The Influence of Hofstede's Cultural Dimensions on Job Satisfaction: A Study of African Expatriates in Turkey[*]

Hofstede'in Kültürel Boyutlarının İş Tatmini Üzerindeki Etkisi: Türkiye'deki Afrikalı Çalışanlar Üzerine Bir Araştırma

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Abstract: This article investigates the influence of Hofstede's six cultural dimensions on job satisfaction among African expatriates working in Turkey. The study specifically focuses on the dimensions of Indulgence-Restraint, Individualism-Collectivism, Uncertainty Avoidance, Masculinity-Femininity, Power Distance, and Long-Short term orientation. A hierarchical regression model was employed to analyse the data collected through a survey questionnaire administered to legally employed African individuals from Ghana, Nigeria, South Africa, and Ethiopia. Results revealed that all five dimensions—Indulgence-Restraint, Individualism-Collectivism, Uncertainty Avoidance, Masculinity-Femininity, and Power Distance—displayed a significant relationship with job satisfaction. These dimensions exerted varying degrees of influence on job satisfaction, suggesting that cultural factors significantly influence the overall job satisfaction levels of African expatriates in Turkey. However, it is worth noting that no significant relationship was found between Long-Short term orientation and job satisfaction among the participants. This implies that this particular dimension may not play a prominent role in influencing job satisfaction among the surveyed African expatriates. The findings contribute to the existing body of knowledge on the intersection of cultural dimensions and job satisfaction, specifically within the context of African expatriates in Turkey. The results highlight the importance of understanding and considering cultural factors when examining job satisfaction levels among individuals from different cultural backgrounds.

Key Words: Hofstede Cultural Dimensions, Job Satisfaction, African Expatriates, Organizational Behaviour

Öz: Bu makale, Hofstede'nin kültürel boyutlarının Türkiye'de çalışan Afrikalı gurbetçilerin iş tatmini üzerindeki etkisini araştırmaktadır. Çalışma özellikle Hoşgörü-Kısıtlama, Bireycilik-Toplulukçuluk, Belirsizlikten Kaçınma, Erkeklik-Kadınlık, Güç Mesafesi ve Uzun-Kısa vade yönelimi boyutlarına odaklanmaktadır. Gana, Nijerya, Güney Afrika ve Etiyopya'da yasal olarak çalışan Afrikalı çalışanlara uygulanan anket aracılığıyla toplanan verilerin analizi hiyerarşik regresyon modeli kullanılarak yapılmıştır. Sonuçlar, beş boyutun tamamının (Hoşgörü-Kısıtlama, Bireysellik-Toplulukçuluk, Belirsizlikten Kaçınma, Erkeklik-Kadınlık ve Güç Mesafesi) iş tatmini ile anlamlı bir ilişki sergilediğini ortaya koymaktadır. Sonuçlar bu boyutların iş tatmini üzerinde farklı derecelerde etkisi olduğu göstermektedir; bu da kültürel faktörlerin Türkiye'deki Afrikalı gurbetçilerin genel iş tatmini düzeylerini önemli ölçüde etkilediğini ifade etmektedir. Ancak katılımcılar arasında Uzun-Kısa dönem yönelimi ile iş tatmini arasında anlamlı bir ilişki bulunamamıştır. Bu özel boyutun, ankete katılan Afrikalı gurbetçiler arasında iş memnuniyetini etkilemede önemli bir rol oynamayabileceği anlamına gelmektedir. Bulgular, özellikle Türkiye'deki Afrikalı gurbetçiler bağlamında, kültürel boyutlar ile iş tatmininin kesişimine ilişkin mevcut bilgi birikimine katkıda bulunmaktadır. Sonuçlar, farklı kültürel kökenden gelen bireyler arasındaki iş tatmini düzeylerini incelerken kültürel faktörlerin anlaşılmasının ve dikkate alınmasının önemini vurgulamaktadır.

Anahtar Kelimeler: Hofstede Kültürel Boyutlar, İş Tatmini, Afrikalı Gurbetçiler, Örgütsel Davranış

Introductıon

The majority of the time, the organization's analysis reveals that levels of job satisfaction differ between the nations in which it conducts business. Does this, however, actually imply that the organizational units are operating in a different manner? How does the national culture of the unit's operational environment affect job satisfaction? The complexity of the 21ˢᵗ century business environment demands insight beyond primary accounting data to intangibles such as cultural diversity, customer, and job satisfaction to improve firms' HR and leadership abilities. Countries such as Finland or Sweden among others proved income was not a significant antecedent of job satisfaction (Sven et al, 2015). Therefore, it is prudent to consider that your workers have different interests, need and values which improves their attitude towards work because job satisfaction varies across societies. It is not advisable for management to take any action to eliminate the influence of national culture on job satisfaction. Therefore, it is preferable for management to respect the influence of cultural diversities rather than change it (Jacob et al, 2010). Job satisfaction is essential to reduce employee turnovers and hence indebt analysis of cultural values will help employers and employees alike to better understand and tolerate each other in the ever-growing world of increased demand for labour.

Generally, job satisfaction can be elaborated as an attitude to work based on how the employee perceives different aspects of the job.

Job satisfaction according to Locke (1976) is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Job satisfaction can be attained when employees are motivated thus stimulating the actions that encourages employees to attain their goals.

This research work will fill a knowledge gap and will serve a good purpose for further studies. Available studies have identified several sociocultural values (attitude, family values, religious values, moral values, and communalism) that reflects employees' satisfaction on the job and considered vital across societies (Mensah, 2016). Apparently, giving reverence to cultural values are essential to enhancing the smooth operations of social organizations. Studies from Adams (2008), emphasized the relevance of equity theory as a focus on the employee perception of workplace fairness and equity; this in the long run endorsed employees' level of job satisfaction. His findings reinstate that when employers allowed religious values e.g., Prayer, fasting etc this leads employees' perception of justice at the working environment, and this enhanced job satisfaction. According to Katzell (1980) organizational psychologists have rolled out attitudinal variable which in their view constitutes job satisfaction, job involvement and organizational climate. Job satisfaction is vital to the success and/or failure of any human enterprise (Adeyinka et al, 2007). It induces efforts in employees which enhances productivity in the long run. Culture has varied definitions from various perspectives. A national culture is the collective mindset that is seen in the behaviour of a society, and this affects perceptions, thinking and characteristics of members (Morden, 1995). Hofstede describes national cultures as the 'collective programming of the mind which influences the groups response to change in environment'' (Hofstede et al, 1980). Research work form Tony et al (2006) emphasised national cultures of employees are inevitable if we need to realize best integration mechanisms- team work to increase output. This study deploys the cultural dimension from Hofstede to describe the relationship between culture of selected African employees in turkey and their job satisfaction. These dimensions when understood and applied properly, can help reduce the level of frustration, anxiety, and concern (Traquand, 2016). In this regard, this literature seeks to focus attention on Hofstede's cultural dimensions and cultural values that considers broad tendencies to choose certain states of affairs over others. These include the first four dimensions; Power distance, Uncertainty avoidance, Individualism-collectivism, Masculinity-femininity, and Long-term vs Short-term orientation added around 1987 then the latest in the 21ˢᵗ century indulgence-restraint dimension.

