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**CROSS-CULTURAL ASPECTS OF COMPANY'S
GOAL-SETTING SYSTEM AS A FORM OF MOTIVATION**

Abstract. The professional motivation in cross-cultural psychology designates activation of professional and communicative skills of the employees determined by the effect of joint actions of cross-cultural interaction. The stimulation of motives in the multinational collective is included by definition of a role of the employee in the companies according to his interests and requirements. Besides, the formation of the favorable and confidential organizational environment can cause the better psychological state of employees and, therefore, increase his professional motivation. The article analyzes features of the influence of cross-cultural psychology on the professional motivation of employees and company's goal-setting.

Keywords: cross-cultural psychology, motivation, behavior, mentality, company's goal-setting system.

Requirements of growth of competitiveness of the companies functioning within the international business cause the necessity to consider personnel as a strategic resource. Cross-cultural interaction, in this case, determines the new level of complexity for motivational tasks. Cross-cultural interaction represents intensive communications and joint activity of representatives of various national cultures. This problem in connection with a multinationality (ethnic, national, cultural diversity) of personnel is considered as multiple-factor and very difficult. But motivation problems in comparative management are defined not only cultural aspect, but also institutional.

Nowadays in the conditions of globalization, the growth of international economic relations is observed, and the number of the companies working in the multinational environment grows. In this regard, there are new ways of communication, new models of the organization of working processes, new requirements to the formation of organizational culture of the enterprise. At international business interaction there is not simply an interaction of cultures, and imposing of a large number of subcultures from which it is possible to distinguish – age, gender, professional, religious, national, individual, etc.

Richard Lewis as the president of the international institute of cross-cultural and language training fairly considers that globalization demands from society not only big knowledge, but also understanding of each other that modern business, in essence, throws down a challenge to those who turn attention to cross-cultural problems. The issue has been arisen because of people differences. When you do not acknowledge specific differences between cultures, it might affect your business and can completely demotivate and even destroy it. Thus, the modern management and overall personnel control technologies shall include cross-cultures characteristics.

As a rule of thumb, the culture's differentiation affects comparison, the establishment of contact and communication between representatives of different types of culture. The firm's management shall recognize cross-culture environment impact and shall create an organizational structure, which can control and coordinate the cross-culture relationship within the firm. Such structure shall supervise firm's internal difference of cultures, develop policies and procedures for personnel control and do not interfere with the culture and traditions of different types of ethnic groups of firm's personnel.

In Kazakhstan, the management system, which has implemented specific approaches for cross-culture environment, now is the subject of discussion and close attention caused by the level of gross product, which has been increased up to 40%.

Basic aspects of management that are resolved mainly in a vertical organizational structure include strategic management, benchmarking and the company's goal-setting system, development of leadership and improvement of the company as a whole.

One of the basic categories of the matter is the category of a cultural context. Cultural context call a configuration of the purposes, values, the behavioral stereotypes predetermining actions of representatives of a certain culture. The cultural context forms behavioral predictability of an individual. The representative of other cultural context acting as the manager, and is more often than a couch (the trainer, the consultant focused on diagnostics and permission of organizational problems), uses, as a rule, own knowledge of questions of psychology, sociology, personnel management for the effective management, the organization and regulation of intensity of work. But aren't limited to the specified directions of his task, and he seeks to operate moods, emotions, impulses and interests of subordinates. There are managers "from god" for which intuitive permission of the above-stated problems quite naturally. At the same time lack of chauvinism, national neglect and following to ideas of humanity act as basic reference points.

The motivation is understood as activization of reserve opportunities of the employee. The motivation in comparative management is the activization of professional and communicative skills of employees determined by synergy effect cross-cultural psychology. Respectively process of management of motivation in multinational collective means positioning of the employee in the international company according to his interests, and not just with requirements of transnational expansion, the formation of the favorable and confidential organizational environment, informing the employee on strategic intentions of the organization (most often branch) and own career prospects.

