

MODERATING EFFECT OF NATIONAL ORIGIN ON RELATIONSHIP OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION

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This paper represents results research of moderating effect of national origin of companies on relationship of organizational culture (according to Globe project), and dimensions of job satisfaction. The research included 256 middle managers who work in domestic (183) and 73 managers who work in foreign companies in Serbia. Relations between some organizational culture dimensions and facets of job satisfaction are moderated by the national origin of companies. Managers are given directions in starting appropriate activities oriented towards changes in organizational culture in their companies through explanation of relationship of OC and JS in order to improve organizational results.

Keywords: organizational culture, job satisfaction, national origin of companies.

INTRODUCTION

The last two decades are the time of political and economic changes in many Eastern European countries including Serbia. After wars, economic sanctions, one of the highest hyperinflations in the world (Hanke and Krus, 2012:12), NATO aggression, economics, politics and social changes, privatization, Serbia has a transitional economy mostly dominated by services, manufacturing and agriculture. The economy is heavily reliant on exports and foreign investment. According to Blyton (2001) common political projects such as achieving trade liberalization and privatization of state-owned enterprises have provided a key element in the platform of economic globalization. In addition, common political programs, power and mobility of transnational capital and their impact on the national economic systems are comprehensive evidence that social systems fundamentally converge in terms of the functioning of the regulatory system and the functioning of organizations. The author states that despite of the above mentioned processes of convergence national differences are moderating factors which

influence the way societies and organizations work.

Organizational culture is determined by organization's dominating values (Deal and Kennedy, 1982; Lauzen and Dozier, 1994) accepted by majority of employees (Wallack, 1983), as well as common norms and beliefs of organization's members (Kroeber et al., 1952; Schein, 1985, 1990; Kotter, 1992, 1996; Conner, 1992; Cummings and Worley, 2005). It is in a certain sense a philosophy that determines organizational policy towards internal and external surroundings (Pascale and Athos, 1981).

Smith (1992) investigates the degree to which organizational behaviour is found to vary between national cultures. He concludes that there is an increasing need to prepare managers for multicultural experience. National culture can be an important variable that influences the development of cognitive style and decision making process of managers (Dimitratos et al., 2011). According to Brooks (2006:271-295), national culture can affect the relationship between

managers of different nationalities and cultures when they need to work together. Pasa, Kabasakal and Bodur (2001) state that some other differences between developed countries and developing countries are also an important factor for the development of some specific ways of management. According to the authors, the developing countries are located in East and West Africa, Central and Latin America, the Middle East and in some parts of Eastern Europe and they have many characteristics that vary in intensity, such as underdeveloped infrastructure, abundance of unskilled labor, low technological development, political instability, rigid social structure, gender differences, and strong influence of tradition. Berry and Ward (2006) suggested that the encounter of individuals from different cultures often results in stress that can grow to a conflict. Ward, Bochner and Furnham (2001), in their book which is dedicated to the importance of culture shock, suggested that the understanding of how management practices and national culture are connected was at the very beginning, although there were studies which deal with that relationship. But the authors considered these results as unreliable and limited because they rely mostly on Hofstede (1980, 2001:176) studies which they considered as obsolete.

Feichtinger and Fink (1998) found that the process of cultural change and its characteristics in the transition countries that have communist legacy produce a "culture shock" as a result of confrontations to foreign cultures, and that a collective culture shock affects the management and business relationships and creating problems. In transition countries, culture shock is the product of complex economic, social and political forces and Fink and Holden (2002) consider this phenomenon as an important conceptual tool for managers who are responsible for international strategy in transition countries. According to Brooks (2006:285), culture shift is also important and represents degree to which culture can change and speed up changes. Numerous factors can affect culture shift, such as economic conditions, increase of foreign investments, sudden social, politics and religious changes.

Dickson (2003) believes that Javidan and House (2001) presented convincing arguments for the work on the GLOBE project since global managers have to be sensitive to cultural differences among employees. In addition, the GLOBE project provides relevant information for the creation of cross cultural communication, and the lessons of

the project can serve as a starting point for the development of interpersonal and cultural needs of global managers. For researchers to understand culture they need to assess the broader cultural paradigm of a society within which the organization operates since this influences the manner in which the organization operates (Javidan and House, 2001; Gerhart, 2008). Denison (1996) notes that a fundamental dilemma which is often faced in the literature on organizational culture is that theories tend to posit that individuals influence an organizational culture, and that they are also influenced by the organizational culture. While micro-level theories might equate organizational culture with an employee's perceptions of an organization, in order for those perceptions to be truly "organizational," they must be based on a common environmental stimulus present in the organization. Organizational cultures partly develop in response to stimuli that are experienced in common by organizational members.