Purpose of this research:

Using legal African employees in Turkey as a case study, this research will describe the perception of employees on cultural dimensions and how satisfied they are with their jobs based on these cultural dimensions. Therefore, the central objectives of this research will be:

A. Describe the influence of Hofstede's cultural dimension on Job satisfaction.

B. Identify the rank of each country in each of the selected cultural dimensions.

C. Make recommendations to employers on which variables (cultural dimension) employees respond mostly to.

Problem statement and question of study:

Foreign employee turnover in Turkey gets worse by the day relative to other parts of Europe. Foreign employees have over the years thrown lots of tantrums on social media an example is a group called Blacklist English Schools (2014) where people talk about their bizarre experiences at varied institution, organizations, or companies. There is limited research on the influence of culture on job satisfaction- especially among African diaspora: What role does culture play in the event leading to job satisfaction? How do cultural dimensions influence job satisfaction? Based on an article published by Demir et al (2007) employee turnover at hospitality industries in Turkey averaged about 200% to 300% yearly-the entire working staff and more. Research from Guglielmo et al (2013) illustrated how employee turnover has adverse effect organization from several sectors including: increased cost of production, drop in employee productivity etc. Change in organizational culture was likely to have changes in employee job satisfaction levels (Malo, 2015). Can we therefore attribute these situations to culture? From these aforementioned research the following research questions are deduced:

1. Which of Hofstede's cultural dimensions have an inverse relation to job satisfaction?

2. Which of Hofstede's cultural dimensions have a direct relation to job satisfaction?

3. Which of Hofstede's cultural dimensions have no relationship with job satisfaction?

Scope and limitation of Study

African tends to be one of the continents differing much in culture to that of Turkey. More so, countries in Africa are characterized by people who although living together (which makes the west make of Africa as just one country) each has their own languages, traditions, and cultures. And simultaneously these people have cultures which cut across and that all and sundry understands. With the cosmopolitan nature of the African culture generalizations are likely to be misleading. For instance, Triandis et al (1989) disclosed Africa as a generally collectivist. Just a few studies have addressed the cultures within the cultures of African society. Hence, the study of these selected African countries via Hofstede's cultural dimensions. We will find out the relationship thus the correlation between culture of employees from these African countries and job satisfaction in Turkey.

This research will focus on Nigeria, Ghana, Ethiopia, and South Africa because of their large employee population in Turkey and because they are much accessible for this research. Hence, our choice of this sample population. This research will use correlation analysis to describe the relationship between culture and job satisfaction – correlation analysis will be made in due course. Data will be collected using carefully structured questionnaire and will be described using a Likert sale of 1 to 5 (strongly disagree, disagree, neutral, agree, strongly agree) to show the relationship between culture (as the independent variable) to satisfaction on the job (as the dependent variable) by all respondents. This literature will focus on Ethiopia, Ghana, South Africa, and Nigerian employees legally working and resident in Turkey. According to the Turkish ministry of labour and social security, a total of about 123,574 foreign employees were working in Turkey as at the end of the year 2020. Out of this 170, 133, 136, 253 are Ethiopian, Ghanaian, South African and Nigerian nationals respectively (TC Çalışma ve Sosyal Güvenlik Bakanlığı, 2021). All things been equal this research will look at a population of 346 respondents.

Literature

The Latin word culture, which means the plant of the ground, is derived from the word collere. Turkish culture has largely been described as collectivist (Göregenli, 1997). Cross-cultural psychology is relied upon to examine the behaviour of individuals in the event of cultural influence. It has been a cliché the media is often accustomed to issues such as drought, war etc in Africa as the base of the evidence of failure Vansina (1992) identified that Africa's autonomic cultural destruction as a part of the causes for Africa's ill development and awful performance. The connection between culture and job satisfaction is explored in this review of the literature. A vital component of employee wellbeing

and organizational performance is job satisfaction. People's views, expectations, and experiences at work are influenced by culture. Culture which has common values, beliefs, conventions, and practices. This has an effect on how satisfied people are with their jobs. The important research, theories, and models that have helped us grasp the intricate relationships between culture and job happiness are examined in this overview. This review's analysis of the available research offers perceptions into the cultural aspects that affect job satisfaction and recommendations for companies looking to improve staff engagement and satisfaction in a variety of cultural situations. Understanding employee attitudes, motivation, and performance heavily depends on job satisfaction. Employees' experiences, perceptions, and levels of job satisfaction at work are shaped by culture, which is a vital component of an organization's setting. In order to provide a thorough overview of the subject, this literature review tries to consolidate and assess the corpus of prior research on the connection between culture and job satisfaction.

One scholarly definition by Hofstede et al (2011) states that the collective training of the mind that separates members of one group or category of people from others is known as culture. By contrast Pinxteren (2017) is of the view that shared values in a culture setting are not necessarily held utmost by individuals. He explains that what is shared often times are not so much regarded among individuals. Meaning some people have the tendency to have personal values which in most cases are different from dominant cultural norm. Verma (2014) culture as the entire behaviour of a section of people generally considered to be the tradition of that people and are passed on from generations. Humans are carriers of culture which influences all aspects of our lives. According to Carolin Wabia culture reveals has two layers thus the concepta, and the percepta (Wabia, 2020). This is reinforced by Richter (2016) highlighting the various research of scholars around the concetpa and pecepta layers.

The concepta in this sense refers to the unseen which takes in account deeper layers of culture (assumptions, values, and norms). The pecepta on the other hand relates to how the concepta is exhibited and is observable, for example, in behaviours. This is exemplified also in the article from Sengun et al (2003) which suggests with the advent of globalization individuals from different cultures were reluctant to purchase foreign products. Although individuals were expected to be rational culture was vital in shaping their dispositions and behaviours. Heocklin (1994) therefore claims that if 'globally operating companies want their philosophies, objectives, products and services to be believed, they must attend to what these services mean to the people in each culture.

Hofstede's Onion model

Culture is exhibited in several ways: Hofstede et al (2010) presented the onion model, which illustrates how culture can be seen in action. Geert Hofstede created the Hofstede's Onion Model, also known as the Cultural Onion Model, as a conceptual framework to show the several layers of cultural norms and presumptions that have an impact on behavior. The model aids in comprehending how complicated culture is and how cultural values function on various scales. Since values, assumptions, and beliefs are hidden behind the surface manifestations of culture, the onion model highlights that although these manifestations are easily visible, they are only the topmost layer. It is necessary to delve under the surface in order to identify the underlying principles and presumptions that influence behavior and society in order to comprehend cultural differences.

The model also emphasizes how culture is multi-layered and interrelated, highlighting how cultural norms and presumptions influence all facets of social conduct. Bringing about significant alterations in behavior and attitudes requires ongoing work and awareness since changes in cultural norms and presumptions are frequently slow and gradual. It's critical to understand that the onion model is a conceptual simplification of culture and that cultural complexity goes beyond a linear development. However, the model invites a deeper examination of cultural norms and presumptions and offers a helpful framework for comprehending the layers of cultural influence.
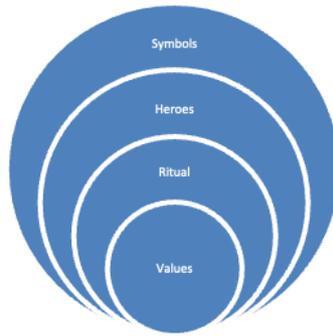
Figure 1. Onion model

Symbols: Dress, hairstyles, flags, and status symbols are examples of things or acts that are meaningful to only individuals who belong to the same culture (the cultural values of a society which also says a lot about social status e.g., wealth, livestock, number of wives etc). Because symbols are dynamic and change over time, they have been placed at the outermost, most superficial layer.

Heroes: These are people, living or dead, who are held in great regard for having qualities that are highly appreciated in a culture and who consequently serve as role models or standards for behavior. It is said that a country which does not honour her horoes and heroines is not worth your sacrifice.

Rituals: These are tasks that are inconsequential in and of themselves, but are carried out because they are valued as being crucial to a society. We can take into account things like greeting and showing respect for others, as well as social and religious rituals.

Values: are general propensities to favor some conditions of affairs over others. Practises are part of this diagram example to show how things are actually accomplished at the polar ends. Referring to the various contexts in which the other subjects may be displayed. Hence, contrasts between good and bad, dirty and clean, dangerous and safe, prohibited and authorized, decent and indecent, moral and immoral, ugly and beautiful, abnormal and normal, paradoxical and logical, and irrational and rational. Collectivism vs. Individualism: Collectivism, as a societal trait, is the method in which people in a society are incorporated into groups. Nonetheless, there exist weak links between those who practice individualism. Cultural values, which are the fundamental ideas, concepts, and beliefs held by people within a culture, are at the centre of the onion model. The underlying motivations and goals that influence behaviour and decision-making are represented by values. Individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity are just a few of the cultural variables that Hofstede noted might differ between cultures. These cultural characteristics shed light on the various ways that cultures value and give priority to particular facets of life, interpersonal interactions, and societal systems.