Very popular belief of both domestic and foreign managers consists that the main reason for which the employee choosing the organization is guided is the level of a salary and possibility of vertical career development. The range of the reasons are much more various: in him both prospects of socialization, and a possibility of realization of powers of authority, and aspiration to show own talents and abilities, and formation of friendly contacts, and finding of own importance, and prestigiousness of the organization, and a territorial arrangement of the organization, both possibilities of training and sending, and opportunity for creation or continuation of a dynasty are presented. In multinational collective interest in contacts with representatives of other cultures, a magnificent possibility of learning of foreign language, an opportunity to study the style of the management, methods of management, the organizations of production of the companies leading in certain branches appear. The considerable role in awareness of complexity and variety of motivational problems by representatives of management is played by theories of motivation.

Theories of motivation divide into three very representative groups today. Theories of a reinforcement place emphasis on means which control the behavior of the person, manipulating consequences. The method is based on supervision over the employee to find out what reinforcements are highly appreciated by the employee most. The reinforcement is a management of a consequence as result of behavior. B. F. Skinner, whose theory is the cornerstone of this approach, has gone further studying of incentive and reaction: he classified reaction of the employee on reciprocal (resulting from incentive) and operant (arising owing to expectation of incentive). In the theory of a reinforcement, the law of effect of E. L. Torndayk is the cornerstone of manipulation with consequences. The law of effect is formed simply, but has big force: the behavior which involves a pleasant outcome repeats with a high probability whereas repetition of the behavior fraught with an unpleasant outcome, is improbable.

Substantial theories are focused generally on needs of the individual – physiological or psychological deficiency which we seek to reduce or of which we want to get rid in general. These theories make an assumption that work of the manager consists in the creation of the conditions making a positive impact on the satisfaction of needs of the individual. They help to explain how bad performance of work, the undesirable behavior, low satisfaction with work can result from unsatisfied requirements. Four most famous substantial theories have been developed by A. Maslow, D. Mack-Kleland, K. Alderfer, F. Gertsberg.

Maslow's Hierarchy of Needs
(original five-stage model)

