



A Cross Cultural Model for Flexible Motivation in Management

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ABSTRACT

The importance of world business has created a demand for managers sophisticated in global management skills and working with people from other countries. Organizational behavior from different countries and cultures compares organizational behavior across countries and cultures and seeks to understand how to improve the interaction of co workers, manager's executives, client's suppliers and alliance partners from around the world. The economic world shows us that all the elements that we consider static have a pulsation around an equilibrium position. The present study concerning the organization's culture the motivational factors of the employees an outlet in this field. The flexibility in a global economy is an important element on which people can communicate and the manager can exercise his leading task thus is an imperfect world that imposed the necessity of adaptation to a cross cultural model.

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1. Introduction

The culture orientation of the society reflects the complex interaction of values attitudes and behaviors displayed by its members. Individuals express culture and its normative qualities through the values that they hold about life and the world around them (Alder, 2002). Organizational culture is a multi-staged phenomenon including various elements. It is impossible to cover them all, although it is worth trying to pick out the most significant dimensions, permitting to concentrate into the most important cultural values (Aycañ&Kuhurshid, 2000), (Hampden-Turner&Trompenaars, 2000).

On the other hand researchers of management culture are convinced when asserting that the process of globalization in the future more or less distant will make the border lines be just as real as the tropics or Equator line, that more clearly (Abrudan, 2012).

Business cultural values model formation was based on theoretical and empirical research and followed by two main principals: the emphasized dimensions are the ones, where according the research, cultural differences are most common and contemporary requirements for business cultural values are emphasized seeking to develop business efficiency for rapid integration into the multicultural environment (Aycañ&Kanungo, 2000).

Five of these constituents reflect two main conceptions of human resource management - orientation to management and orientation to human relationships: orientation to openness or seclusion, orientation to cooperation to formalization, orientation to manager-subordinate cooperation or autocratic management, orientation to activity or passivity, orientation to motivation factors or hygiene factor (Hofstede, 2000), (Trompenaars & Hampden-Turner, 1998, 2002).

Although the conception of human relationships has been formed as the continuum of the scientific management conception, and it is the idea of human relations that serve as a background for the occurrence of modern theories, such as learning organizations and others, however, this does not mean that the statements of the first conception are being denied (Lane&Maznevski, 2000).

Every conception has been formulated striving to include everything that is considered to be the best in the old store of ideas, and then in terms of new requirements old and inadequate principles are being modified. In his article Earley (2002), discover a theory of cultural intelligence in organization, but the diverse workforce has become a reality today and Adler (2002) suggests that management of cultural differences has become more important for creating advantages and getting competitive role in a global market and a challenge for future organization.

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2. Case study

There is not exist unambiguous answer to the question which factors are the most motivating ones. Formulating the motivational orientations of the theoretical model, there has been followed the prerequisite that European countries have reached high and medium level of development and have deep cultural and economics traditions, so recently motivation factors, foremost self-realization, development aspirations must be emphasized (Harris&Moran, 2000).

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The study will realized a cross cultural model for organization management with the reflection on motivation factors and how the relation between manager and subordinates can influence the flexibility of organization management (see figure 1.)

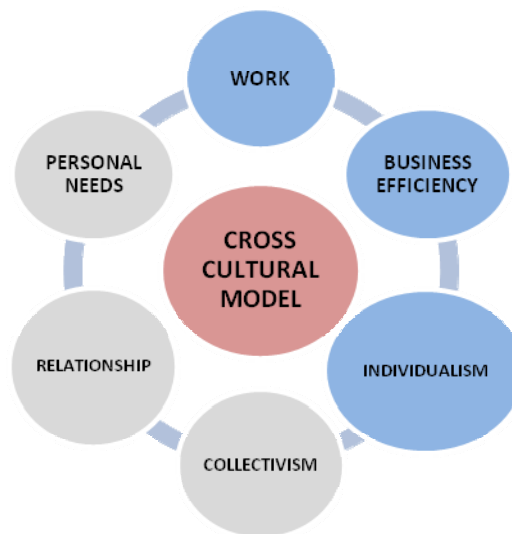


Figure 1. A Model for Cross Cultural Organization Management

Source: By authors

Every conception has been formulated striving to include everything that is considered to be the best in the old store of ideas, and then in terms of new requirements old and inadequate principles are being modified. Hofstede (2000) and Trompenaars & Hampden-Turner (1998, 2000), have been conducted studies of cross cultural management, both proposed a set of cultural dimensions along value systems can be ordered.