Hofstede's Cultural Dimensions

Geert Hofstede made the decision to look into cultural dimensions in order to better understand and study the variations in cultural beliefs and behaviours. A systematic framework for comparing and explaining cultural differences was a goal of his research, especially in the context of global commerce and management. Culture forms part of our everyday lives. All human society are guided by certain norms and regulations which forms their way of living. A way of living is the simplest description of culture. Culture has been defined differently by different people and in different ways. The collective training of the mind that separates members of one group or category of people from others is known as culture (Hofstede, 2011). In anthropology, the term "culture" is most frequently used to refer to tribes or ethnic groupings, while political science, sociology, and management use it to refer to nations and organizations, respectively Hofstede et al (2011). Organizational cultures reside rather in (visible and conscious) practices which is the way people perceive what goes on in and outside their organizational environment. Researchers and professionals gain extremely useful insight into the dynamics of cross-cultural relationships thanks to Hofstede's study, observations, and analysis (Jones,

2007). The aim of Hofstede's research was to find and quantify cultural factors that would account for variances in societal norms, values, and behavior. He sought to establish a thorough and systematic framework that may aid people and organizations in better understanding and managing cultural differences by creating a set of quantitative characteristics.

Geert Hofstede's studies on culture provides understanding of other cultures so that one may engage with people from other countries more successfully. These dimensions when understood and applied properly, can help reduce the level of frustration, anxiety, and concern (Traquand, 2016). While working at IBM, Professor Hofstede realized that despite the company's extensive corporate culture, people from many countries and regions had considerable cultural differences, even inside a single organization. He so looked into the differences in social behavior and ideas among people living in more than 50 modern countries Xiumei et al (2011). The most notable research project of its kind was undertaken by Geert Hofstede beginning in 1980 (Bond 2002; Hofstede 1997: Jones, 2007). Almost 60,000 respondents from over 50 nations completed the study's 116,000 questionnaires. From 1967 to 1978, Hofstede collaborated with IBM employees to gather the data for this study. He produced a factor analysis of 32 questions across 40 countries using the data he had collected. From this, he identified five bipolar dimensions which include Power Distance; Individualism/Collectivism; Indulgence verses Restraint, Uncertainty Avoidance; Masculinity/Femineity; and became the basis of his characterisations of culture for each country.

The end of the multi-national study by Hofstede comes six dimensions to characterise cross cultural differences. These are Power Distance; Individualism/Collectivism; Uncertainty Avoidance; Masculinity/Femineity, long term Orientation, indulgence-restraint dimension. In both academia and practice, Hofstede's research on cultural dimensions has had a substantial impact and his conclusions are frequently quoted. His work has helped individuals and organizations become more conscious of cultural differences and modify their approaches accordingly. It has also led to the creation of cross-cultural ideas and frameworks.

Power Distance

The tolerance for unequal power and wealth distribution is measured by the power distance Power Distance Index scores are available for 76 countries; they are often greater for East European, Latin American, Asian, and African nations (According to Hofstede et al (2011) this can actually hinder innovation because employees wait for their superiors before finishing a difficult assignment) and lower for English- and Germanic-speaking Western nations. The imbalance of power concentration influences performance of employees in the long run (Hofstede et al, 2010). For instance, studies from Beyene (2016) suggested manufacturing firms in Ethiopia scored high on power distance and therefore were bound to a culture of extreme uncertainty avoidance adding that, it reflected equally on commercial performance and innovation process. Power distance can have a big impact on leadership, decision-making, and communication methods. People may be less prone to question authority or speak out in high power distance environments, and senior executives may be in charge of making all the decisions. In contrast, decision-making may be decentralized and there may be greater team member engagement and consultation in low power distance cultures. Based on the work of Stephen (1994) it was suggested that unlike individuals on low power distance who exhibit less submissive attachments those on high power distance built submissive attachment to superiors. It's crucial to remember that power distance is a descriptive notion used to comprehend and contrast various cultural attitudes about power and authority rather than a value judgment about the cultural practices of a community. In an article published on (Learn, n.d.) website the polar ends of Power distance look like figure 2 below. This figure shows clearly the arguments between high and low power distance. A seen on the left side, the red animation is the head and distant for the other purple. The right-hand side however shows they are all on the same pedestal. Which of these two places do you think will be convenient for you to work in? The Power Distance evaluates how much less powerful people in a society are willing to accept and anticipate power to be divided unequally. It displays the degree of inequality and hierarchy present in a culture. Job stability, a clear sense of roles and responsibilities, and respect for authority people may all have an impact on job satisfaction in cultures with significant power distance and hierarchical systems that are respected. In contrast, variables like empowerment, autonomy, and opportunities for input and cooperation may influence job

satisfaction in cultures with low power distance, where equality and participative decision-making are prized. High Power Distance: Positions in the armed forces, the police, and typical business settings with rigid reporting connections all have hierarchical systems and clear lines of authority. Low Power Distance: Positions at start-ups, the creative industries, and cutting-edge enterprises that promote employee empowerment, participatory decision-making, and open communication. Authorities, respect for hierarchy, and clear lines of authority may be valued in cultures with a higher power distance. People in these societies may respect authority persons, follow rules and regulations, and perform well in jobs that call for effective decision-making and strong leadership.
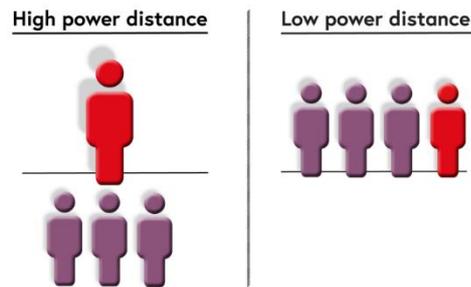
**Figure 2**. High versus Low power distance

Uncertainty Avoidance

What is your level of tolerance for unpredictable situation at work, home, or society you find yourself? According to Hofstede's definition of uncertainty avoidance, which measures how uncomfortable society members are with ambiguity and uncertainty, societies with a strong avoidance of uncertainty about the existence of constitutions and laws do not accept deviant ideologies or individuals who do not toe the line. A more liberated atmosphere is typical of societies with poor attempts to avoid uncertainty. Practice takes up more space than principles, allowing for the acceptance of opposing viewpoints to accepted ideas, creating ongoing chances for creativity and original thought. How people feel uncomfortable with uncertainty and ambiguity, has the tendency to have great effect on the habit to trust. Concerned with a society's tolerance for ambiguity and uncertainty, uncertainty avoidance ultimately relates to man's pursuit of truth. It also proves how threatened people feel in uncertain ambiguous cases and therefore try to sway from it via believe in truth and intolerance for deviant behaviors, it indicates how much a culture influences its people to feel uncomfortable or at ease in unstructured settings. For example, Hofstede discovered that Greece had the lowest UA score, which suggests that Greeks will be reluctant to make decisions and will need highly regulated work schedules. Also Irene et al (1995) suggested, employees with high uncertainty avoidance formed better commitments coupled with employment stability relative to others on low uncertainty avoidance. In terms of organizational behavior, leadership, and decision-making, uncertainty avoidance can have a big impact. Decision-making may be more hierarchical and centralized in high uncertainty avoidance cultures, with a focus on strictly adhering to rules and regulations. Decision-making might be more decentralized in cultures with low uncertainty avoidance, with a focus on adaptability and flexibility. It's crucial to remember that uncertainty avoidance is a descriptive notion used to analyze and compare various cultural attitudes toward uncertainty and risk rather than a value judgment about the cultural practices of a civilization. As already discussed, Uncertainty Avoidance assesses how much a culture perceives ambiguity, uncertainty, and change as threats. While societies with low uncertainty avoidance are more adaptive and receptive to new ideas, those with high uncertainty avoidance frequently have rigid norms, formal systems, and an aversion to change. High uncertainty avoidance cultures tend to favor consistency, predictability, and unambiguous regulations. In these cultures, elements like job stability, unambiguous expectations, and controlled work settings may have an impact on job satisfaction. In contrast, societies that encourage flexibility, adaptability, and entrepreneurial spirit may have low levels of uncertainty avoidance. Autonomy, creativity, and the chance to take risks may all have an impact on a person's job satisfaction in these environments. High Uncertainty Avoidance: Jobs that require adherence to strict

