age of respondents especially when they are not yet employed, who have respect for those above them in hierarchy.

Thus, the most appropriate managerial strategies should be based on the following:

  ✓ building good personal relationships with people before moving on to business issues;
  ✓ in-depth information about the people you will work with and the companies you will do business with;
  ✓ discussing business during social interactions and having personal discussions at work;
  ✓ avoiding rejection of social involvement.

Ascribed versus Achieved status is a dimension developed in the studies of F. Trompenaars and Ch. Hampden-Turner that analyses the position and status that a person has in a society or a company and the way they have achieved it. The culture of achievement is characterized by the fact that the status of a society member is determined by the success of them fulfilling their tasks and functions as well as the results obtained. In a culture of ascription, a person's age, origins and work experience determine their status and authority (A. Trompenaars & Hampden-Turner, 2020).

To determine whether the national culture in the Republic of Moldova indicates status by ascription or achievement, we asked respondents to choose one of the four declared alternatives that they considered appropriate for the situation about how a person obtains their status.
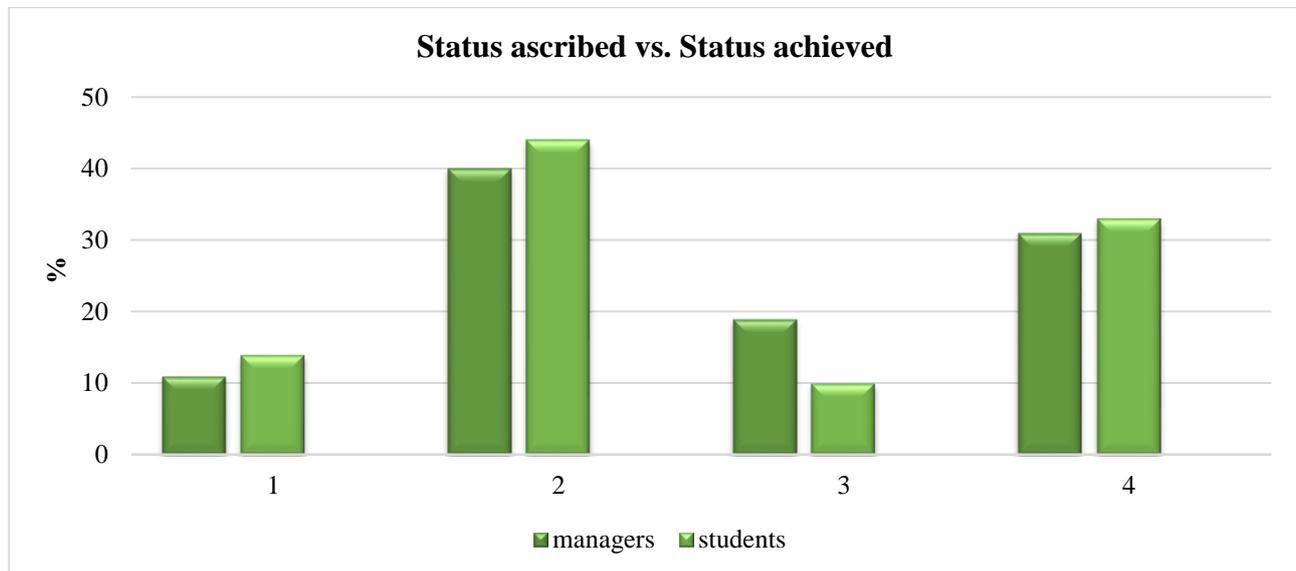

Figure 5. Ascribed status vs. Achieved status dimension
Source: Developed based on own study

Figure 5 shows the variables for the ascribed vs. achieved status dimension in the Republic of Moldova which represent the following:
    1. Radical response showing the ascribed status;
    2. Response for the belief that the ascribed status provides social and managerial benefits;
    3. Response for the belief that the achieved status will lead to social an also, to managerial growth;
    4. Radical response for the achieved status.

In our research, the opinion that a person's status should depend on their achievements and not on age or origin obtained 31-33% of support from both groups of respondents. The opinion that approves the assigned status that offers social benefit obtained the highest support 42% in the group of managers and, respectively, 44% in students (Figure 5).

In the case of this dimension, the most appropriate managerial strategies should be based on:
    ✓ rewarding and recognition of good performance in an appropriate manner;
    ✓ using titles only when it is relevant;
    ✓ the importance of a positive role model.

Another dimension studied by Trompenaars and Hampden-Turner is **Sequential versus Synchronous Time,** that identifies how people understand and manage the time.

In cultures with sequential perception of time, people believe that time passes from past to future, not having inter-time connection, each moment of time is unique, time is a valuable resource that must be used in the most effective way. Accordingly, in such cultures, people tend to do one thing in a specific period of time, accurately respect the deadlines, be punctual for business meetings and strictly follow the developed plan. People in cultures with synchronous orientation of time consider time cyclical, they believe that it is impossible to catch the time, so they need to be more relaxed and not worry if they are late. Therefore, in synchronous cultures, people work on several projects at the same time and are flexible about plans and obligations (F. Trompenaars & Hampden-Turner, 2011).