These values system affect organizations people thinking, feeling acting and behavior in predictable way. They are similar in some aspects and different in others. We can identify the following categories: relations between people- individualism-comunitarism, (Trompenaars, 2000) for individualism –collectivism (Hofstede, 2000), motivational orientation and attitude toward time. Another two dimensions called **socio cultural dimensions** were proposed by Aycan et.al (2000) which consider that the role of manager is to protect, guidance and care to the subordinates, and the role of subordinates in return is to be loyal and deferential to the superior.

3. Method of research

The propose of this paper is to present three examples of cross cultural motivation model conducted upon a month during September –October 2014, focusing for special kind of relation of human development which can be occur in other organization and adapted step by step, following the Kaizen method to improve quality management.

The number of participants in the survey target were 28 small and medium enterprises from food, manufacturing industry and services within 61 managers and 450 employee, from three different countries with a strong concept for work culture Austria and the Latin mentality countries Spain and Romania, a comparison between West and East culture motivation behavior and organization management.

A survey was carried using a questionnaire establish two values as target using a Likert scale from 1 to 6. The survey was focused around two groups motivation factors **M** and hygiene factors **H**. For a better evaluation a Likert scale were used the following scale 1- Disagree completely 2- Disagree 3 - Disagree a

little 4 – Partially disagree 5 - Agree 6 – Agree totally. The survey was structure to apply the theoretical cross cultural model and also to:

- identify motivation workers cognition;
- identify the motivation group factors (M) of Herzberg theory;
- identify the motivation group factors (H) hygiene situations.

This model is a typical example of learning organization where people are excited in trying out new ideas and recognize that failure is an important part of success. Herzberg, Malo (2004), Woods (2004) and many other researchers state that (M) group factors are prevailing in the most motivating situations , whereas (H) group factors are in the most un motivating situations. The analysis also includes the variables of perception towards hhygiene factors (H) which describe several situation at work and the influence upon employee and managerial staff (see Figure 2). Motivation (M) factors stimulate to work with better results while hygiene (H) factors frequently are lacking such forces.

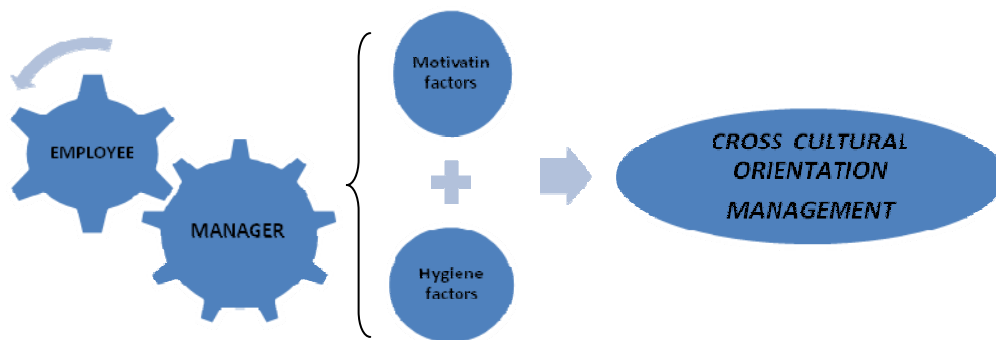


Figure.2. Factors of influence for Cross Cultural Organizational Management
Source: By authors

Basic of motivation can be describe as a function of two variable:

$$\text{Performance in organization (job performance)} = f(\text{ability}) \times (\text{motivation})$$

Using the respondents answers and arranges the solution in the scheme provided in survey it was possible to identify and established the impact of the motivation and hygiene factors in each country -case. The survey to one item, used open question and give the possibility to the respondents to suggest and motivate the work condition and how they can increased their attitude. For the final evaluation of each cross cultural organization management we realized radiography of motivation factors, work environment and conditions. Change in organization would in the long run lead to change in the organization culture.