regulations, protocols, and standard operating procedures, such as accounting, compliance roles, and risk management. Low Uncertainty Avoidance: Jobs that involve adaptability, innovation, and ambiguity tolerance, such as research and development, entrepreneurship, and creative fields. Cultures that tolerate ambiguity well and shun uncertainty less often may be more adaptive and change-tolerant. They might be open to trying new things and taking risks, which can be advantageous in dynamic, quickly changing workplaces that call for creativity and agility.

Individualism versus Collectivism

Individuality refers to a member of society's preference for a weak social structure, in which they prioritize taking care of themselves and their families, whereas group refers to a member of society's preference for a strong social structure, in which they prioritize their close relationships with others and have unwavering loyalty to the community. Individualism opposite of this is collectivism and it is the extent to which people prefer to work alone or in groups. There are exceptional situations according to Triandis et al (1995) where idiocentrics (personalities who identify as individualistic) in collective societies are poised to leave a so-called collective group likewise allocentrics (a collectivistic personality) from individualistic groups. According to a study by Jusoff (2010), there are disparities in the levels of vertical individualism, horizontal collectivism, and vertical collectivism among Malaysian and Australian managers. His literature revealed Australian managers seem to have significantly high job satisfaction levels than Malaysian. Existing literature suggests religion has been pivotal in building strong social ties in Ethiopia making Her a generally collectivist society – point 80 for collectivism (Hofstede et al, 2010). In relation to self-construal, which is the grounds on which individuals view themselves as independent or interdependent in relation to other, is dovetailed with Individualism Collectivism (Hazel et al, 1991). She is of the view that the independent self-construal is autonomous meaning does not depend on others in the environment, but the interdependent self-construal is a more flexible variable consisting of relationships. Therefore, collectivist cultures symbolize and interdependent self-construal while individualistic ones symbolise independent self-construal. Other aspects of the self-construal focused on abstraction and concreteness. This is to say the individualist cultures are characterized by the abstract nature of the self, example in the inner being while collective cultures featured relatedness. Noting that neither individualism nor collectivism is fundamentally superior to the other is crucial. Both orientations have their advantages and disadvantages, and both can be useful in various situations. For instance, individuality might be better at encouraging ingenuity and originality, whereas collectivism might be better at encouraging social cohesiveness and cooperation. The decision between individualism and collectivism ultimately comes down to the individual's values and priorities as well as the cultural and social environment in which they live. Figure 3 below gives us a clear breakdown of the composition of individualism against collectivism. While the blue background picture has only one element among the three in a posture of hands raised obviously to answer to a task, there is no communication seen to be going on with the other team members. Unlike what we have in the red background photo where there is evidence of a connection with other team members. This interpretation was shared on linkedin by (Alvarado, 2017). It's crucial to remember that individualism versus collectivism is a descriptive notion used to comprehend and compare various cultural attitudes regarding the balance between the demands of the individual and the group, not a value judgment about the cultural practices of a society. Communication, decision-making, and leadership styles can be significantly impacted by individualism versus collectivism. People may be more likely to confront authority and express their thoughts openly in individualistic cultures, and decision-making may be more decentralized. In contrast, in collectivistic societies, maintaining social harmony and avoiding disagreement may be prioritized, and hierarchical decision-making may be more prevalent. As said earlier Individualism vs. Collectivism dimension examines how often people put their own interests ahead of those of the group. Collectivist cultures place a higher value on social cohesion, interdependence, and the collective well-being, whereas individualistic cultures place more emphasis on personal freedom, autonomy, and individual accomplishments. People from individualistic societies frequently place a high value on accomplishment, independence, and acceptance. Individual incentives or recognition, opportunities for self-expression, and personal accomplishments are only a few examples of the variables that may have an impact on job satisfaction in these cultures. People from collectivist societies, on the other hand, might place a higher value on loyalty, interpersonal relationships, and

social cohesion. For them, collaboration, interpersonal relationships, and the sense of making a difference in the success of the wider group are all related to job satisfaction. We may therefore argue that jobs that need a lot of autonomy, independence, and personal initiative, such those in the arts, business, and some leadership positions are suitable for people from individualistic societies while project management, healthcare professions, and community development roles are examples of professions that place a strong emphasis on teamwork, collaboration, and collective decision-making. Collaborative, cooperative, and teamwork promotion may be particularly strong in cultures with a larger emphasis on collectivism. These societies place a high importance on harmony, group consensus, and interpersonal relationships, which promotes strong team dynamics and collaboration in achieving common objectives. Individuals may be encouraged to take ownership of their job, explore entrepreneurial endeavors, and demonstrate independent decision-making in cultures that value individualism and personal independence. These cultural characteristics might be helpful in professions that value initiative, self-motivation, and individual accomplishment.
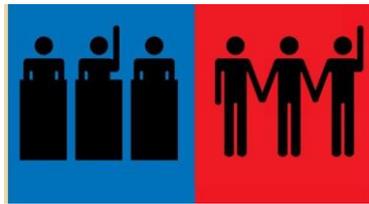
Figure 3. Individualism verses collectivism

Masculinity versus Femininity

The differences between masculinity and femininity can have a big impact on how people communicate, make decisions, and lead. People might be more focused on collaborating and reaching an agreement in very feminine cultures as opposed to strongly masculine ones, where people might be more likely to voice their viewpoints and compete for resources. Masculinity versus Femininity refers to the division of labor between the sexes, another fundamental problem for all societies to which a variety of solutions have been discovered. Characteristics like ambition, assertiveness, and competition are highly regarded in communities where the male gender predominates, such as many Asian, Middle Eastern, and South American nations. There could be a strong focus on achievement, success, and material wealth, as well as a hierarchical approach to power. A higher emphasis may be placed on traits like compassion, a good standard of living, and environmental protection in communities with high levels of femininity, such as many Scandinavian and Western European nations. There might be a flatter organizational structure, more collaboration, and decision-making that is more based on agreement. According to IBM studies, women's values are more universally held to be modest and compassionate than men's values are. Men's values, on the other hand, vary greatly from nation to country and are most markedly distinct from women's values, which are consistently held to be forceful and competitive. In a femininity society, both men and women should be modest and caring, and work and family life should be balanced. In contrast, in a masculinity society, work takes precedence over family life, and admiration for the strong is associated with ego, a desire for success, and a willingness to take risks. There are differences between social and biological roles. The words "sex" and "gender," which are used to denote gender in English, are not interchangeable. Due to biological factors related to sex, men and females are distinguished from one another. Females have a quicker metabolism, which is characterized by an expedited recovery after exertion, in addition to the ability to give birth. The two sexes perform quite distinct social roles since men always strive for self-realization rather than the acquisition of wealth and power, whilst women take care of others. One of the key cultural variables that Hofstede delineated was between masculinity and femininity. It's critical to remember that the concept of masculinity vs femininity is not a value judgment about the cultural practices of a culture, but rather a descriptive concept used to comprehend and contrast various cultural perspectives about traditional gender roles and characteristics. The degree to which a culture prioritizes traditionally masculine or feminine features is reflected in this dimension. Feminine cultures place a higher value on cooperation, caring for others, and quality of life while masculine cultures place more emphasis on competition, assertiveness, and material accomplishment. Job

happiness may be impacted by elements like recognition, professional growth possibilities, and rewards in male cultures where competition, achievement, and material success are valued. Job satisfaction may be impacted by elements like work-life balance, encouraging work settings, and a sense of purpose or fulfillment in one's work in more feminine cultures where cooperation, work-life balance, and quality of life are emphasized. Jobs that value rivalry, success, and aggressiveness, such as those in sales, finance, and leadership positions in fiercely competitive industries, are considered to be masculine. Femininity: Professions including social work, teaching, and healthcare that value teamwork, work-life harmony, and nurturing qualities.

