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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.

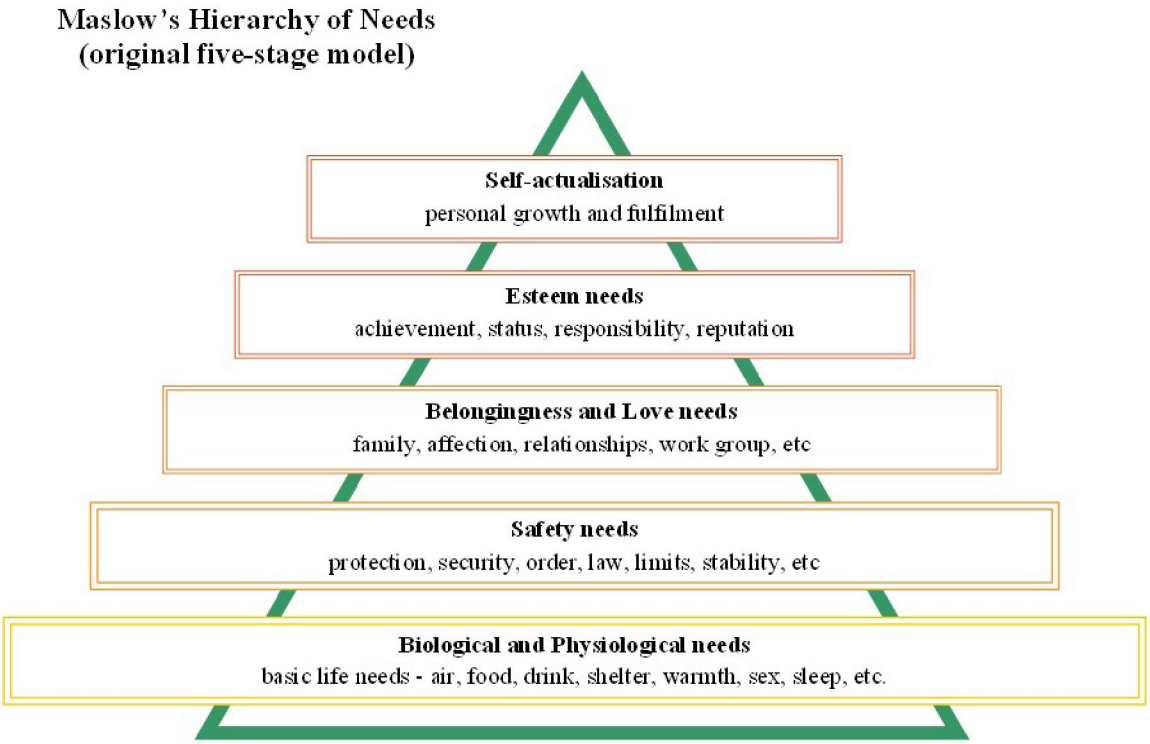

Figure 1 – Maslow's Hierarchy of Needs

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.