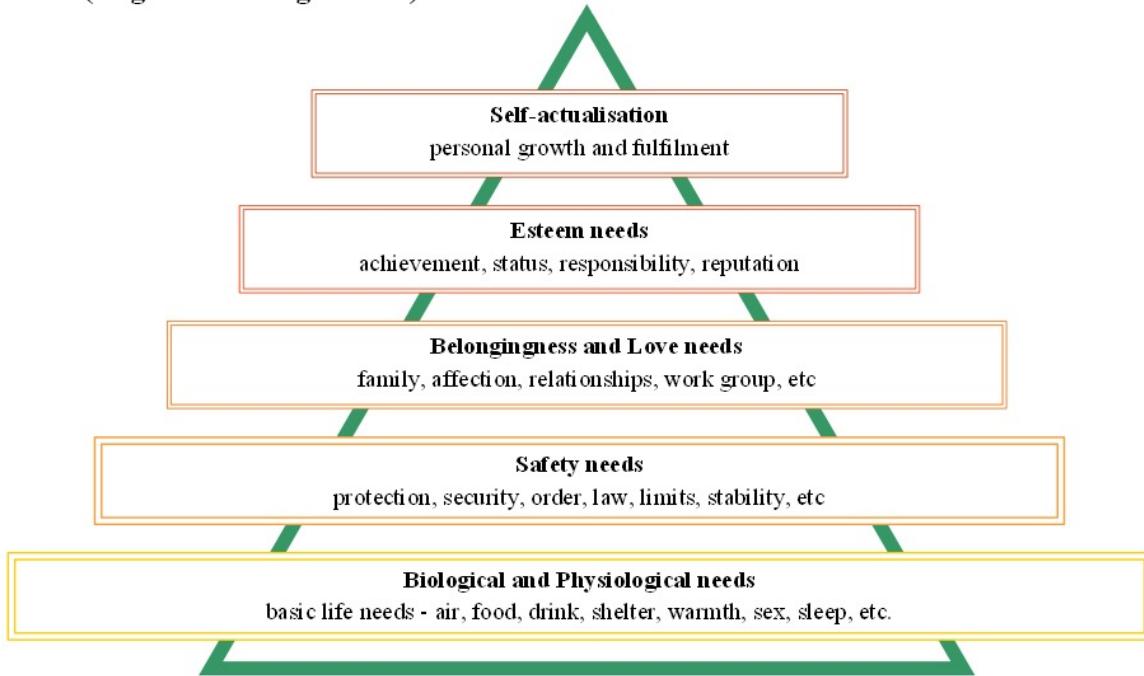


Figure 1 – Maslow's Hierarchy of Needs

As well as A. Maslow, the theory motivations K. Alderfer developed by definition of human wants. The distinctive feature of this theory is the combination of requirements in three groups:

- the needs for existence (on Maslow's classification requirements physiological and in safety);
- the requirements connected with human social nature (the need for social interaction);
- requirements for personal growth and development.

K. Alderfer created two types of motivation from the organized groups of requirements in the form of their emergence. The first type is the constant motivation arising irrespective of the last result and based on continual satisfaction of a particular condition. The second type - an incidental motivation which is characterized by short-term interest from the worker in specific need.

Procedural theories are focused on processes of thinking of the employee (forecasting and comparison, for example) which render both positive, and negative influence on the level of motivation of the employee. There is a significant amount such theories, but the most authoritative and known of them it is J. Adams's theory and V. Vrum's theory. J. Adams's theory which carries the name of the theory of justice, claims that when people estimate justice of results of the work in relation to people around, any perceived injustice is the motivating condition of reason. The perceived injustice takes place when someone considers that the reward earned by him for work concedes to the reward earned by surrounding people for their part of work. Vrum claims that the working motivation is defined by beliefs of the individual concerning interrelation of efforts, overall performance and the final result of work.

Motivations are the cornerstone requirements, interests and even short-term impulsive desires which do not interfere with growth, let temporary, the productivity of the employee. The category of requirements is most studied, but the category of the interest connected with the content of the work is most productive. National contexts are surprisingly solidary in the attitude towards understanding of an essence of motivation. Japanese, for example, speak: "There are no badly working Japanese, just work of the Japanese has not found". At Americans, the following idea was widely adopted: "In this life, it is necessary to learn to do well favorite serious work, and then to find the good guy who it will be good to pay for it". Thus, interest in the performed work is international, but the priority of requirements and impulsiveness of desires of employees have national specifics. The most difficult moment in this regard is that any theory of motivation is probabilistic: what is effective for one can be absolutely not important for others.

The fact that motivation – internal process, today at anybody doesn't raise doubts. However, this process is regulated by the organizational situation initiated by management. The purposes of the employee and the purpose of the company have to be corresponded, and for this purpose, the international manager has to use all possible means.

Leontyev's ideas led directly to ideas about social theory, and he did not shy from taking Activity Theory into that domain, but Leontyev always remained a Psychologist and his contributions to social theory are fatuous. Leontyev genetically reconstructed Vygotsky's concept of an action as follows. He began his analysis by considering an organism whose behaviour is directly controlled and motivated by the object of its activity, the organism's perception of the object being internally linked to the processes driving its activity. In the course of evolution, creatures develop 'portable' forms of behaviour which adapt to conditions, and these he calls 'operations'. Although not completely stereotyped, neither are operations consciously controlled by the organism. Even more elaborate forms of behaviour develop entailing a whole chain of operations to achieve a goal and these are called 'actions'. The motive of an action at this stage is identical to its goal. So, an action is controlled by its goal, which meets some need of the organism. All the operations making up the action are motivated by the same goal which is achieved only by the complete action. So long as everything goes smoothly, the component operations are regulated by the conditions without conscious control.