Indulgence versus Restraint

The choice between indulgence and self-control can have a big impact on consumer behavior, social standards, and attitudes toward leisure time. People may spend more money on entertainment and leisure activities in highly indulgent societies than in very restrained cultures, where people may prioritize saving money and prioritizing work and productivity above leisure. People regard personal fulfillment and enjoyment more highly in communities with high levels of indulgence, such as those in the United States and many Western European nations. As a result, they may be more prone to indulge in things like drinking, eating, and entertainment. In contrast, individuals respect self-discipline, frugality, and a more austere lifestyle in communities with a high level of restriction, such as many Asian and Middle Eastern nations. There might be a stronger focus on restraint of one's wants and refraining from excessive or wasteful behavior. A recent addition to Hofstede's model of cultural dimensions is the indulgence vs. constraint or restraining cultural component. After studying values in 93 societies around the world, Michael Minkov created this dimension to address aspects that weren't covered by Hofstede's other cultural dimensions. This component had some correlation to the cultural contrast between long-term and short-term thinking. Consumer behavior, social conventions, and attitudes toward leisure time can all be significantly impacted by indulgence versus restraint. Those in highly indulgent cultures may be more inclined to spend money on entertainment and leisure pursuits, whereas people in highly restrained cultures may be more inclined to preserve money and place a higher value on work and productivity than leisure. The societies were divided into indulgent and restrained societies based on the results of this poll. The autonomous preferences that distinguish countries have this cultural component. Individuals in indulgence civilizations may feel content since these communities promote human needs and pleasure. Contrarily, countries that practiced restraint limited happiness and disregarded human needs. Restraint cultures discourage pleasure leisure and take delight in little or no expressions of freedoms, happiness etc. The opposite pole there is the tendency to allow gratification of natural human desires in indulgence cultures (Hofstede et al, 2010). In indulgence cultures individuals have the perception they have the free will to engage leisure or whatsoever exciting activities either with company or alone. In construct, having this similar kind of lifestyle to some extent is looked down on in Restraint cultures and tagged as ill manners or waywardness. According to Cai et al (2015) a survey on emotions among 6780 college showed students from much indulgent countries experienced better positive emotions. The indicator assesses the extent to which cultures manage their wishes and desires, based on the way people are raised. While great control over their desires is referred to as "restraint," the tendency towards comparatively weak control of their whims is referred to as "indulgence". It is a tolerant culture that permits the gratification of the basic human instincts to enjoy life and amuse oneself reasonably freely. A difficult to suppress society suppresses these needs and controls them through rigid social norms. It's vital to remember that indulgence versus restraint is a descriptive notion used to analyse and compare various cultural approaches towards the regulation of impulses and desires rather than a value judgment about the cultural practices of a community. This dimension assesses how much freedom people have to indulge their desires and have pleasure in life. High indulgence cultures place a high value on leisure, enjoyment, and self-expression, whereas high restraint cultures place a great value on suppressing satisfaction, rigid norms, and social rules.

Long-Term versus Short-Term Orientation

The difference between long-term and short-term thinking can have a big impact on how people conduct business, learn, and behave in society. People may be more likely to save money, make retirement plans, and invest in education in highly long-term oriented cultures than in extremely short-

term oriented cultures, where people may be more concerned with immediate achievement and rewards. It may be claimed that this dimension, which was discovered in a research among students in 23 different nations using a questionnaire created by Chinese academics, deals with virtue regardless of truth Traquand (2016) based on Confucian dynamism Xiumei et al (2011) which is also known as Long vs Short Term Orientation. Long-term oriented places for example are East Asian countries, followed by Eastern- and Central Europe. The temporal perspective of the society is an issue of the contemporary dimension. The two types of societies are those that focus more on the past and the present, and those that are concerned with the future. Long-term communities place a high emphasis on perseverance and savings, whereas short-term communities place a high value on adherence to societal norms and respect for the past. Countries in South and North Europe, as well as South Asia, have a medium-term emphasis. Short-term oriented are U.S.A. and Australia, Latin American, African, and Muslim countries (Hofstede et al 2011). Values associated with Long Term Orientation are thrift and perseverance; Family life guided by shared tasks; and values associated with Short Term Orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'. Nigeria scored 16 on long-term orientation index score and ranked 22nd among 23 countries (Hofstede et al 2010). An implication to this meant that a nigerian society is less likely to for example live with in-laws justifying the theory that a long-term oriented culture embrasses future preparations relative to short term. Similarly, other African countries in this survey obtained low points on long-term orientation which is to say they are more short-term oriented. However, this doesn't mean Africans are short-term thinkers but these orientations will be evident in the lifestyle of the characters invloved. It's vital to highlight that long-term versus short-term orientation is not a value judgment about the cultural practices of a civilization, but rather a descriptive notion used to comprehend and compare various cultural attitudes towards time, planning, and goal-setting. This factor indicates a culture's understanding of and attention to time. Long-term cultures place more value on tenacity, thrift, and traditions, whereas short-term cultures place more value on instant gratification, personal security, and upholding social duties. Long-term-focused cultures may place a higher value on tenacity, thrift, and long-term planning. In industries that demand long-term investment, strategic planning, and sustainable growth, this cultural factor may be favorable.

Job Satisfaction

The majority of multinational corporations monitor employee satisfaction in an effort to strengthen their leadership and human resources capabilities. This study in determining determinants of job satisfaction considered organisational equity and Aldefer (1969) submission on ERG (Existence, relatedness, growth needs) theory. With this a total of nine variables were employed for job satisfaction. Employers may not directly influence the existence needs (food, water, air clothing etc.) of employees but with the appropriate salary amounts employees can meet these with ease. Therefore, all things been equal employees will meet up existence needs with adequate salaries and that creates positive work attitude to improve satisfaction on the Job. Relatedness (relationship) from this theory also suggests employees are more satisfied at work depending on the level of respect, cordial atmosphere and cooperation from colleagues. Lastly, what are the intrinsic desires for employee's personal development and does an employee find the organisation's entourage to be supportive enough to aid in achieving these goals.

Research from Bradley et al (2001) suggested job satisfaction led to organisational commitment thus committed employees were less likely to leave their jobs. This desire to avoid premature exit from line of duty according to Wiener (1982) is because of cultural foundation or orientation instilled in an individual. This explains why there is relatively little employee turnover when collectivistically influenced culture individual is in an organisation where collectivism is enhanced. Meyer et al (1991) is of the view that people in a collective society build strong family ties which induces them to be loyal under the guise of fulfilling a moral obligation Meyer et al (1991). Research from Michael et al (2000) further suggested different levels of satisfaction across cultures. The research mentioned three levels of commitment thus- affective (emotional attachment), continuance (cost and opportunity cost of leaving) and normative commitment (an obligation to the company). In his research, Power Distance, Uncertainty Avoidance were related to normative and continuance commitment respectively while Collectivism was related to all commitment levels.

What therefore can we say is job satisfaction? Job satisfaction, according to Robert Hoppock, is a result of a combination of psychological, physiological, and environmental factors to truthfully to say I am satisfied with my job (Hoppock, 1935). Similarly, Victor H. Vroom says job satisfaction is an affective orientation to workspace that an individual is currently employed (Vroom, 1964).

