CULTURAL ASPECTS OF MOTIVATION
(MEANINGS OF MOTIVATION)[1]

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"The idea of social market economy is alive. It guides us today as well. It is an idea, which believes in the capabilities of the people that enables them to contribute to the society based on their capacities and abilities. In this process they are free, but free in their responsibility for others. This has always been the principle of social market economy and will always be so. The people, who need help and support will receive it, the people, who want to make an effort, shall be rewarded for their contributions."

(Angela Merkel, 2007)

"There is a paradox confronting most organizations today of how to maintain a lean workforce by downsizing when the costs rises and/or sales decline, while at the same time retain key employees and crucial skills without any promise of long-term job security. Not that most workers expect that kind of security now, but without it what is to keep them from jumping ship first, from moving on at the first prospect of a few more dollars or a new work challenge?"

(Donna Deeprose, 2007)

A growing number of events and evidence indicates that deep-rooted changes in a world scale are taking place. Globalization is a matter that has to be

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considered, as well as the necessity of new knowledge seems to reshape economic, political and social life in societies.

Human resource management (HRM) has expanded and moved beyond mere administration of the traditional activities. Peg Anthony and Linkoln Akin Norton consider that today HRM is much more integrated into both the management and the strategic planning process of the organization.

Some outlined challenges for human resource managers may refer to:

- diversity in the work force, which encompasses different dimensions as sex, race, national origin, religion, age, and disability;
- regulatory changes;
- structural changes to organizations;
- technological and managerial changes in the organizations;
- cultural backgrounds;
- motivational identity of the organizations in the global market;
- suitable data for capabilities, priorities and value orientations of nowadays employees, etc

Motivation means the inducement of other to behave in a specific way, towards goals specially stated by the motivator, since "motivated behavior" consists of attempts to reduce the gap between the individual's actual state and some desired state, motivation can be taken to mean the manipulation of that gap[2].

[2] **Source:** Encyclopedia of Personnel Management, Editor: Derek Torrington, Gower Press, 1974, pp. 272–273.

Motivation is a process of a conscious and purposefully instigation of considered inducement stimuli with people, which stimuli are actuated in connection with the realization of defined aims in advance for a satisfaction of personal and organizational needs.

In a plan of matter and processes **motivation** can be viewed as a change of value priorities. The value content of meanings and needs' priorities reveals the motivational identity of Human Resources (HRs) to no inconsiderable degree. These preferences are renewed as a consequence of external influences (approaches about motivation), put into practice in relation with the building and supporting of altogether system for motivation in the organization.

Value priorities describe different cultural aspects in the corporate strategy, identify and analyse the magnitude of values in determining the motivation and implication of the workforce in the process of work, establish a general hierarchy of human needs shaping organizational cultures and individual behaviors in the work setting. We have chosen Hofstede's Five Dimensional Model on value priorities as basic information about human values, because we find it appropriate to by some reasons of. It:

- compares certain selected groups of people from different cultures (between members of the groups/teams) on the practical basis of commonly shared values;
- explores advantages and disadvantages for the organization in a certain cultural environment;
- can be used as an assessment of the opportunities for making profits;
- can be used for discovery of the coincidence's area of the personnel's value orientations and the priorities of managers in their common goals and choice;

- promotes cultural symbols and specific traditions;
- communicates and adds new contacts and relationships with the outside environment (competitors, customers, other organizations, suppliers, nations, governments etc)
- isn't a discriminatory one, i.e. it recognizes the differences and doesn't consider them as irresistible and irreconcilable contradictions;
- is of proved reliability, i.e. the theory is adequate to decision-making process in the organization;
- synthesizes the main cultural outlines of different nations and allows "communication" of values in the relativity "national culture – value priorities of the Bulgarians – value orientations of the different organizations' members";
- gives opportunities for precise definition of motivation content for each dimension and for drawing motivation techniques (approaches) about human resources in the organization, etc

Values that are related to the organization are considered in the works of different research workers (Harmon, 1996; Aaker and Joachimstahler, 2000; Kunde, 2000; Gad, 2001; Ind, 2001 etc.). Gad (2001) accepts corporate values as "rules of life". Kunde (2000) defines the expression "corporate religion" which is "the set of values that unites the organization around a mission and vision". Credo is in a close relation with an organization's values (Ind, 2001). Collms and Porras (1998) call an organization's values core values and describe them as "the organization's essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organization". Nedyalkova (1999) points out that core values are those which stem from the mission and goals of the organization and guarantee their successful achievement. Harizanova (2004) considers that organization's values represent all that is desirable for the individual and the team

and has influence on the choice of methods and instruments for operations' realization. Knox et al. (2000) use the term "unique organization value proposition" in a relation to the core processes of the organization. Jensen (1999) explains organizational values as a storytelling. Edvinsson and Malone (1997) consider values as a component of intellectual capital.