ORGANIZATIONAL CULTURE AND JOB SATISFACTION

Organizational culture

Organizational culture is determined by organization's dominating values (Deal and Kennedy, 1982; Lauzen and Dozier, 1994) accepted by majority of employees (Wallack, 1983), as well as common norms and beliefs of organization's members (Kroeber et al., 1952; Schein, 1985, 1990; Kotter, 1992; Kotter & Heskett, 1996; Conner, 1992; Cummings and Worley, 2005). It is in a certain sense a philosophy that determines organizational policy towards internal and external surroundings (Pascale and Athos, 1981).

Organizational culture exists on cognitive and emotional level and represents set of basic assumptions, values, attitudes and norms of behavior shared within an organization and manifested through their members' perceptions, thoughts, feelings and behavior, as well as artifacts of both a material and nonmaterial nature (Deal and Kennedy, 1982; Lauzen and Dozier, 1994; Wallack, 1983; Schein, 1985; Kotter and Heskett 1992; Conner, 1992; House et al. 1997).

According to Hofstede (1991), culture is software of the mind, which distinguishes the members of one group or category of people from another. Culture is a collective oriented phenomenon and

refers to shared meanings and cultural norms and cultural variables which have a strong influence on the social and organizational activities as members of the collective possess shared values and social identity (House, Wright and Aditya, 1997). Due to globalization and increased dependence among nations the growing interest in understanding national cultures (House, Javidan and Dorfman, 2001) enhance cross-cultural management investigations.

Organizational culture influences all aspects of business and life in a company. It is linked to numerous organizational results (House et al., 2004), and one of them is job satisfaction. Connecting individual aims of employees to aims of the organization and reliance on responsibility of employees are the factors of organizational culture successfulness (Morgan, 1977). Organizational culture is also one of significant factors of job satisfaction (Moynihan and Pandey, 2007).

Job satisfaction

Although job satisfaction is more an attitude than behaviour many managers expect results because satisfied workers will come to work more regularly and stay in the company longer. (Robins and Coulter, 2005). It can be concluded that job satisfaction in certain extent represents an indicator of employees' perception about organizational culture of their company (Sempane, Rieger and Roodt, 2002). Spector (1997) says that job satisfaction is no doubt most researched variable in Industrial and Organizational Psychology. Job satisfaction is related to general attitude of individuals to their job. Affective dimension of job satisfaction is defined as satisfying or positive emotional state which results from estimation of a job or work experience (Locke, 1976:1302-1304). Employees' job satisfaction influences their mental health, longevity, emotional life as a whole (Locke, 1976: 1311; Sempane, Rieger and Roodt, 2002). Job dissatisfaction can significantly influence behaviour of employees which results in absence from work, complaints and termination of employment.

A great number of researchers examine the relationship of job satisfaction and organizational culture (Judge et al., 2001; Sempane, Rieger and Roodt, 2002; Moynihan and Pandey, 2007; Spector, 1997; Meyer et al., 2002; Lund, 2003; Silverthorne, 2004; Fargher et al., 2008; Amos and Weathington, 2008; Bellou, 2010). When it comes

to companies in Serbia, research (Vukonjanski et al., 2012) has shown, that organizational culture has significant effect on job satisfaction of employees.

On the grounds of the mentioned above the following hypothesis is derived:

H: National origin of companies has moderating effect on relationship of dimensions of organizational culture and job satisfaction in Serbian companies.

RESEARCH METHODOLOGY

Respondents and data collecting

The research lasted for 5 months and it was carried out from 1st January to 1st June, 2011. During this period collecting of questionnaires was carried out through interviewing respondents. Responses were got from 256 middle managers from 131 companies and the sample was chosen to provide both, domestic and foreign companies (183 employees in domestic and 73 in foreign companies). The research was carried out in companies in Serbia, no matter the branch of industry, but in companies with more than 50 employees. Namely, in the companies with a small number of employees there are only a few managers on the same level and the owner is not a supervisor to managers in a classical sense, in other words, owners do not have previous experience in management and are not fully involved in management process. All respondents in the sample have Bachelor or Master degree and according to sex, 136 are male and 120 female. Out of the total number of respondents, 134 are employed in public and 122 in foreign companies in Serbia.