In our survey, we asked respondents to choose an option about the best ways to improve the use of time in the process of products delivery on the market, when they are needed.
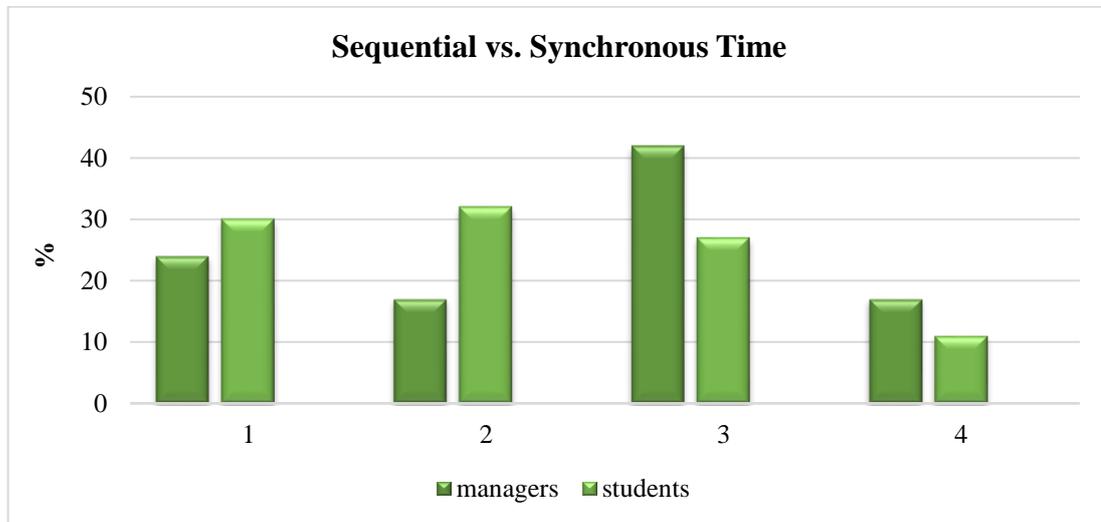
Sequential vs. Synchronous Time

Figure 6. Sequential Time vs. Synchronous Time
Source: Developed based on own study

Figure 6 shows the variables for the dimension of time perception in the Republic of Moldova which represent the following:

1. Radical response for the sequential orientation of time;
2. Response for sequential option, but connected to synchronously managed processes;
3. Synchronous orientation response, but connected to high-speed processes managed sequentially;
4. Radical response to synchronous orientation.

There are differences between the two groups of respondents, which refer to the way of perceiving and managing time. Students demonstrate a sequential attitude regarding time, i.e. punctuality, compliance with programs, planning are not its basic ingredients. There is not a high level of synchronous orientation among managers, who demonstrate a perception of time at a mean level of both directions. (Figure 6).(F. Trompenaars & Hampden-Turner, 2011).

Analysing this dimension, the most appropriate managerial strategies should be based on:
- ✓ offering flexibility in the sense of personal as well as group approach to work;
- ✓ providing employee autonomy in the work schedule;
- ✓ giving people flexibility and tolerance to reach events later;
- ✓ explanation of any ambiguity, deadlines could be flexible, but should be met.

Outward versus inward indicates people's orientation concerning their environment. People in an inward oriented culture believe that the environment presents no threat, so they focus on managing internal resources, solving internal problems, and internal control. In a culture of outward orientation, people believe that they must work together with their environment to achieve goals and live in harmony with them. In these cultures, flexible and good relationships with partners are more important than focusing on personal achievements.

To show the general trend in the Republic of Moldova concerning this dimension, respondents were asked to express their attitude whether the strategy should be designed at the top of the enterprise and transmitted down, being implemented locally, or it should be initiated and implemented at the base of the enterprise where the interaction with customers, could be more effective.
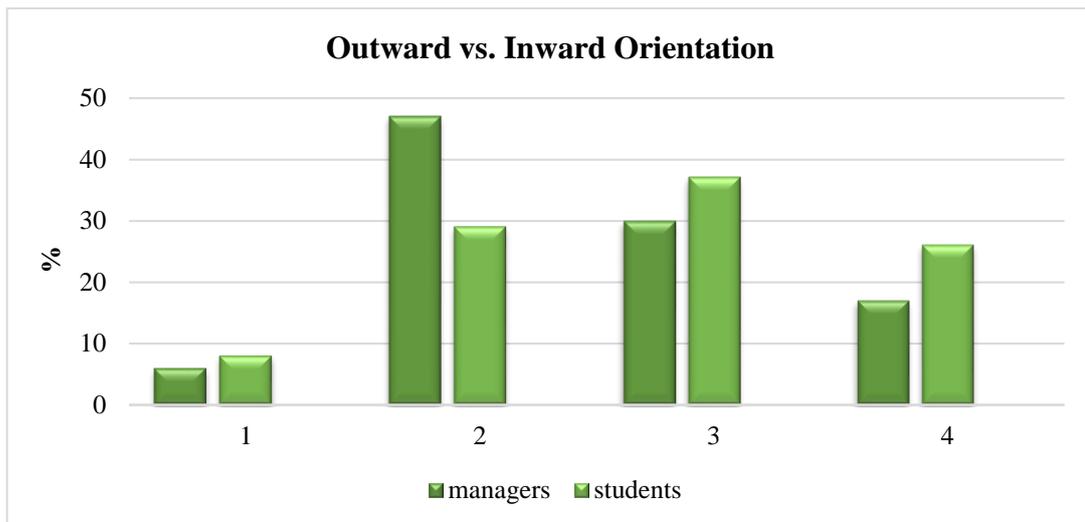
Figure 7. Outward versus inward orientation dimension
Source: Developed based on own study