G. Hofstede's Five-Dimensional Model of Value Orientations

Hofstede has introduced one of the most structured models of cultural diversity (variability) in values and elicited five basic bipolar dimensions of cultural differences:

A. Individualism – Collectivism;

B. High Power Distance – Low Power Distance;

C. Masculinity – Femininity;

D. High Uncertainty Avoidance – Low Uncertainty Avoidance;

E. High Long – Term Orientation – Low Long – Term Orientation.

A. Individualism – Collectivism

It's the most frequently mentioned distinction among cultures. The typical individualistic values support individual activities and behavior rather than group. In such societies, people are more or less on their own and are expected to take care of themselves and their families.

In individualistic cultures:

Employees:

- value the opportunity of having more personal time in their jobs, more freedom and emotional independence from the company;
- prefer small companies.

Managers:

- aspire to leadership and variety;
- seek input from the others but take individual decisions;
- value autonomy in their work.

Nationalities with collectivistic cultures stress on family, professional, religious and other different forms of social relationship.

Collectivistic employees:

- prefer large companies and loyalty to the group above everything else;
- are deeply involved with the company life;
- give preference to group decisions rather than individual ones;
- contribute to the group and receive care from its members.

Managers:

- aspire to conformity and orderliness;
- value security in their work;
- seek for group decisions

B. High Power Distance – Low Power Distance

Power Distance measures human inequality in organizations and refers to the extent to which members of a society accept that power in organizations is distributed in such a way.

A High Power Distance ranking indicates that large inequalities of power and wealth exist.

The employees in organizations:

- prefer to look at the manager's decision – making process without participation;
- fear of disagreeing with superior;

- follow strict work regulations;
- do not believe in social equality;
- value children obedience, etc

A Low Power Distance ranking indicates the equality and opportunity for everyone in the organizations. **People:**

- believe that superiors are not fundamentally different from inferiors;
- prefer non – autocratic management, etc.

C. Masculinity – Femininity

Masculinity stressed the degree the society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control and power.

High Masculinity scores emphasize on competitiveness, assertiveness, power dependence and materialism, and indicate a high degree of gender differentiation in the society. In these countries:

- the successful manager is aggressive, competitive, tough;
- employees stressed the earnings, recognition and advancement;
- work is more important to people than their spare time;
- achievement is defined in terms of wealth and professional success
- employees and managers prefer money rather than fewer working time

In feminine societies people share a set of social values – relationship-orientation, concern for quality of life, modesty and caring. **A High Feminine** score indicates a low level of differentiation and discrimination between genders in the society. People:

- value co – operation and security;
- define the achievement in terms of human interactions

D. High Uncertainty avoidance – Low Uncertainty avoidance

Uncertainty avoidance focuses on the degree people reinforce, or do not reinforce, uncertainty and ambiguity within the society. Cultures with High Uncertainty Avoidance tend to follow formal rules and requirements, traditional values and clear instructions. There is a high level of uncertainty and ambiguity in such countries and this reflects in a high concern for regulations, controls and issues with career security.

Employee:

- need to be sure about their future;
- avoid drastic changes, risks and ambiguity;
- try to keep the status quo in their professional activities;
- prefer specialist careers, non – conflicting and uncompetitive professional environments, older managers, clear hierarchical structures

Cultures with high uncertainty avoidance try to minimize the anxiety with a thorough set of strict laws and behaviour norms. Organizations create rules, rituals, technology and corporate goals aiming at predicting the evolution of the market.

E. Long – Term Orientation versus Short – Term Orientation

Long-Term Orientation focuses on the degree the society embraces, or does not embrace, long-term devotion to traditional, forward thinking values. **High Long-Term Orientation** ranking indicates the country prescribes to the values of long-term commitments and respect for tradition. This is thought to support a strong work ethic where long-term rewards are expected as a result of today's hard work. However, business may take longer to develop in this society, particularly for an "outsider". **A Low Long-Term Orientation** indicates the country does not reinforce the concept of long-term, traditional orientation. In this

culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change.

Table 1

Value orientations of Bulgarians and suggestions of motivation approaches for the organizations

Dimensions	**Value orientations**	**Motivation approaches about human resources in the organizations**
Power Distance (PDI)	*Large (Diffuse behavior)*	➢ Cutting down the administration; ➢ Assignment of important HR Management tasks for linear and divisional managers; ➢ Using of social acceleration and pressure (praise, encouragement and insurance of verbal feed-back for increasing the self - valuation); ➢ Implementation of the approach "qualification in width"; ➢ Innovation in training practice by bringing together the immediate experience of trainees (linear and divisional managers) and the conceptual models of the staff etc.
Individualism vs. Collectivism (IDV)	*Collectivism*	➢ Using the network chart in HR Management; ➢ Setting up competitive teams; ➢ Observations of different successful roles in the workplace;

		➢ Assurance of a possibility for self-control in the autonomous teams; ➢ Finding the "change agents" (Kurt Lewin) in the organization, who are aware of the need for change, can diagnose the problems involved, can plan for change, implement the plans, and evaluate the results etc.
Uncertainty Avoidance (UAI)	*Strong*	➢ Decreasing stress and confusion with a precise definition of the main tasks; ➢ Possibility for education and training in a relation with a self – improvement of the employees; ➢ Construction of steady structures, clear rules and instructions in the process of work; ➢ Improving on the solidarity by giving the opportunity to different individuals (in a rotary principle) to be responsible for the social matters of the team; ➢ Insurance of a feedback stemmed from here-and-now observations, followed the generating event as closely as possible, and when someone checked it with the other group members to establish its validity and reduce perceptual distortion etc.