Research instruments

In the research was used the instrument of Globe project, precisely the first part of Alfa questionnaire which includes the questions related to organizational culture, the state "as it is" and it consisted of 34 questions. Respondents marked the values on the scale from 1 to 7 and the filled-in questionnaires were processed according to Globe Syntax. The instrument measures 9 organizational and national dimensions and the dimensions are: avoiding uncertainty, orientation to the future, power distance, institutional collectivism, orientation to people, orientation to performances,

collectivism within the group, gender equality, assertiveness (House et al. 1999, 2002, 2004).

Questionnaire for measuring job satisfaction was applied for measuring job satisfaction. The questionnaire JS is consisted of 36 items which are valued from 1 to 6 and 9 scales which estimate attitudes of employees about the job and its aspects: salary, promotion, supervision, benefits, rewards, operation procedures, co-workers, the nature of job, communication (Spector, 1985). Significance of each of these scales is different in some extent and the result is in different importance in cases of evaluation of total job satisfaction (Spector, 1997).

Data analysis

Data has been processed in accordance to applied instruments for measuring dimensions of organizational culture and job satisfaction. Internal consistency of scales was confirmed. Descriptive statistics and correlation analysis of the relationship of organizational culture and job satisfaction were used and then the relationship of

organizational culture and job satisfaction was observed with moderator "ownership structure of the company". In order to determine the connection between dimensions of Globe organizational culture, job satisfaction and ownership structure in Serbian companies we used hierarchical and regression analysis (Milin and Hadžić 2011) and Chow test (Chow, 1960) with the aim to examine moderating influence of ownership structure on regression between JS (as dependent variable) and OC (as independent variable), whereas $i, j=1, 2, 3, 4, 5, 6, 7, 8, 9$.

RESEARCH RESULTS

In the Table 1. The results of Descriptive analysis are presented (mean values and standard deviations) for dimensions of the state of organizational culture "as it is" and job satisfaction dimension. A short name of dimensions which will be used in future discussion is also given in the Table. The values skewness and kurtosis presented in the Table point at normal distribution of score for all scales.

Table 1: Descriptive statistics for the relation between dimensions of organizational culture and job satisfaction in the companies in Serbia

	Short name	Mean	SD	Skewness		Kurtosis	
				Stat.	Std. Error	Stat.	Std. Error
Uncertainty Avoidance	OC1	3.8006	1.34038	.107	.163	-.013	.324
Future Oriented	OC2	4.3080	1.63478	-.213	.163	-.814	.324
Power Distance	OC3	4.7946	1.42911	-.264	.163	-.660	.324
Collectivism 1	OC4	3.8199	1.35587	-.008	.163	-.510	.324
Humane Orientation	OC5	4.2232	1.41515	-.088	.163	-.490	.324
Performance Orientation	OC6	3.9408	1.36935	-.001	.163	-.632	.324
Collectivism 2	OC7	4.5634	1.18553	-.177	.163	-.264	.324
Gender Egalitarianism	OC8	2.9301	1.20891	.294	.163	-.103	.324
Assertiveness	OC9	3.7656	1.09026	-.074	.163	1.166	.324
Pay	JS1	2.9107	1.32451	.343	.163	-.809	.324
Promotion	JS2	3.3304	1.18838	-.009	.163	-.229	.324
Supervision	JS3	3.6641	1.29293	-.030	.163	-.705	.324
Fringe Benefits	JS4	2.9989	1.25291	.361	.163	-.545	.324
Contingent Rewards	JS5	3.1529	1.35047	.447	.163	-.522	.324
Operating Procedures	JS6	3.1830	1.04199	.233	.163	.620	.324
Coworkers	JS7	4.3571	1.13777	-.562	.163	.217	.324
Nature of Work	JS8	4.4900	1.23553	-.874	.163	.374	.324
Communication	JS9	3.9699	1.31775	-.185	.163	-.832	.324

