

Women in Bulgarian Management: Cultural Perceptions

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The study of cultural perceptions of the role of women in Bulgarian management is based on the survey of 125 Bulgarian managers conducted in 2014-2015 and application of the GLOBE cross-cultural research methodology. It highlights relatively high scores on behavior-tied perceptions of Gender Egalitarianism in Bulgaria compared to 62 societies and moderate scores on value-tied scores. The study displays visible gaps in perceptions of gender roles between women managers and male managers. The paper also compares Bulgarian managers' perceptions on Gender Egalitarianism with the data from the European Union countries and confirms their consistency with the broader GLOBE research assessments.

INTRODUCTION

One of the fundamental pillars of Bulgaria's progress as a civil and democratic society is its commitment to non-discrimination on nationality, race and gender. The country strives towards the equality and the development of women in all spheres of economic and social life. Institutional mechanisms stated in the Bulgarian Constitution (1991), Family Code (1985, amended in 1992) and Labor Code (1986, amended in 2001), the Law on Protection against Discrimination (2004), as well as by the Charter of Fundamental Rights of the European Union (Article 23) ensure equal treatment of men and women at work, and in access to employment conditions.

Gender egalitarianism has been one of the visible distinctions of Bulgarian business and management practices when compared to the other countries and to the European Union countries in particular. Hence, it is important to more closely monitor and analyze the evolution of the role of women in the modern Bulgaria and predict the contribution of gender egalitarianism to the sources of the country's competitive advantage.

This article responds to the needs to better understand practices of diversity and gender egalitarianism in a multi-national perspective. It is based on the authors' large-scale survey of Bulgarian managers and displays the results of empirical study of perceptions about gender roles in society as reported by business managers. The article provides a broader overview of Bulgarian culture as perceived by the management population, and displays the instrumentality of the 62-societies' Global Leadership and Organizational

Behavior Effectiveness (GLOBE) research (House et al 2004) in studying cultural attributes of Bulgarian management with the focus on gender egalitarianism relative to the other countries, in particular those in the European Union.

LITERATURE REVIEW

This article sheds light on diversity and gender egalitarianism in Bulgaria, a European country known for its long history and important modern role in the European Union and beyond. It also responds to the fact that societal processes in this country have been on a periphery of the mainstream academic studies, especially in the cross-cultural literature.

The advanced studies of diversity and gender roles in Bulgaria and more specifically, in business and management, are a multi-disciplinary endeavor that stems from several streams of scholarly research. These studies combine understanding of historic and cultural roots of distinctive gender-tied patterns in this country and perceptions of those practices by Bulgarian managers. Hence, an integration of a broader historic and societal perspective on gender roles in Bulgaria with the modern cross-cultural research provides the foundation for designing a comparative cross-cultural profile of the role of women in Bulgarian management.

Cultural Attributes of Bulgarian Management

Located in Southeast Europe along the Balkan Mountains near the Black Sea, bordering Romania, Greece, and Turkey, Bulgaria is a country with long and rich history and distinctive culture. Stemmed from ancient civilizations with Thracian influences in the region during the Bronze Age, through the formation of one of the oldest states in Europe in the 7th century and integration into Byzantine Empire in the 12th century, five centuries of Ottoman Empire's subjugation, gaining independence in the 19th century, participation in four wars in the first part and Communist rule in the second part of the 20th century, modern Bulgaria is a full-fledged democratic and market-oriented modern state and a part of the European Union and the North Atlantic Treaty Organization.

An upper-middle-income country per the World Bank assessment, Bulgaria is known for its achievements in agriculture, machine-building, software development, tourism, and successful cross-border trade. The World Economic Forum's 2016-2017 Global Competitiveness Report ranked Bulgaria as #50 on competitiveness close to South Africa, Bahrain, Latvia, and Mexico; with stronger rankings in technological readiness, macroeconomic environment; with positive rankings in health and education and training, and market efficiency; but lagging behind in institutions, innovation, and business sophistication among other competitiveness pillars (Schwab 2016).

Bulgaria's distinctive culture is evidenced in Bulgarian language - South Slavic language of the Indo-European language family using Cyrillic script; the traditional influence of the Bulgarian Orthodox Church, long-standing traditions, symbols of national identity, food, clothing, and music.