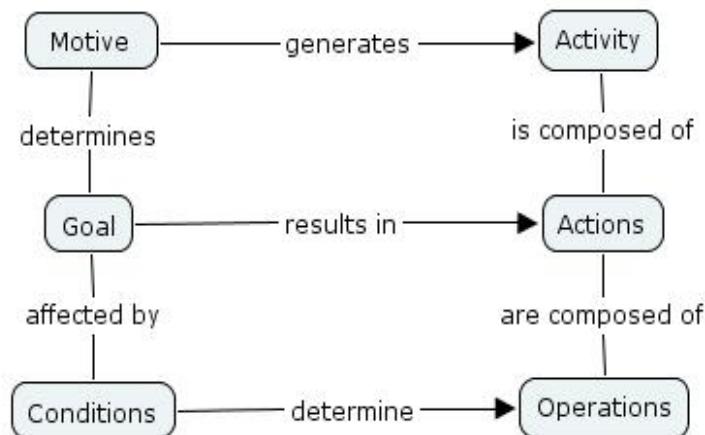


Figure 2 – Leontyev's theory of “an activity”

Considering the importance of the development of adequate conceptual framework, the following terms should be presented. *Organization of work* – organization of works is a variety of the skills demanded for work performance, completeness of the performed tasks, importance and responsibility of work. Granting independence to the worker. Timely feedback about compliance of work to the established requirements. *Material stimulation* - competitiveness of the offered salary as a result of comparison of levels of payment of expatriates and local staff; sent and fixed in headquarters. The ratio of constant and variable component of a salary. Communication of payment and results of work of the international company on condition of implementation of the social Opportunity programs to differentiate payment. *Moral incentive* - the wide set of non-material incentives used as the direct head, couch, and administration of the company in general and branch. *Corporate culture* - the values and priorities realized in practice of interaction of the management of headquarters and branch and personnel. The traditions of the company and the rule defining working behavior and interaction of employees in multinational collective. *Appeal to the most significant values for the worker* - self-esteem. Financial wellbeing. Responsibility to the team (collective). Responsibility to compatriots. Interests of the company. Career prospects. Interests of a family. *Belief* - Impact on opinion, estimates and the worker's views defining his relation to work in situations of interpersonal communication.

The understanding of how the management of the organization can come to optimizing control of the process of motivation and involvement of employees, proceeding from the purposes and tasks of the company is a basis of the concept of the mechanism of management of motivation. It is necessary to

define a ratio of the extent of achievements of the goals of the organization and the interests of employees with costs of personnel depending on the duration of prospects of cooperation of the worker and the employer, namely understanding of whether this cooperation is short-term or long-term. We can classify the purposes at all levels concerning the level of the organization, the management, and the individual employee. For example, at the level of the organization, in general, are public, commercial purposes; at the level of the management of the organization - personal, organizational, labor; at the level of the employee - own, employment, professional. The regulatory and economic mechanism of motivational influence cannot be formed without diagnostics of the corresponding factors. In general, these factors define an organizational component of the mechanism of management of motivation. That concerning an economic element in the mechanism of management, it is based on material stimulation of the activity of collective and individual workers in summation of effects of interests of the organization.

The economic component of the mechanism of management is the most effective way of motivation and includes:

- 1 the system of material encouragement of workers,
- 2 the system of responsibility for quality and overall performance,
- 3 participation in company's profits.

It is worth allocating separately social and psychological components (factors) of the mechanism of management of motivation. These factors represent set of ways of impact on workers through the system of relationship in collective, definition of social requirements. The organizational component consists in the creation of a corporate basis of joint activity in the company by the distribution of functions, duties, responsibility, powers, an order of business relationship between workers. All these organizational methods of management work for the achievement of common goals of the organization.

The key points that Locke and Latham made were that motivational goals needed to have the following dimensions: clarity, challenge, commitment, feedback and complexity. Goals need to be clear and measurable such as: My goal is to reduce maintenance downtime by 15 percent. Secondly, goals must be challenging, with achievement as the final payoff. Thirdly, employees must feel like part of the goal-setting process to be committed to a clearly relevant goal. Next, there must be a program that involves feedback, recognition and progress reports. Lastly, the task must be complex but not overwhelming, with sufficient time and resources available.