Frederick Herzberg's (1959) motivator-hygiene theory figured out what lead to satisfaction at work and what leads to dissatisfaction at work. Thus, to find out which factors result in job satisfaction or dissatisfaction. Basically, the motivators thus factors whos' presence increase job satisfaction of employees- achievement, challenge, responsibility, recognition, autonomous decision, and hygiene factors are factors who' s absence leads to dissatisfaction, but presence does not necessarily lead to satisfaction. The bottom line of this theory is that there is a zero (0) point here there is neither satisfaction nor dissatisfaction.

Research Method

The present study is quantitative research which uses primary data to describe the correlation between culture and job satisfaction. African employees in Turkey were selected for this research because there is the availability of data and for conveniency sake. We painstakingly went through the odious task of primary data collection- (primary data was much reliable in this case because it is collected originally from source authentic and specific in nature). Responses to our survey were voluntary and participants responded anonymously via google forms and in some cases hard copies were used which later had to be coded vigorously into excel and SPSS for the purpose of reliability, frequency and correlation analysis. We shared the link to our questionnaire through google form WhatsApp platforms and also on various African group on social media especially Facebook. Our target was to gain more understanding into the cultural dimensions of selected African employees and further appreciate its role in Job satisfaction. Our questionnaire was of three (3) major parts the first was about demographics (Gender, Age, Country, Marital status, Industry, Level of education). Second, cultural dimensions and third job satisfaction. More importantly in order to ensure our respondents were only from the target sample they had to answer yes or no to legally working in Turkey. Any respondents who answered no were automatically blocked from going further with the questionnaire.

We obtained a 100% response rate. The initial response that was obtained when the google link was sent out were 155 then subsequently 100 more were obtained via hard copy distributions but for missing data (Demographics, incomplete items).

In other to describe the relationships between our dependent and independent variables and test our hypothesis we employed Hierarchical regression analysis Patricia (1983) which is detailed out in chapter 4. A strong method for analysing the relationship between a dependent variable and numerous independent factors is hierarchical regression analysis (Jong, 1999). Also, the reliability of the data is recorded in Table 2 at a Cronbach alpha coefficient of.912 This was used to examine the internal consistency and reliability of our survey questionnaire. Cronbach alpha coefficient is extremely accepted when it's greater than 0.7 up to 1.00 a coefficient of 1.00 indicates a perfect correlation (Joseph A. Gliem, 2003).

Cronbach's alpha value

Cronbach's alpha	N of items
.912	80

Demographics

The respondents from the selected African countries (Ghana, Nigeria, Ethiopia, South Africa) were 107 55 45 41 respectively, majority of these numbers were between the ages 25-30 (very youthful population) while 41-50 formed the least. This sample also had a greater proportion of Males than Females. The other demography we requested respondents to provide was their educational background of which Bachelor and Master students formed a chunk while high school respondents were the least. Interestingly most of our respondents who completed the survey worked in the education industry. Demographics of respondents are labelled below:

Table 1. Age count

Age					
Row Labels	Ghana	Nigeria	Ethiopia	South Africa	Grand Total
25-30	53	29	19	23	124
31-35	29	13	14	9	65
18-24	19	8	8	7	42
36-40	5	4	2	2	13
41-50	1	1	2		4
Total	107	55	45	41	248

Research Hypothesis

H1$_1$; There a is statistically significant relationship between "Power Distance" and job satisfaction.

H1$_0$; There is no statistically significant relationship between "Power Distance" and job satisfaction.

H2$_1$ There is a statistically significant relationship between 'Uncertainty Avoidance' and Job Satisfaction.

H2$_0$ There is no statistically significant relationship between 'Uncertainty Avoidance' and Job Satisfaction.

H3$_1$ There is a statistically significant relationship between Individualism-Collectivism and Job Satisfaction

H3$_0$ There is no statistically significant relationship between Individualism-Collectivism and Job Satisfaction.

H4$_1$ There is a statistically significant relationship between Indulgence-Restraint and Job Satisfaction.

H4$_0$ There is no statistically significant relationship between Indulgence-Restraint culture and Job Satisfaction.

H5$_1$ There is a statistically significant relationship between Femininity-Masculinity and Job Satisfaction.

H5$_0$ There is no statistically significant relationship between Femininity-Masculinity and Job Satisfaction.

H6$_1$ There is a statistically significant relationship between Long-Short term Orientation and Job Satisfaction.

H6$_0$ There is no statistically significant relationship between Long-Short term Orientation and Job Satisfaction.

Individualism-Collectivism

It is seen from figure 6 below that a chunk of the respondents concentrated between 3 to 5 on our Individualism-Collectivism axis in line with the view shared by Harry et al (1989) that Africans and African cultures are mostly collectivist in nature. His literature emphasised the interdependence among Africans and African language speakers. Similarly, Africa scored up to about 25 points on individualism collectivism from Hofstede's research indicating that Africa was generally collectivist (Oppong, 2013). This research also suggests a higher degree of collectivism scoring up to a mean of 3.68 in total as shown in grand total of Table 10 below. The highest frequency also in figure 7 below was recorded above 80 counts. Moreso, we can see how the various nationalities felt with this cultural

dimension. Nigeria scored the height with a mean of 3.86, followed by Ghana 3.68, Ethiopia 3.64 and finally South Africa 3.48

Table 2.

Row Labels	Average of Individualism Collectivism
Nigeria	3.869
Ghana	3.685
Ethiopia	3.648
South Africa	3.483
Grand Total	3.686

Power Distance

Contrary to what Oppong (2013) suggested on his African study, Power Distance of our target sample scored an average of about 2.598 as seen from Table 11 below which indicates that our respondents are relatively low on power distance. This is to say that our respondents do not necessarily accept hierarchical order and hence are of the view that power should be equally distributed. Subsequently, as evident in low power distance cultures respondents from this survey will not embrace so called superiors telling them what to do as a result of their perceived high locus of control. Figures 8 and 9 give a clear representation of this outcome. In figure 8 majority of our responses are between 1.5 points to at most 3 points of the Likert scale. And figure 9 has also displayed a clear frequency of the overall turn out. Similarly South African scored 47 on Power Distance Index (PDI) according to Hofstede et al (2010) which also vindicates the assertion of this research work that our sample from Africa are much Low on Power Distance.

Table 3.

Row Labels	Average of Power Distance
Nigeria	2.760
Ethiopia	2.585
Ghana	2.582
South Africa	2.434
Grand Total	**2.598**

Uncertainty avoidance

Accounting for uncertainty avoidance appeared to be the highest score on our Likert scale of 1 to 5. Scoring an average of about 4.289 from Table 12 in total is indicative that all things been equal majority of our respondents were skewed toward high uncertainty avoidance. This means judging form characteristics of cultures high on uncertainty avoidance, our respondents are more likely to keep their rigid believes and rules, take calculated risks, keep records meticulously etc. The bar chart and line graph from Figure 10 and 11 gives a clearer picture of how responses distributed. In much the same way a study from Brown et al (2006) suggests South Africans to be high on uncertainty avoidance and as result they take calculated risk, for example, when shopping online; they therefore only went ahead to purchase online if the seller was trustworthy.

Table 4.

Row Labels	Average of Uncertainty Avoidance
South Africa	4.409
Ethiopia	4.373
Nigeria	4.243
Ghana	4.231
Total	**4.289**

Femineity masculinity

This research also sorts to describe respondents' affiliation to Femineity Masculinity via the same approach employed to describe the dimensions mentioned earlier. Answers from our Likert scale scored an average of about 2.382 as seen in Table 13 this is indicative of strong presence of Femineity traits. And therefore, it is expected our respondents will prefer to for example build consensus and often resolve conflicts through compromise. Studies in Africa concerning the most extreme racial groups like black and white South Africans confirms a similar conclusion and suggested a stronger tendency towards Femineity scoring a mean of 1.97 and 1.99 for both black and white South African respectively (Oelofse, 2007). Our line graph in Figure 12 gives a clear representation of femineity of respondents. And our bar graph in figure 13 shows how a chunk of responses fell within 1 to 2 on our likert scale representing the highest frequency.