The country's population (est. 7.1 million in 2016) is culturally homogenous – over 85% of its citizens declare themselves as Bulgarians (the rest are Turks, Roma and others). Minkov and Hofstede analyzed the clustering of European regions on measures of values and confirmed that 75% of Bulgaria's regions form homogenous and clearly delineated clusters with remaining leaning towards the other diverse East European regions (2014). Bulgaria has few distinctive subcultures that may blend with the other countries (for example, Roma) however, those are in relative minority and do not change the dominant Bulgarian ethnicity (Minkov & Hofstede 2012).

Davidkov (2004) summarized the results of empirical studies of Bulgarian culture conducted by Bulgarian researchers. He displayed the diverse methodological base on cultural studies of Bulgaria and explained that some scholars such as Todorov, Chadarova, Kabakchieva developed their original methodology while other researchers acquired either Hofstede's methodology (Kolarova, Minkovski, Vedur), or Trompenaars' methodology (Ivanova, Duraknev, Marinov, Katrandzhiev, Stoianova); or a combination of both (Gerganov, Silgiszhan, Genopov).

These findings positioned Bulgarian societal culture high on Uncertainty Avoidance, high on Power Distance, moderately high on Femininity, and moderately high on Individualism. The latter observations were supported by Karabel'ova's results of the 2010 survey that Bulgarian culture has "dominant individualistic" societal attributes (2011, 295). These results however, were somewhat different from Minkov's study that revealed lower Individualism in Bulgarian organizations (2002). Karabel'ova's survey also confirmed Power Distance attributes "oriented rather towards the maintenance of social inequality with dominant strict control and directive style of management" (2011, 293) but deviated from Minkov's results on Uncertainty Avoidance findings explaining that "low tolerance of uncertainty and high level of stress" require consistent rules and legal framework (2011, 301). Finally, Davidkov's comparison of the results of the surveys conducted in 2001 and 2008 confirmed the distinctions of Bulgarian culture such as high Power Distance and moderate Gender Egalitarianism along with the shift towards higher tolerance of uncertainty (2009). Overall, Bulgarian culture-focused studies present the distinctive societal cultural profile however with visible deviations in empirical results on selected dimensions.

The other stream of cultural findings stems from the studies of Western management know-how transfer to Bulgaria. Conducted in a broader comparative context, it revealed variations between Bulgaria and other countries in management norms, values, and practices. For example, Michailova and Hollishead (2009) in their analysis of Western assistance to Post-Communist Bulgaria emphasized different levels of acceptance of innovations by different age groups. Comparisons with the Netherlands and Hungary on work motivation displayed Bulgarians' reduced responsiveness, downplaying feedback, and viewing extrinsic factors as sources of commitment (Roe et al. 2000). Comparisons of leadership behaviors with the United States suggested that Bulgarian managers can enhance subordinates' effectiveness by increasing the use of legitimate power (Rahim et al. 2000). Comparisons with Austria in functional areas (such as marketing) highlighted Bulgarians' scepticism, sensitivity to perceived manipulation, and reserved responses to advertising (Petrovici et al. 2007) and comparisons to Hungary and Romania explained Bulgarian's lower fashion consciousness and higher dress conformity especially among older population due to relatively lower individualism and standards of living (Manrai et al. 2001).

Gender Egalitarianism in Bulgaria: Major Attributes

Generally speaking, gender egalitarianism is the extent to which an organization or society minimize gender role differences. Modern social science literature displays the search for understanding of this phenomenon and its attributes in different social context. The components of gender egalitarianism traditionally include attitudinal domain with gender stereotypes and gender-role ideology (Beall & Sternberg 1993); and behavioral manifestation with gender discrimination and gender equality (Hendrix 1994). This dimension was partially considered in cross-cultural and comparative literature, in particular in Hofstede's research and application of Masculinity-Femininity dimension to different countries and societies (1980). Most recently, scholars analyzed the relations between gender egalitarianism and economic health in 62 societies; however the results were mixed and relations between gender issues and economic development were not found as significant (House et al. 2004, 368).

While limited studies have been conducted on the phenomenon in Bulgarian context; the application of this concept may help to better understand the current trends in the country's transition to free markets; and to make stronger predictions about the dynamics in gender roles in Bulgarian business and management, and in a society at large.

Historic observations display the evolution of relations between the roles of women and men in economy and society. In medieval patriarchal Bulgaria the division of labor by gender was visible; attesting to the traditional gap in gender roles. However in the twentieth century, under Communism, the ideology of gender equality was promoted by the state aiming the inclusion of more women in the Bulgarian labor market.