Table 2: Relation between OC_i and JS_j in D and F sub-groups

National origin of companies	JS1		JS2		JS3		JS4		JS5		JS6		JS7		JS8		JS9	
	D	F	D	F	D	F	D	F	D	F	D	F	D	S	D	S	D	S
OC1	.408**	-.106	.398**	-.157	.271**	.213	.295**	-.087	.324**	-.168	-.027	.393*	.259**	-.164	.201**	-.141	.429**	.058
OC2	.481**	.617**	.449**	.417**	.385**	.529**	.431**	.319*	.471**	.458**	-.178*	-.338*	.390**	.533**	.287**	.408**	.539**	.446**
OC3	-.376**	-.546**	-.400**	-.257	-.348**	-.327*	-.299**	-.276	-.381**	-.443**	.216**	.009	-.269**	-.219	-.218**	-.222	-.455**	-.334*
OC4	.359**	.381*	.316**	.457**	.172*	.379*	.184*	.511**	.368**	.497**	-.088	.107	.253**	.337*	.171*	.131	.316**	.298
OC5	.457**	.614**	.406**	.593**	.349**	.491**	.301**	.530**	.452**	.555**	-.190**	.047	.494**	.523**	.359**	.363*	.517**	.374*
OC6	.609**	.695**	.575**	.536**	.468**	.600**	.401**	.679**	.610**	.690**	-.184*	-.103	.441**	.481**	.368**	.381*	.610**	.597**
OC7	.530**	.769**	.477**	.499**	.448**	.596**	.425**	.705**	.489**	.739**	-.219**	-.098	.468**	.528**	.436**	.447**	.555**	.706**
OC8	.077	-.137	.045	.125	.169*	-.163	.130	.104	.152*	.029	-.124	-.147	.011	.035	.055	-.022	.197**	-.072
OC9	-.073	.167	.017	.155	-.024	.058	-.137	.220	-.129	.077	-.014	-.160	-.109	.042	-.075	.184	-.160*	.202

**p<0.01; *p<0.05

Table 3: Chow test results for sub-groups D and F

National origin of companies		JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9
OC1	RS	349.187	290.545	347.576	331.766	385.462	241.785	280.199	334.531	334.040
	RSD	260.846	215.587	288.604	273.060	290.815	206.281	219.092	265.041	264.635
	RSF	69.653	57.287	58.287	50.373	78.741	29.913	52.404	62.916	59.784
	F	7.125	8.160	0.249	3.246	5.423	2.983	4.039	2.526	3.737
OC2	RS	289.195	254.064	309.406	291.286	316.944	231.658	238.349	307.593	281.244
	RSD	240.643	204.473	265.180	243.566	252.740	199.865	199.022	253.488	230.060
	RSF	43.628	48.496	43.975	45.604	64.039	31.324	38.572	53.526	48.059
	F	2.183	0.545	0.102	0.922	0.066	0.256	0.400	0.238	1.416
OC3	RS	325.609	271.861	328.747	319.679	343.271	234.347	269.386	324.096	314.795
	RSD	268.823	215.130	273.724	272.251	277.600	196.804	217.831	263.056	257.210
	RSF	49.410	54.848	54.543	46.886	65.136	35.369	51.270	61.017	53.279
	F	2.920	0.879	0.184	0.214	0.197	1.180	0.133	0.009	1.747
OC4	RS	339.291	277.980	356.286	329.660	343.210	241.399	267.738	331.409	349.100
	RSD	272.689	230.483	302.241	288.902	280.949	204.845	219.751	268.191	292.032
	RSF	60.225	46.467	52.299	37.495	60.994	34.966	47.751	63.080	54.656
	F	2.414	0.469	0.621	1.260	0.467	0.834	0.111	0.052	0.877
OC5	RS	304.345	253.795	321.569	310.717	317.821	236.711	216.818	296.447	295.973
	RSD	247.755	213.792	273.476	271.976	258.453	198.975	177.419	240.558	237.799
	RSF	43.911	38.066	46.358	36.513	56.077	35.295	39.143	55.710	51.580
	F	5.477	0.969	0.684	0.910	1.318	1.313	0.149	0.076	2.871
OC6	RS	238.134	214.302	282.675	279.941	246.865	234.998	230.866	293.798	243.934
	RSD	196.956	171.411	243.334	251.063	203.913	199.415	189.226	238.815	203.582
	RSF	36.389	41.854	39.077	27.359	42.481	34.998	41.403	54.876	38.629
	F	2.586	0.613	0.118	0.687	0.241	0.314	0.129	0.046	0.896
OC7	RS	270.553	242.219	290.700	274.255	292.845	232.661	222.859	275.428	261.387
	RSD	252.111	197.903	248.923	245.033	247.225	196.499	183.401	223.676	224.660
	RSF	28.802	44.132	39.353	25.549	36.816	35.032	38.852	51.344	30.062
	F	-4.647	0.096	1.059	1.710	3.905	0.615	0.344	0.187	3.297
OC8	RS	389.517	313.997	368.297	344.415	399.465	237.890	288.621	339.902	377.079
	RSD	311.144	255.518	302.484	294.052	317.325	203.276	234.787	275.381	311.872
	RSF	69.115	57.806	59.444	50.201	80.955	34.605	53.794	64.155	59.680
	F	3.068	0.271	2.217	0.059	0.375	0.005	0.017	0.136	1.874
OC9	RS	391.138	314.399	372.766	348.132	403.866	241.693	286.800	340.201	384.259
	RSD	311.299	255.970	311.217	293.444	319.471	206.390	232.009	274.687	316.131
	RSF	68.482	57.319	60.853	48.299	80.541	34.471	53.767	62.015	57.531
	F	3.768	0.446	0.236	2.356	1.214	0.435	0.451	1.309	3.573