Figure 7 shows the variables for the dimension outward versus inward orientation in the Republic of Moldova which represent the following:

1. Radical response for outward orientation;
2. Outward response with inward-facing connections;
3. Radical response to inward orientation;
4. Option for inward orientation but with connections to outward oriented strategies.

Students and managers in the Republic of Moldova mainly emphasize self-confidence and the dominant attitude towards the environment that is shown in Figure 7. The opinion that all achievements and merits should be attributed to their own actions and should depend only on the work and actions of individuals is 37% for students and 30% for managers. The highest percentage of support for the opinion on the dependence of actions and the decision of outward orientation factors with internal implication was found in the group of managers- 47%, but also for students-28%. The characteristics of outward oriented groups include a flexible attitude, willingness to compromise and living in harmony with nature, i.e. acceptance of the environment.

Thus, the most appropriate managerial strategies recommended to implement according to this cultural dimension should be based on:

✓ stimulating individuals to self-develop the skills and abilities and to self-control the learning;
✓ setting clear goals with which employees' agreement;
✓ developing openness to different opinions and constructive conflict settlement.

CONCLUSIONS

Despite the importance of cross-cultural studies, Moldovan national and business cultures are still unknown neither for local managers nor for foreign businesses, investors and entrepreneurs: no deep research has been done in this field and there are very few resources to provide coherent information about the subject. We tried to complete this gap with the present study. Due to data obtained in the survey we could „design" the national profile, according Trompenaars and Hampden-Turner model in the Republic of Moldova and to distinguish some relevant characteristics.

Moldovan society is a particularistic one, in which people believe that the circumstance and relationship can establish the rules that they live by. The focus in Moldovan society is more on relationships than on rules.

Moldovan society is moving to competitive individualism where collective cooperation is also allowed. People of younger generations believe in personal freedom and achievements. They believe in their own decisions, and about the obligation to take care of themselves. Peoples' individual needs come before those of organizations, they are allowed to be creative and learn from their mistakes.

According to Trompenaars and Hamden-Turner model, people in Moldovan society have a neutral orientation. People make effort to control their emotions and reason influences their actions more than their feelings. Moldovans often try to hide their emotions, even, when supervisors hurt them.

In the Republic of Moldova, there is a diffuse starting point of perception of the public and private space. There is an overlap between people's work and personal life. They believe that good relationships are vital to achieve business goals and in their social life, whether they are at work or outside it. People can spend time with colleagues and clients in informal conditions.

Regarding the attribution of the status in the Republic of Moldova, on one hand, we have the situation when the assigned status offers social benefits. People believe individual should be valued for whom they are. Power, title and position are more important for the older group of our respondents (managers), and these characteristics define their behaviour. On the other hand, we see the tendency for achieved status that prevails in younger respondents' answers, proving that they tend to recognize value and reward good performance.

In the Republic of Moldova, managers have a balance between the synchronous and the sequential perception of time: they see the past, present, and future as interconnected periods. Plans and commitments could be flexible and changeable. Students are sequential: they prefer events to happen in order. They value planning, respect punctuality and following schedules. "Time is money" is their motto. These controversial data lead us to the idea that Moldovans emphasize punctuality, but more often, they are not punctual.

There is an inward orientation trend in both groups of respondents, more among students, because they have a great ability to control their environment, especially in the technological sense, due to the development of information technologies. Managers in the Republic of Moldova have a tendency (40%) of outward orientation with internal-facing connections that means that people believe that nature, or their environment controls them, that means, they must work in tandem with the environment to achieve goals. In conditions of work or in personal relationships, they concentrate their attention and actions on others, and they try to avoid conflict as possible. People, with this time orientation, often need reassurance or approval upon doing a good job.

Description of these cultural dimensions let us offer some general directions to be taken into consideration by any individual or business interacting with representatives from the Republic of Moldova to have successful relationship on any level.

We have to mention that cultural dimensions established and analysed in the research do not take into account people's personal experiences or differences between sub-cultures within our country. This is especially relevant in today's global environment, where people can be influenced by many different cultures. We consider, that the examination of the organizational cultural environment of the enterprise in the context of the examined, in this paper, dimensions will allow them to select the most appropriate management methods.

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