The overview of gender egalitarianism in the modern Bulgaria displays the situation when women are more involved in household tasks, form a significant share of employment in education and healthcare, and do typical clerical jobs. Under Communism, Bulgarian women were also engaged in multiple family

services however the later were ignored in official economic statistics. However, the presence of women is relatively less visible in business administration, especially ta the executive level; and in jobs related to technical sciences. While women have comparable levels of education with men, they lag behind in the levels of compensation.

The European Union statistical data on gender roles in Bulgaria (Report 2011) displays a comprehensive and somewhat optimistic picture when compared to many other European countries. While lagging behind EU in life expectancy for both, women (77.40 vs. 82.21) and men (70.09 vs. 76.07), the gender gap in employment rates between men and women is smaller (9.8%) than the average in EU (13.3%); and the gender-tied pay gap in Bulgaria (13.6%) is also smaller than EU average (17.5%). Participation rates in business management and executive decision-making in on par with the European average indicators: sex distribution in companies' highest decision-making bodies in Bulgaria displays 11 women out of 100 executives compared to 12 out of 100 average for the European Union.

More recent data (Report 2013) suggests the decrease in gender gap in Bulgaria and supports earlier findings showing the female employment rate (56.3%) close to the European Union average (58.6%); and higher secondary educational level higher than the EU average (67.6% vs. 61.2%), and in college education close to the EU average (25.2% vs. 25.8%). This Report confirms the increase of women on corporate boards and confirms overall positive developments in line with the EU trend. And the 2017 Report on Equality between Women and Men in the EU (Report 2017) ranks Bulgaria as #1 in key decision-making bodies of national central banks; and #2 in national parliaments and governments.

According to the World Economic Forum's assessments of workplace equality with the Global Gender Gap Index, Bulgaria ranks high in 41th position among 144 countries with the index 0.726¹ (Schwab 2016). According to International Labor Organization, Bulgaria ranks 35th of 108 countries for women's percentage share of all managers. The percentage of women managers in Bulgaria is 36.4 of all managers; the percentage of senior and middle-level managers who are women in Bulgaria is 35.5 (ILO 2014). And according to the Inter-Parliamentary Union's Women National Parliament World Classification, Bulgaria ranks 66th out of 140 countries on the number of women members of the National Assembly, elected in 2014 (49 out of 240 members or 20.4 percent); and two thirds of judges in all national courts, at all levels, are women.

Overall, statistical sources display relatively high level of gender egalitarianism in Bulgaria stemmed from the combination of historical traditions, the impact of gender equality indoctrinated by the Communist state, and modern efforts in Bulgarian society to comply with egalitarian values of the European Union.

METHOD AND RESULTS

Advances in Cross-Cultural Research and the Design of Empirical Study of Women in Bulgarian Management

The perceptions of gender egalitarianism and their implications in managerial practices are among the key areas in the studies of national cultures. Two key questions dominated the recent discussion in international management literature: first, how to evaluate cultures and, second, how to measure cultural differences between and among cultures. Prior to moving to the analysis of a country's cultural profile and gender roles in Bulgarian society it is important to emphasize responses to those fundamental questions.

Advanced comprehensive cross-cultural studies have been associated with contributions by Hofstede (1980; 1993), Trompenaars (Hampden-Turner/Trompenaars 2000), Schwartz (1992, 1999, 2004), and Ingelhart (1997, 2004) with the follow-up applications to different countries and regions. However, comprehensive empirical researches on Bulgarian societal culture and its impact on the country's management practices as well as positioning this culture in a broader cross-cultural space have been rather limited. This was due to scholars' minimal access to broad groups of respondents in the past Communist-controlled society, delayed imports of Western management practices and methodology, as well as traditional suspicion towards surveys and behavioral research in a conformist Bulgarian

environment. Bulgaria was not included in the classical studies by Hofstede (1980), Trompenaars (1998) or Schwartz (1992) and only recently World Values Survey and European Social Survey added the data on Bulgaria to their databases.

In the empirical study of Bulgarian management and Bulgaria's societal culture, the authors relied on the methodology developed in the 62-societies' GLOBE study. While no research pattern is perfect and GLOBE's relative strength and weaknesses have been debated in the literature (Minkov & Blagoev 2012; Shi & Wang 2011; McCrae et al. 2008; Smith 2006), the following arguments explain the advancement of GLOBE research and relevance to the studies of Bulgarian culture.