Masculinity vs. Femininity (MAS)	*Femininity*	➢ Organization of activities (such as games) for generating the ideas of subordinates; ➢ Making progress in the hierarchy under transparent procedures and criteria; ➢ Emotional assistance in more difficult tasks, demanding additional efforts; ➢ Assignment to each member of the team to be a spokesman at stated intervals; ➢ Stimulating the occurrence of a learning environment in the organization etc.
Long – Term Orientations vs. Short – Term Orientations	*Short – term*	➢ Setting an example of the leader and showing the way to long – term orientation of the organization; ➢ Putting of routine tasks and stimulating the creation of people for long – term effects; ➢ Reward motivation (sanctions, approvals) according to results of employees in a short – term period; ➢ Individual differentiation of salaries according to perspectives' stakes ➢ Creating a powerful dynamic in the groups/teams by interdependence in the tasks/goals of the group members etc.

Some suggestions of the vertical approaches are:

***First,* motivation approaches in the relation with the satisfaction of arising physiological needs in the job position**

➢ Additionally money reward of individuals according to their skills (horizontal, vertical, basic, in depth ones) as employees in the organization (skill-based pay). Contributions to work have an impact on basic payment of labour which is fixed for minimum of requirements. The rising reward is connected directly with the acquisition of new skills and abilities and it is put into practice differentiating (in contrast to the rising basic reward of all the members of the organization). *Awaited result:* contentment of the labor.

➢ Organization of courses for an acquisition of basic knowledge in anthropology with regard to the proficiency in the characteristics of different cultural models and problems in satisfaction of basic biological needs and the following psychological needs. *Awaited result:* building of sense of self-preservation and keeping within limits in the correlation labor activities – breaks in the job position.

➢ Working out flexible schedules (during hours) in order to fulfill the labor obligations for a normal functioning of the organization. *Awaited result:* relationships' regulation in the job position in connection with the physiological idiosyncrasies (sleep and rest needs, nutrition regime, etc.)

***Second,* motivation approaches in the relation with the satisfaction of an arising safety need in the job position**

➢ Formulation of individual plans and career-development programs for the members in the organization.

- Precise position classification in the organization and the agreement (harmonization, co-ordination) with the employee's expectations.
- Identification and accepting the field problems in the professional realization/achievement of particular individuals as this process is attended with concrete recommendations for the performance improving.

***Third,* motivation approaches in the relation with the satisfaction of an arising social need in the job position**

- Creating of a strong brand identity (of the organization's products/services) and promoting "the possession of vanguard human resources and an in-house technical capacity" as a competitive advantage. *Awaited results:* members' devotion to the organization; self-identification as an affiliation to specific brand.
- Securing possibilities for the employees of the organization to buy shares (with such a practice) in order to participate as co-owners in the company and to implement control functions. Shareholders' ownership reinforces the process of setting up a devotion (as a feature of individual internal motivation – according to Herzberg), as well as, it is a prerequisite for an external motivation (obtaining a share from the division of the profit).
- Employee empowerment to participate in management as a soft approach of the HR management, applied for intensifying the devotion of the members in the organization as a result of investment of time and resources for their improvement in the practice.

***Fourth*, motivation approaches in the relation with the satisfaction of arising esteem needs in the job position**

- Identification of the firm's culture main characteristics as specific and exceptional. Managers should commit to principal value models to be got into habit by all the members of the organization in connection with the respectful attitude of contractors on the market, partners, clients etc. *Awaited result:* an emotional commitment of the employees of the organization and support of the cognitive-rational dimensions of human behavior.
- Periodical actuality of employees' knowledge about "radically changing world's reality", integrating possibilities and needs as a result of the globalizing processes, etc.
- Realization of effective communication in the process of the employees' attestation which means listening with empathy, speaking with conclusive arguments, reading the documentation with the predisposition precise messages for and from the one who is attested to be caught.

***Fifth*, motivation approaches in the relation with the satisfaction of arising self-actualization needs in the job position**

- Building appropriate strategies for conducting the negotiations in a multicultural business surroundings and development of the communication abilities. In the new realities this is urgently because of the competitive advantages of the firm, as well as, for a confirmation of conquered positions on the market. On the other hand this can be considered as an approach about motivation (self-motivation) for self-perfection (self-actualization, effective self-realization).
- Organization of courses for extending the qualification and instigation to the manifestation of capacities under management of a mentor.

➢ Rewards for high achievements in the labor which haven't been planned as goals for implementation.

Conclusions

Since the tendency for universality of the human needs and the trend towards their satisfaction has been outlined, we can deduce that the differentiation of people to concrete category bearers of values and needs' priorities is not of a primary significance. Moreover, there is a necessity to find the appropriate management mechanisms and tools (for the motivating of HRs) as a reaction in the complicated environment of nowadays.

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