Table 4: Hierarchical regression analysis for ownership structure of company (R square i F changes)

Independent	Dependent	R square	F-change
OC1	JS1	.155	10.962
	JS2	.134	12.567
	JS4	.076	5.557
	JS5	.091	9.467
	JS6	.024	4.756
	JS7	.060	6.676
	JS8	.037	4.255
OC7	JS1	.351	3.827
	JS5	.302	4.876
OC8	JS3	.029	3.869
	JS9	.040	2.738
OC9	JS4	.024	3.865
	JS8	.011	2.283
	JS9	.035	4.208

Table 2. presents Pearson's coefficients of correlation OC_i and JS_j for D (domestic) and F (foreign) companies in Serbia, for every i, j=1, 2, 3, 4, 5, 6, 7, 8, 9. In domestic companies in Serbia correlation between organizational culture and job

satisfaction is more significant. OC1 and JS_j are significantly different in domestic and foreign companies. Correlation is statistically significant in domestic companies, and in relation of OC1 i JS6 in foreign companies.

OC3 has more significant relation in domestic and foreign companies in correlation with JS2, JS3, JS4, JS6, JS7, JS8, JS9. OC8 has more significant relation in domestic companies in correlation with JS3, JS5 and JS9. Chow test results for differences of regression coefficients for regression between OC_i and JS_j for sub-groups domestic and foreign companies are presented in Table 3.

The results of hierarchical regression analysis are presented in Table 4., and the results of R square and F changes which are statistically significant and support H(OC_i, JS_j) regressions for sub-groups D (domestic) and F (foreign) companies.

DISCUSSION OF RESULTS

Increase of OC1 is followed by faster increase of negative effect JS1, JS2, JS4, JS5, JS7 and JS8 in sub-group F, but coefficients are not significant and JS6 is not significantly different from zero in sub-group D. According to the results of Chow test, national origin of companies is a moderator of a relation OC1 and JS1 (F=7.125), JS2 (F=8.160), JS4 (F=3.246), JS5 (F=5.423), JS6 (F=2.983), JS7 (F=4.039), JS8 (F=2.526) and JS9 (F=3.737). Hierarchical regression analysis has confirmed moderating effect for all JS_j, except JS3. Reliance on rules and regulations, risk avoidance, work without initiative and work according to superiors to middle managers in sub-group D increase satisfaction with pay, promotion, benefits, rewards, coworkers, nature of work, communication. It also, leads to increase of negative effect operative procedures. Results of analysis are expected, and they confirm that Serbia tend to high degree of uncertainty avoidance. With increasing uncertainty avoidance, all aspects of job satisfaction are increasing, except JS6.

According to Chow test and hierarchical regression analysis, national origin of companies is not moderator of regression between OC2 and JS_j. Hierarchical regression analysis does not support the moderator effect of national origin of companies on relation OC3 and JS_j. According to Chow test national origin of companies is moderator of relation OC3 and JS1 (F=2.920). The regression coefficient between the independent variable OC3 and JS_j are significantly negative, for every j except for j=6. The increase of the perception of power distance is followed by a increase of negative effect on pay satisfaction. Middle managers from sub-group F has higher expectations from work conditions, precisely two-

way communication, feedback, promotion and availability of resources. Because of that, recognition of practice that is common for domestic companies in Serbia, is followed by a decrease of satisfaction with pay.

By the Chow test, national origin of companies moderates the relation between OC4 and JS1 (F=2.414). Hierarchical regression analysis does not support the moderator effect of the national origin on the regressions between OC4 and JS_j, where j=1, 2, 3, 4, 5, 6, 7, 8, 9. Institutional collectivism has its roots in the long period of socialism, during which the principle of egalitarianism was highly valued. Organizations with a high level of institutional collectivism practices encourage and reward the collective distribution of resources and collective action; predominantly as a member of a lifelong group or organization. Middle managers in Serbia consider that personal goals are of less importance than common organizational goals.