First, the GLOBE concept of societal culture and its measurements stemmed from previous comprehensive researches by Hofstede (1980) and McClelland (1985) as well as the theoretical findings of Kluckhohn, Strodtbeck (1961), and Triandis (1995). Thus, GLOBE extended the theoretical foundations of cross-cultural studies and made a major contribution to organizational behavior literature. Second, GLOBE research shifted analytic focus from a primarily behaviorist or primarily anthropological perspective on societal cultures to the combination of both streams thus, permitting a more comprehensive analysis and interpretation of cultural data. Societal cultural profiles were measured separately but consistently in terms of two manifestations of culture: modal practices ("as is") and modal values ("should be") of collectives. Third, GLOBE research developed scales and psychometrically tested them for construct validity from inception. Societal cultures were operationally measured by assessing questionnaire responses from 17,350 managers in 62 societies with respect to the values they endorsed and reports of behavioral practices. Cultural values and practices were measured on a 7-point response scale with respect to nine cultural dimensions² that displayed high within-culture and within-organization agreement and high between-culture and between-organization differentiation. Fourth, sampling from middle managers permitted the generalization of the subculture of middle managers in the countries studied, and increased the internal validity of the study by insuring the homogeneity of the sample. However, the design of the GLOBE project, in particular through the combination of anthropological and psychological/behavioral traditions of culture assessment, a broader range of variables that were not often considered in cross-cultural theories, increased the generalizability of these findings beyond the culture of middle managers alone.

The application of GLOBE tools, namely those relevant to the analysis of gender egalitarianism, and inclusion of Bulgaria in the follow-up comparative analysis is explained with the following basic assumption. First, cultures overall do not change radically with a half generation (international acceptance of a generation cycle is about 25 years) and the major GLOBE data was released in 2004. Second, the authors made visible effort to align the profile of the surveyed managers in Bulgaria and tools used in data processing with the management population targeted by and core instruments used in the original GLOBE research.

Empirical Study of Managers' Perceptions of Gender Roles in Bulgaria

In order to analyze the current trends in gender egalitarianism in Bulgaria, in October 2014 - March 2015 the authors conducted the survey of Bulgarian managers. Out of 420 questionnaires distributed among managers in manufacturing and service companies, 125 questionnaires were returned (response rate 30%). They were processed towards the creation of perceptual patterns in Bulgarian business leadership and management.

Following the methodology and traditions of the GLOBE research, cultural values and practices in the survey were measured on a 7-point response scale with respect to Gender Egalitarianism dimension. The authors translated the original questionnaire (English version) into the Bulgarian language and tested it with back and forth translation conducted by different teams of native speakers. They approached middle managers of Bulgarian firms through several professional and business networks; with the distinctive support from the Burgas Chamber of Commerce. The respondents represented different parts of the country clustered around as major cities Sofia, Plovdiv, Burgas, and Varna.

The average age of those responded to the survey was 41.8 years; 51 men (40.8%) and 74 women (59.2%). Only two respondents (1.6%) were born outside Bulgaria (in Russia) and all are currently

Bulgarian citizens. 18 respondents (14.4%) lived abroad in one country for more than a year; and 6 (less than 4.8%) lived more than a year in two or three countries. Mothers of only 3 respondents were born outside Bulgaria (Poland, Russia) and fathers of only two respondents were born abroad (Greece). In the families of 13 respondents the second language was spoken (6 – Russian, two – German, one – Polish, one - Greek, one – Romanian, one – Serbian, one - Turkish).

On average respondents were employed for 18.1 years, by their current organization 10.9 years, and in a management position for 7.3 years. 34 respondents (27.2%) have had experience working in multinational companies, 31 participated in professional organizations (24.8%) and 21 – in industrial or trade organizations (16.8%). On average, respondents had 14.9 years of formal education; and 42 respondents (33.6 %) had received formal training in Western management techniques. Functionally, 30 respondents (24%) worked in general administration and planning; 9 (7.2%) – in research, engineering, technical support or production; 15 (12%) – in finance and accounting; 13 (10.4%) – in human resources management; 47 (35%) – in marketing, sales or purchasing; and 11 (8.8%) in after-sales services. While all managers spoke Bulgarian language in their organizations, other languages were spoken such as English (46 respondents or 34 %), Russian (24 or 19%), German (6 or 4.8%) and French (3 or 2.4%).