There are still some limitations to motivation and goal-setting theory, Latham and Locke admit. For example, they say that the goals of the organization are not always the same as the goals of the individual. Perhaps the company's goal is to get workers trained in new safety protocols. However, the manager's bonus depends upon the company's financial performance, not the employee's grasping of the safety procedures. Therefore, the manager may not be motivated to take employees away from their tasks to complete the training. Another limitation is that learning goals do not always foster interest, and interest goals do not always facilitate learning. There also is the problem that individuals are more tempted to take risky actions in pursuit of their goals, which could potentially lead to failure rather than success.

As it was already told earlier, the most studied variable motivator are requirements. The majority of motivational theories, both substantial, and procedural, are developed taking into account experience of the United States and the appropriate human resource. Despite coincidence of basic needs, priority of requirements and dependence of emergence of certain requirements on realization of the different people and cultures previous at representatives it is formed differently. East cultures are more focused on requirements of society, and western on individual. The hierarchy reflecting needs of Chinese includes, for example, four levels also look as follows: needs for accessory; physiological requirements; needs for safety.

The need for achievement, success according to Mac-Klelland and in growth on Alderfera is also differently perceived by representatives of various cultures. If for the representative of the western culture this requirement is associated with individual achievements, career development and successful socialization, then the Japanese employee, being guided by the basic principle of the harmony of group and corporate interests, will connect this requirement with collective achievements and success of subculture in general. Representatives of the Latin American states connect this requirement with family values, and Hindus – with spiritual improvement.

Representatives of different cultures differently estimate reality of a goal and an own role in this process, and also a role of such factors as destiny and external environment. It is known that the purpose for representatives of the western cultures can be the strongest motivator, for east cultures the importance of this factor considerably decreases.

The given several examples confirm complexity of a problem of effective motivation of representatives of multinational and multicultural collective which solution entirely depends on laborious studying by the international manager of features of representatives of each of the nations and cultures, monitoring of a labor and organizational situation as motivation in such collective, certainly and situationally.

The expatriates (the sent workers, who leave the country for long work abroad) who are often focused on the administrative or training activity have to be initially motivated. Not without reason the known expression says: "The manager who needs to be motivated not the manager, but the performer anymore". Sending of the expert very often transfers national or corporate motivational problems to foreign office. For this reason, diagnosing of basic motivational problems and their elimination promote creation of productive motivation of the expatriate.

Regularly in the western countries, especially in the USA, surveys by means of which the level of motivation of the employee, first of all, his satisfaction with work is diagnosed are conducted. At the same time, Hekman's technique where parameters of completeness, the importance, autonomies, a variety of work, and also existence of feedback are estimated by the employee on the 7-mark system is used. Results quite often are very unexpected for heads of the companies. So, for example, in the USA work suits, 75% of respondents; 30% were very happy with the work, 35% are simply happy. And only 11% were absolutely dissatisfied with the work. And representatives of the management of the interrogated firms admitted that they have been pleasantly surprised with result: they thought that only 8% of employees will be very happy with the work. At the same time situation in labor market of the USA doesn't inspire optimism: 35% of employees plan to change work this year, 32% are intended to look for diligent and purposefully new work. Are called the most often mentioned reasons of change of the place of work: bad prospects for career development – 59%; discontent with a salary – 58%; insufficient safety of work – 38%. Many admitted that they are forced to work in the conditions of a stress. Search of places of work in the most successfully developing branches: health care and the computer sphere, and also in the sphere of information processing. A large number of employees – 35% of respondents – call the relations with the management of a decisive factor of motivation. High level of satisfaction with own work is a good basis and for formation of motivation to participation in transnational programs at the staff of the American companies.

The process of management of human resources and formation of effective motivation in the conditions of the international management are influenced by a significant amount of factors:

1. Cultural factors. The existing cultural factors and ethnic problems of the different countries leave a mark on actions of personnel of international firms.

2. Economic factors. Distinctions in economic systems in many respects define nature of attraction and use of labor in foreign operations of international firms.

3. Style and practice of management. Different views on management styles in the different countries can lead to the conflicts between personnel of headquarters of firm and its foreign branches. On the other hand, the knowledge of national peculiarities of human resource management allows the management of the international firm to transfer positive experience to other countries.

4. Distinctions of labor markets and factors of labor expenses. Features of the structure of labor and costs of her exist in all countries. Distinctions in labor expenses can become a source of contradictions.