By the Chow test, national origin of companies moderates the relation between OC5 and JS1 (F=5.477) and JS9 (F=2.871). Hierarchical regression analysis does not support the moderator effect of relation OC5 and JS_j. Since in the general sample the regression coefficients between the independent variable OC5 and the dependent variables JS_j are significantly positive, except for j=6, which is significantly negative in sub-group D, the increase of perception of human orientation is followed by the increased satisfaction with all aspects of the job, except for satisfaction with operative procedure. In sub-group D increase of OC5 is followed by increase of pay satisfaction, and makes favourable conditions for active communication in sub-group F. Middle managers in foreign companies in Serbia expecting organizational culture with formal relations and culture oriented to wellbeing of company. In domestic companies increase of OC5 is followed by the increased informational flow, flexible communication and important information's about the position of the organization.

According to Chow test results, national origin is moderator of relation OC6 and JS1 (F=2.586). Hierarchical regression analysis does not support the moderator effect of national origin of companies on relation OC6 and JS_j. In the general sample, all regression coefficients between OC6, JS_j are positive and significantly different from zero, except JS6 which is significantly negative in sub-group D. In sub-group F increase of OC6 is

followed by pay satisfaction. Adequate training programs, feedback and work validation result increase of pay satisfaction. Middle managers in sub-group F acquire new knowledge that they find useful.

Chow test has shown national origin of companies in Serbia a moderator considering the relation of OC7 and JS_j for $j=1$ ($F=-4.647$), 5 ($F=3.905$), 9 ($F=3.297$). Hierarchical regression analysis has confirmed moderating effect for OC7 and JS1, and JS5. In sub-group F increase of OC7 is followed by faster increases of JS_j, $j=1, 5, 9$ than in the case of sub-group D. Middle managers in foreign companies in Serbia are more satisfied with pay, promotion and communication, than middle managers in domestic companies. Satisfaction increase is resulted by promotion based on results, good and harmonious relations with their superiors followed by information's for improvement of performances. According to O'Connell (2001), if employees mean that they are paid fair relatively to the others from the organization, they demonstrate higher level of commitment to the organization and they have pay satisfaction.

Chow test has shown ownership structure of a moderator considering the relation OC8 and JS1 ($F=3.068$), but coefficients of correlation are not significantly different from zero. Hierarchical regression analysis has confirmed moderating effect for OC8 and JS9. Before privatization process, in socialistic period, although there were egalitarian tendencies, the role of woman was more connected to household. Like in many other countries, organizational culture in Serbian companies of that time was not favourable for women and their progress and, according to some authors, it was "organizational culture oriented towards men" (Bajdo and Dickson, 2001; Connelly and Rhoton, 1988; Helgesen, 1990; Klenke, 1996; Maier, 1999; Loden, 1985; Marshall, 1993). In domestic companies in Serbia, woman's still face the effect of "glass ceiling", and also numerous prejudice. For that reason, in sub-group D, increase of OC8 is followed by satisfaction with superiors and communication. On the contrary, in sub-group F, organizational culture with high value of OC8 is expected.

Statistical analysis supported the moderator effect of national origin of companies on the regressions between OC9 and JS1 ($F= 3.768$), and JS4 ($F=2.356$) but coefficients of correlation are not significantly different from zero. Hierarchical regression analysis has confirmed moderating

effect for OC9 and JS4, JS8 i JS9. Perhaps the increase of OC9 in the D sub-sample employees produces an additional perception of the lack of harmony in relationships, which causes a decrease in the satisfaction with communication.

CONCLUSION

Liberalization of the economy and democratization of politics in the early 2000 in Serbia entailed changes in the organizational culture. Nevertheless, several inherited features from the command economy organizational culture are still common for Serbian organizations (for example, a high power distance organizational culture). The research results have showed that national origin of companies represents moderating relation between some dimensions of GLOBE organizational culture and aspects of job satisfaction and that it is a significant factor which determines job satisfaction of middle managers in the companies in Serbia. Our results may help leaders in domestic and foreign companies in Serbia to introduce changes of organizational culture through maximizing or minimizing certain cultural dimensions in order to increase the level of facets of job satisfaction.

Foreign investors should be introduced with some characteristics of organizational culture dimensions in companies in Serbia. That can be very useful for construction of suitable organizational culture that correspond to values of national culture dimensions in companies in Serbia. Better knowledge of this issue is of great importance for foreign investors.

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