Gender-related questions in the GLOBE research followed the mainstream traditions in social studies and addressed the perceptions about participation in education, striving towards achievements, perceptions of failures, attitudes towards health, and positioning in decision-making structures. The empirical data was collected separately with behaviors-tied questions and values-tied questions. And the survey also permitted assessments on gender-tied perceptions separately for men and for women. The findings revealed the Gender Egalitarianism scores for Bulgaria that were further compared to the average scores for 62 societies that participated in the GLOBE research and to the profiles of 17 country members of the European Union (including two candidate countries).

Cross-Cultural Findings of the Study

On behavior-tied Gender Egalitarianism measures (practices, “as is”) Bulgarian managers’ scores are very high (4.42), far exceeding the average score for 62 societies (3.40). When positioned on the GLOBE rankings on Gender Egalitarianism, Bulgaria was on the top of the comparative list, displaying higher scores than the most egalitarian countries in the sample such as Hungary, Russia, Slovenia, Poland, and Denmark. Table 1 displays the Gender Egalitarianism scores for behavior-tied data compared to the other 57 countries that participated in the major GLOBE research.

TABLE 1
BULGARIAN BEHAVIOR-TIED (PRACTICES) GENDER EGALITARIANISM SCORES
COMPARED TO 57 COUNTRIES THAT PARTICIPATED IN THE MAJOR GLOBE
RESEARCH

BULGARIA	4.42	Finland	3.35
Hungary	4.08	Thailand	3.35
Russia	4.07	United States	3.34
Poland	4.02	Brazil	3.31
Slovenia	3.96	Indonesia	3.26
Denmark	3.93	Italy	3.24
Namibia	3.88	New Zealand	3.22
Kazakhstan	3.84	Ireland	3.21
Sweden	3.84	Israel	3.19
Albania	3.71	Japan	3.19
Canada	3.7	Taiwan	3.18
Singapore	3.7	El Salvador	3.16
Colombia	3.67	Germany	3.1
United Kingdom	3.67	Austria	3.09
Portugal	3.66	Ecuador	3.07
France	3.64	China	3.05
Mexico	3.64	Zimbabwe	3.04
Philippines	3.64	Guatemala	3.02
Qatar	3.63	Nigeria	3.01
Venezuela	3.62	Spain	3.01
Costa Rica	3.56	Iran	2.99
Bolivia	3.55	India	2.9
Georgia	3.55	Turkey	2.89
Malaysia	3.51	Zambia	2.86
Netherlands	3.5	Morocco	2.84
Argentina	3.49	Egypt	2.81
Greece	3.48	Kuwait	2.58
Hong Kong	3.47	Korea, Republic of	2.5
Australia	3.4		

On values-tied Gender Egalitarianism measures (values, “should be”) the Bulgarian score was moderate (4.74) when compared to the average for 62 societies (4.74); and when compared to the GLOBE rankings, Bulgaria scored on par with Bolivia (22th), Mexico (23th), and Kazakhstan (24th).

TABLE 2
BULGARIAN VALUES-TIED GENDER EGALITARIANISM SCORES COMPARED TO 57
COUNTRIES THAT PARTICIPATED IN THE MAJOR GLOBE RESEARCH

United Kingdom	5.17	Guatemala	4.53
Sweden	5.15	Poland	4.52
Ireland	5.14	India	4.51
Portugal	5.13	Singapore	4.51
Canada engl	5.11	Turkey	4.5
Denmark	5.08	Zimbabwe	4.46
United States	5.06	France	4.4
Australia	5.02	Hong Kong	4.35
Colombia	5	Japan	4.33
Brazil	4.99	Zambia	4.31
Netherlands	4.99	Namibia	4.25
Argentina	4.98	Finland	4.24
Germany	4.89	Nigeria	4.24
Greece	4.89	New Zealand	4.23
Italy	4.88	Korea, Republic of	4.22
Austria	4.83	Albania	4.19
Slovenia	4.83	Russia	4.18
Spain	4.82	Thailand	4.16
Venezuela	4.82	Taiwan	4.06
Bolivia	4.75	Indonesia	3.89
Kazakhstan	4.75	Malaysia	3.78
BULGARIA	4.74	Iran	3.75
Mexico	4.73	Morocco	3.74
Israel	4.71	Georgia	3.73
El Salvador	4.66	China	3.68
Costa Rica	4.64	Kuwait	3.45
Hungary	4.63	Qatar	3.38
Ecuador	4.59	Egypt	3.18
Philippines	4.58		

When compared between male and female respondents, the behavior-tied perceptual scores were different and higher among women managers (4.51) than among men (4.28). The gap in values-tied responses between women and men were even more visible (5.01 vs. 4.27). Figures 1 and 2 display comparative results of the study.