Table 5.

Row Labels	Average of Femineity Vs Masculinity
Nigeria	2.847
Ghana	2.315
Ethiopia	2.253
South Africa	2.073
Total	**2.382**

Short Vs Long Term Orientation

The next dimension looked at was time orientation which encompasses Short-term and Long-Term orientations. Responses for this stage was relatively high thus close to 5 thus 4.018 on our Likert scale indicating that our respondents were mainly long-term orientated as seen in Table 14. Therefore, based on features of Long-Term oriented cultures and all things been equal our respondents have a high propensity to save for future use. Likewise, the findings of Charles et al (2013) suggested based on the result of his study that investigated how Long-Term oriented culture impacts the practise of management in Uganda.

Table 6.

Row Labels	Short VS Long Term Orientation
Nigeria	**4.052**
Ghana	**3.932**
Ethiopia	**4.043**
South Africa	**4.045**
Total	**4.018**

Restrain Vs Indulgence

Describing this last dimension Indulgence culture was dominant with an average of about 3.646 as visible in Table 15 and Figure 14. This is a reflection of the view shared by Melton (2014) in his article about South Africa where indulgence scored about 63. South Africans in his research are where equally high on pragmatism and therefore he concluded that since both scores go hand in hand, they will be willing to for example spend money on recreational activities.

Table 7.

Row Labels	Restrain Vs Indulgence
Nigeria	3.803
Ghana	3.575
Ethiopia	3.609
South Africa	3.662
Total	**3.646**

Job Satisfaction

From our Job Satisfaction scale Nigeria ranked highest while the least was Ethiopia with averages of 3.649 and 3.535 respectively. The Table Q below gives a clear representation of how other countries felt. In total, the countries involved scored an average of 3.568.

Table 8.

Row Labels	Average of Job satisfaction
Nigeria	3.649
South Africa	3.570
Ghana	3.540
Ethiopia	3.535
Total	**3.568**

Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.697[a]	.547	.428	.51679	1.982

a. Predictors: (Constant), InVrs, PD, IC, FM, UA, SLT
b. Dependent Variable: JB

Our R value of 0.697 greater than 0.50 is a sign of high correlation between our variables. In relation to R square, 54.7 % of the data suits the regression model. This also shows our independent variable explains 54.7% of the variance in the dependent variable. Our Durbin-Watson value of 1.982 also is indicative of positive autocorrelation.

ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.131	6	3.522	13.187	.000[b]
	Residual	64.365	241	.267		
	Total	85.497	247			

a. Dependent Variable: JB
b. Predictors: (Constant), IR, PD, IC, FM, UA, LST

From our ANOVA table, a significance level of 0.000 which is less than 0.05 (p < 0.05) indicates that our variables predict well and shows a good fit for the result data.

Hypothesis Testing

Hierarchical multiple regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics		Sig.
		B	Std. Error	Beta		Tolerance	VIF	
1	(Constant)	.913	.346		2.63			.009
	IC	.138	.051	.158	2.69	.914	1.094	.008
	PD	.117	.050	.139	2.33	.874	1.144	.020
	UA	.148	.056	.185	2.63	.630	1.587	.009
	FM	-.089	.036	-.156	-2.50	.806	1.240	.013
	LST	.083	.086	.074	.959	.528	1.895	.339
	IR	.300	.082	.258	3.65	.626	1.599	.000

a. Dependent Variable: JB

Hypotheses	Results
$H1_1$	Accepted
$H1_0$	Rejected
$H2_1$	Accepted
$H2_0$	Rejected
$H3_1$	Accepted
$H3_0$	Rejected

H4$_1$	Accepted
H4$_0$	Rejected
H5$_1$	Accepted
H5$_0$	Rejected
H6$_1$	Rejected
H6$_0$	Accepted

Findings and summery

The findings of this study were put together in accordance with the problem statement, research question and the purpose of study which was started in chapter 1. Our problem statement stated, 'With the advent of frequent turn overs as expressed in chapter 1: What role does culture dimension play in the event leading to job satisfaction? - especially among African employees in Turkey'.

For individualism-collectivism our respondents scored a mean of about 3.6862. Judging from our Likert scale of 1-5 this mean can be described as above average and therefore inference could be made that our respondents are generally collectivist in nature. This dimension was also statistically significant with a significance level of 0.008 less than 0.05; hence, there is a statistically significant relationship between individualism-collectivism and job satisfaction. Moreso, our beta value of 0.158 is explained as a positive relationship between individualism-collectivism and job satisfaction. The implication of this is that this dimension moves hand in hand with job satisfaction thus, anytime individualism-collectivism attributes is on the rise job satisfaction is also increasing and when there are situations that decline individualism-collectivism job satisfaction also reduces.

Similarly, power distance equally had a direct relationship with job satisfaction with a beta value of about 0.139. However, unlike the earlier mentioned dimension power distance scored a mean of about 2.5981 which is below average judging from our Likert scale of 1-5. This mean score is indicative of the fact that our African respondents are fairly low on power distance. Also based on our hierarchical multiple regression model power distance proved it is significant with a significance level of about 0.020 which is below 0.05. Therefore, this positive significant relationship explains that both power distance and job satisfaction are directly related and hence move in the same directions. A change in either of this variable brings about a proportionate change in the other variable.

Responses from our respondence on uncertainty avoidance scored a mean of about 4.2895 arguable the highest mean amongst all dimensions measured on our Likert scale. This therefore means that our respondence were high on uncertainty avoidance and can be classified as been a high uncertainty avoidance culture. And like the aforementioned dimensions uncertainty avoidance had a statistically significant positive relationship with job satisfaction with a significance value of 0.009 at 0.05 level of significance. Our beta value of 0.185 from hierarchical regression model enforces the assertion of positive relationship. Therefore, in principle a positive relationship means that our dependent and independent variables move in the same direction in accordance with any title change in the former or latter.

In contrast with the dimensions mentioned above, femininity-masculinity had a negative relationship with job satisfaction with a beta value of -.089. This means that all things being equal any factors that will increase the prevalence of this dimension in a working environment will bring about a decrease in job satisfaction and any factors that leads to decreasing the femininity-Masculinity prevalence will increase job satisfaction. For this particular dimension our respondents scored a mean of about 2.3823 this was the least of the means of the dimensions measured and also blow average of our Likert scale. We can therefore make the inference that our respondents are generally high on the femininity cultural dimension. More importantly we also observed a significant value of 0.013 which is also below our confidence level of 0.05.

On the other hand, Short-Long term orientation had no significant relationship with job satisfaction obtaining a significance value of 0.339 which is above 0.05 significance level. This could be as a result that

most of the respondence in this study are younger and do not regard time orientation as an influence on job satisfaction. In a real-life situation majority of younger generation acknowledge that there is more time ahead. Ironically, our respondence scored a mean of about 3.9980 which shows that when it comes to time orientation, they are much more long term oriented.

The next dimension to look at is the indulgence-restraint dimension. The dimension scored a mean of about 3.6465 and a significance value of 0.000 which again is below 0.05 confidence level. This significance value suggests a significant relationship between indulgence-restraint dimension and job satisfaction. Practically speaking based on the beta value of 0.258 if there are any situations that are in favour of this dimension at a work place all things been equal will also increase job satisfaction the vice versa is also true.