5. Problems of movement of labor. When moving labor to other countries before people there are legal, economic, physical and cultural barriers. International firms should develop own techniques of a set, orientation and stimulation of workers for their overcoming.

6. Factors of the relations in the industry. The relations in the industry (especially the relations between workers, labor unions and businessmen) have essential distinctions in the different countries and exert a huge impact on the practice of management of human resources.

7. National orientation. The personnel of branches or local offices of the international firm can place the main emphasis not on global, and on national interests.

8. Control factors. Territorial remoteness and peculiar features of foreign activity complicate control over personnel of international firm.

Professional motivations are specific, conscious types of a worker's internal motive, his actual need or needs that ensure his striving for effective working in accordance with his work goals, specific features and job conditions in a company. The system of values and value orientations determines one's behavior in the most significant situations of a person's social activity in which a person's attitude towards life activity's goals is manifested, as well as towards means to satisfy those goals and to such circumstances of life that can be determined by the general social conditions, type of society, the system of its economic, political and ideological principles. Social values, seen from the perspective of individual life activities, are a part of a person's psychological structure as personal values which are one of the sources of conscious behavior motivations.

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КОРПОРАТИВТІК МАҢСАТТАРДЫҢ МОТИВАЦИЯ ФАКТОР РЕТИНДЕ КРОСС-МӘДЕНИ ЗЕРТТЕУІ

Аннотация. Мәдениетаралық психология қызметкерлердің кәсіби уәждемесін және коммуникативтік дағдыларын белсендіруді, мәдениетаралық өзара іс-кимылын, іс-әрекетін білдіреді. Уәждемені ынталандыру өз мүдделері мен қажеттіліктеріне сәйкес компаниядағы қызметкерлердің рөлін анықтайды. Сонымен қатар, қолдау, әрі құпия ұйымдастыруышылық ортаны қалыптастырудағы жақсы психологиялық мемлекеттік қызметкерлерді тудырады және кәсіби уәждемесін жоғарлатуға әсер етеді. Макала қызметкерлердің кәсіби уәждемесін және кросс-мәдени психологияның әсерін және ерекшеліктерін талдайды. Макалада мәдениетаралық өзара іс-кимыл теориялық түрғыдан талданады. Теориялық уәждемелік процестер мәдениетке әсер етеді және көмекші қызметкерді ынталандыруда әртүрлі мәдениеттің орнын, түсінігін қарастырады. Макалада кросс-мәдени психология түрғысынан көпүлттүү мәдениеттердің әсері, қызметкерлерді көтермелейу және ынталандыру жолдары талқыланды.

Түйін сөздер: мәдениетаралық психология, уәждеме, психология, мінез-құлық, ұлттық ерекшелік.

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КРОСС-КУЛЬТУРНОЕ ИССЛЕДОВАНИЕ КОРПОРАТИВНЫХ ЦЕЛЕЙ КАК МОТИВАЦИОННОГО ФАКТОРА

Аннотация. Профессиональная мотивация в межкультурной психологии обозначает активацию профессиональных и коммуникативных навыков сотрудников, определенных эффектом совместных действий межкультурного взаимодействия. Стимулирование мотивации в многонациональном коллективе включает определение роли сотрудника в компании согласно его интересам и потребностям. Кроме того, формирование благоприятной и конфиденциальной организационной среды может вызвать благоприятное психологическое состояние сотрудников и, следовательно, усилить мотивацию сотрудников. Одним из факторов стимулирования сотрудников является их непосредственное участие в формировании корпоративных целей и построение личной иерархии достижения. Таким образом, целеполагание в данном случае выступает способом мотивации сотрудников. Статья анализирует особенности влияния кросс-культурной психологии на профессиональную мотивацию сотрудников. Выделены теоретические взаимодействия кросс-культурной психологии. Приведены примеры влияния многонациональных культур на мотивационные процессы, пути поощрения и стимулирования сотрудников.

Ключевые слова: кросс-культурная психология, мотивация, психология, поведение, менталитет, стратегия целеполагания.

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