FIGURE 1
PRACTICES-TIED GENDER EGALITARIANISM PROFILE FOR BULGARIA WITH
DIFFERENT SCORES FOR MALE AND FEMALE RESPONDENTS.

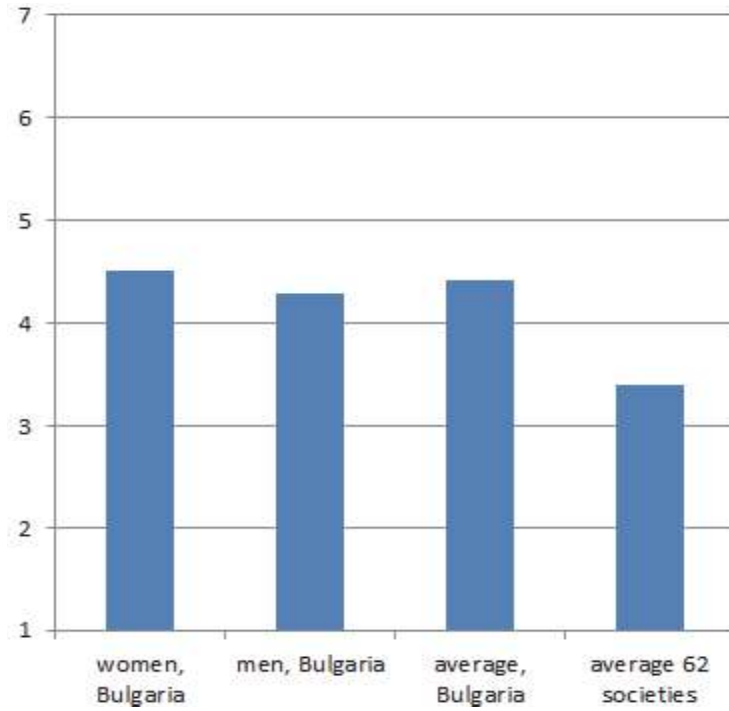
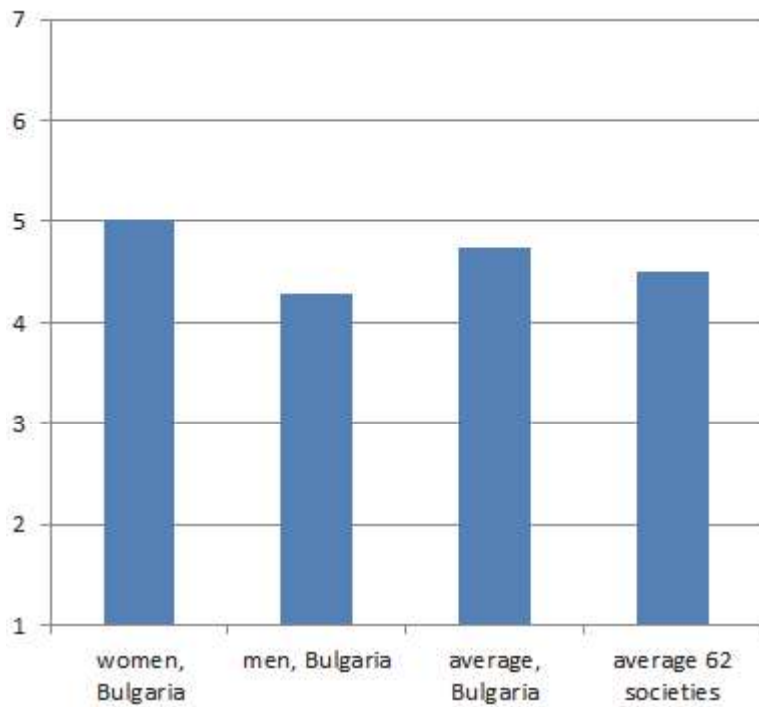


FIGURE 2
VALUES-TIED GENDER EGALITARIANISM PROFILE FOR BULGARIA WITH
DIFFERENT SCORES FOR MALE AND FEMALE RESPONDENTS



Finally, when compared to 19 countries of the European Union who participated in the GLOBE study (including two candidate countries), the findings were consistent with the major pattern. On behavior-tied scores Bulgaria was ahead of all other countries, with Hungary, Poland and Denmark among those close to Bulgaria. However, on values-tied scores, Bulgaria was somewhat in the middle of the group. Table 3 displays these comparative results for the European Union.