Conclusion

The findings of this study speak a lot about the attitude of African employees in a working environment. This also adds to the essential elements human resource managers should consider in their hiring process especially when hiring employees from different cultural backgrounds. The present study describes the relationship between Hofstede's cultural dimensions and job satisfaction among Africans legally working in Turkey. The cultural dimensions described in this study are individualism-collectivism, power distance, uncertainty avoidance, femininity-masculinity, short-long term orientation, indulgence-restraint. A total of four (4) out of these six (6) cultural dimensions had a moderately significant positive relationship with job satisfaction among Africans working in Turkey. All dimensions had a direct relationship with job satisfaction. The only one (1) dimension that had a negative relationship with job satisfaction was femineity-masculinity. But short-long term orientation had no significant relationship with job satisfaction. Judging from our significance values it can be suggested that the dimension the exerts the most influence on job satisfaction was indulgence-restraint dimension while power distance had the least influence. In conclusion this study will like to reinforce the findings of Jacob et al (2010) that it is impossible for a multinational corporation to affect the results of work satisfaction surveys conducted in several national contexts. The country culture's impact on a job satisfaction survey cannot be reduced through managerial intervention.

Recommendation

The result of this study supports strongly the suggestion made by Jacob et al (2010) that national cultures have significant influence on job satisfaction. Considering that power distance was fairly low it is recommended that employers or management in general allow the existence of democratic bosses who will ensure that responsibilities are decentralized and, equality among workers are enhanced. This, in the long term, will allow subordinates to feel part of decision-making process and limit dependency on bosses. On the account of individualism-collectivism our moderately collectivist outcome recommends that African employees in Turkey should be given working environments where group or team loyalty is encouraged so that working together and supporting each other's decisions shall be made to serve the best interest of the group. Also, the high results from uncertainty avoidance dimension recommends management to ensure that there is an avenue for African employees to feel there are formalized rules and procedures to rely on to take carefully calculated risks so these employees wouldn't show any strong resistance to changes in their job description or work environment. As a result of the negative relation between femininity-masculinity dimension it is therefore recommended that management moderates the prevalence of this dimension. This means that although respondents were generally feminine there should not be excess attention to for example raise more females to higher positions or to give in to the preference of fewer working hours as hitherto would have been the case if a direct or positive relationship existed in the results from our respondents. As a result of indulgence dimension's high score, the present study will also recommend that since indulgence cultures are extroverted and have a sense of life control, it will be prudent that managers in Turkey give African employees the needed space to explore options available to them other than subjecting employees to routine work.

After careful evaluation of all literature around this study the current study would like to recommend generally that organizations can develop a culture that celebrates diversity, encourages inclusion, and improves job satisfaction for employees from various cultural origins by putting these suggestions into practice. This enhances organizational performance and staff retention in addition to

creating a positive work environment. To assist employees, understand and value cultural differences, organizations should engage in cultural awareness training programs. Employees can negotiate various work situations more skilfully, encourage inclusivity, and lessen cultural misconceptions that might affect job satisfaction by cultivating cultural intelligence. Establish a corporate culture that respects diversity, encourages inclusiveness, and values many cultural viewpoints. This entails putting in place inclusive policies and practices, encouraging open communication, and making sure that workers from various cultural backgrounds have equal opportunity for progress. Recognize that leadership philosophies may need to change to account for cultural variations. In order to understand how various cultural norms and expectations may affect employee happiness, leaders should receive cross-cultural leadership training. In a variety of cultural contexts, flexibility in leadership techniques, such as taking participatory decision-making or mentoring into consideration, can increase job satisfaction. Provide employees with training and development opportunities that are tailored to their unique needs and objectives. Offer employees opportunities for career progression and assistance as they pursue their personal and professional objectives. Increased job satisfaction and engagement may result from this. Make sure that, regardless of cultural background, incentive systems are impartial, open, and based on merit. Recognize and value the efforts and accomplishments of all people. This promotes among workers a sense of justice, equity, and job happiness. Recognize and take into account cultural differences in desires for work-life balance. To help employees maintain a work-life balance that is consistent with their cultural norms, offer flexible work arrangements like telecommuting alternatives or flexible scheduling. This may improve both overall wellbeing and job satisfaction. Establish a collaborative, team-oriented, and open communication-promoting work environment. Encourage social interactions and team-building exercises that let workers from various cultural backgrounds communicate and form bonds. The success of an organization as a whole and job satisfaction are both boosted by a positive work environment. Keep an ongoing eye on employee satisfaction by conducting regular surveys and providing feedback. This helps pinpoint areas for growth and offers insightful information about the cultural aspects that may affect job happiness. Utilize the input you've received to resolve any issues and make the necessary adjustments to improve your job happiness. Encourage teamwork and cross-cultural collaboration chances. Encourage workers from various cultural backgrounds to collaborate on projects, exchange expertise, and gain insight from one another's viewpoints. This fosters cross-cultural understanding, fortifies bonds, and raises job satisfaction. Recognize that culture is dynamic and that in order to satisfy the changing requirements and expectations of employees from various cultural backgrounds, organizations must continuously learn from their practices and modify them. Keep abreast of cultural changes, take part in continuing cultural sensitivity training, and be willing to change organizational procedures as needed.

Limitation

One major limitation of this study was the inability to examine employees job satisfaction based on other equally relevant cultural studies other than only this cultural dimension from Hofstede's research. Some examples include:

The GLOBE project, which stands for "Global Leadership and Organizational Behavior Effectiveness," carried out a comprehensive cross-cultural study involving more than 60 nations. Assertiveness, future orientation, gender differentiation, uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, performance orientation, and compassionate orientation were among the nine cultural aspects that were found (House, 1990).

Also, Seven cultural dimensions were included in Fons Trompenaars' framework: universalism vs. particularism, individualism vs. communitarianism, neutral vs. affective, specific vs. diffuse, achievement vs. attribution, sequential vs. synchronous time, and internal vs. external direction (Hampden-Turner, 1998).

Furthermore, Ten universal values, including self-direction, stimulation, hedonism, achievement, power, security, tradition, conformity, compassion, and universalism, are identified by Shalom Schwartz in his thesis of fundamental human values. Cultural differences are understood and compared using these values (Schwartz, 2012).

Again, the distinction between high-context and low-context cultures was put forth by Edward T. Hall. Low-context cultures emphasize explicit communication and rely less on contextual information, whereas high-context cultures significantly rely on nonverbal clues, implicit communication, and common knowledge (Hall, 1959).

These are only a few instances of further studies and conceptual frameworks that look at cultural features and variations. To complement Hofstede's Cultural Dimensions and advance knowledge of cultural diversity, each of this research provides distinct viewpoints and insights on cultural variances.

Then again, the present study made use of representatives from only 4 African countries which is not representative enough for a continent with over 50 countries. Future studies could capture an appropriate number of countries considering at least 3 north African countries to make it more diverse. Moreso, a non-linear relationship could be considered in future research other than the linear between culture and job satisfaction which was employed in this literature. The former would be much feasible. Future studies might want to consider a non-linear relationship. The fact that these connections are not absolute and that people within a culture can have different tastes and priorities should be noted.

Furthermore, cultural dimensions interact with other elements like organizational culture, leadership philosophies, and individual personality qualities, all of which may have an impact on job satisfaction. Therefore, when studying the relationship between cultural aspects and job satisfaction, it is important to take into account organizational factors, individual differences, and the particular cultural setting.

It is clear from the preceding parts of this research that there is little research on African culture and job happiness, which affected the research's scope. Also, because this work relied on legal employees, future research could want to take into account illicit labor for a more comprehensive perspective.

Additionally, a constraint of this study was the disadvantage of self-report data gathering and expecting respondents to be honest or truthful via the use of likert ratings. It's thought that available literature pays the least attention to the indulgence versus restraint cultural issue. In light of this, the current study suggests more investigation in this area.

Since this research was mostly descriptive, its main drawback is the absence of causation, which is a characteristic of all descriptive research. As a result, the current research does not demonstrate a cause-and-effect relationship; rather, it tries to describe and analyze a phenomenon as it occurs in nature. Despite not identifying the fundamental causes for these relationships, we were able to shed light on correlations or associations between variables. Furthermore, there is little generalizability because the research at hand uses a particular sample of Turkish workers or a specific situation. This may restrict the findings' potential to be applied to a larger population or in other contexts. Therefore, the findings are only relevant to the particular population or circumstance under study (Africans in Turkey).

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