TABLE 3
BULGARIAN BEHAVIOR-TIED (PRACTICES) AND VALUES-TIED GENDER
EGALITARIANISM SCORES COMPARED TO THE SCORES OF THE EUROPEAN UNION
COUNTRIES THAT PARTICIPATED IN GLOBE RESEARCH (17 COUNTRIES PLUS TWO
CANDIDATE COUNTRIES)

Behavior-ties scores (practices)		Values-tied scores	
BULGARIA	4.42	United Kingdom	5.17
Hungary	4.08	Sweden	5.15
Poland	4.02	Ireland	5.14
Slovenia	3.96	Portugal	5.13
Denmark	3.93	Denmark	5.08
Sweden	3.84	Netherlands	4.99
Albania	3.71	Germany	4.89
United Kingdom	3.67	Greece	4.89
Portugal	3.66	Italy	4.88
France	3.64	Austria	4.83
Netherlands	3.5	Slovenia	4.83
Greece	3.48	Spain	4.82
Finland	3.35	BULGARIA	4.74
Italy	3.24	Israel	4.71
Ireland	3.21	Hungary	4.63
Israel	3.19	Poland	4.52
Germany	3.1	Turkey	4.5
Austria	3.09	France	4.4
Spain	3.01	Finland	4.24
Turkey	2.89	Albania	4.19

CONCLUSIONS AND FUTURE RESEARCH

Overall, the data on the perception of gender roles in Bulgarian business management based on GLOBE research methodology reveals distinctive country's profile on Gender Egalitarianism and suggests that this phenomenon serves as the important factor in business practices and in the economy at large. The study confirms the advancements in the equality of the roles of women and men and is consistent with the results of the other estimates by the international statistical authorities. It positions Bulgaria among the leading countries in terms of perception of the gender egalitarian practices; and among the top 50 percent of 62 societies who participated in the GLOBE research.

The visible advantage of this study is the detailed and comprehensive methodology that contributes to the reliability and credibility of the findings. The results were consistent with the previous studies and in case of Bulgaria, at societal level, emphasized the importance of egalitarianism, with practices scores ("as is") visibly higher than all-country average; and with values score also slightly higher than all-countries average. These data attest to the idea that Bulgaria remains an egalitarian society with expectations for

minimizing gender roles. It may serve as the role model to the other countries and take the lead in promoting gender egalitarianism standards in the European Union. And considering the growing role of women in the labor force in the near future, the knowledge of trends and perceptions in this area may help Bulgarian organizations to capitalize on the roles women play as economic actors and create the unique competitive advantage. However, the value-tied scores (“should be”) present a modest profile of Bulgarian gender egalitarianism in some way, abandoning its leadership as the role model in the European Union and cross-cultural mindscape at large.

The results of this study provide the basis for future research and offer the following important conclusions. First, the configuration of the cultural profile of Bulgarian management including distinctions in perceptions of gender roles in management, cannot be understood without a deep knowledge of history and culture of Bulgaria, and the past and present of the Bulgarian society. Hence, further cross-discipline research that bridges the gap between historical analysis and empirical behavior and anthropological studies is in demand. Second, the studies should move further, beyond cultural profiling of Bulgaria towards an understanding of the impact of these cultural distinctions on the country’s economic performance and sources of competitiveness in the modern global economy. Third, the research focused on the advanced Bulgarian practices in gender egalitarianism may offer valuable “role models” to practitioners and policy makers. Finally, coordination of studies by Bulgarian and international scholars is critical to aggregate selected localized research into a consistent stream of scholarly contributions, both country-tied and cross-cultural comparative studies.

ENDNOTES

1. The highest possible score is 1 (equality) and the lowest possible score is 0 (inequality).
2. Institutional Collectivism, Group Collectivism, Gender Egalitarianism, Assertiveness, Power Distance, Performance Orientation, Future Orientation, Uncertainty Avoidance, and Humane Orientation

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