Following the cross cultural model we can identify the comon points and understand how to harmonize with the dinamic waves from market economy. This paper approach recognize global organization as a composition of similareties and differences among cultures that suggests that they do not ognore or minimize cultural diversity, but can be treated as a source in designing and developing organizational systems (Adler, 2002), (Maio&Olson, 2004).

4. Results

“Riding the waves of culture and understanding diversity in global business” (Trompenaars 1998),cultural cross can open doors and opportunities for future development, a ride on the wind, to seek out different worlds, motivation and curiosity, an engagement in encounter new dimension new horizon for each country taking in consideration the culture and tradition (see table 1).

Table 1. Value differences between West and East Culture

West culture values	individualism	achievement	time is money	action	equality	future
East culture Values	collectivism	modesty	time is life	being	hierarchy	past

Managers understand they must encouraged subordinates in order to take new task and to have a wish for a better results. Though managers from all countries emphasize that subordinates have their own opinion and not afraid to express it, participate in discussions regarding tasks, however managers emphasize

the necessity to encourage subordinates. While talking about individualism, all subordinates value managers ability to listen to subordinates opinion high enough.

4.1. A cross cultural model for management organization

A cross cultural model for management organization was possible to draw taking in consideration the survey results (see table 2). As a conclusion cross cultural competence is abilities, permitting to adapt in different cultures space.

Table 2. Cross cultural model for management organization

Romania	Austria	Spain
responsibility	ability to work in a team	responsibility
diligence	communicativeness	initiative
initiative	responsibility	communicativeness
ability to work in a team	intention to learn	ability to work in a team
ability to take decision and to execute	initiative	ability to take decision and to execute
	ability to take decision and to execute	

Some managers need to learn from managers simple clear way of communication, like Steve Jobs presenting succeeded in Austria and failed in Spain, or like Bennett (2005) understanding the and managing diversity by looking in a perspective the intercultural communication. This in many ways is a culture issue or transfer the information using the software like a tool and create also a model for quality services and products (Ionică, Leba , Edelhauser & Lupu, 2012),

In Austria on the other hand there was a success due to fact that Austrain culture is based on rules and order and this make us to establish a conclusion that from each country to country due to cultural differences the values has varied.

The Spanish culture is represented by grandiose and artistic spectacles, danger and pride, a methaphore of Picasso and Guadi. According to managers opinions in Spain differ from other countries according to the fact , that employees want to work in team, good information that assure the departments team work as well. Austria and Spain managers opinions coincide according to personal needs, family emphasizing, orientation to work and career importance to every person.

Today the system of values In the world of Hofstede (2000) people take in consideration and create and design their own living, manage a vision for a future organization management.

Organizations in present economy with his modern aspects which influence the competence and competiveness, present the values of multiculturalism teams as multinationals organizations business as a vision for a strong global market. So the training and invest in education is for operation in multicultural and diverse workforce.

4.2. A cross cultural model for manager motivation

Managers and subordinates acknowledge the fact, salary and good microclimate are the most motivating factors. But managers evaluate money influence more than subordinates. According subordinates, good microclimate is more important than money. Interesting and challenging work is motivation factor which have the highest evaluation both from managers and subordinates. Managers suppose that subordinates are least motivated by opportunity to employ self potential. But career opportunity is the least motivating factor for subordinates.

A cross cultural model for manager competence using the survey results it is presented in figure 3.

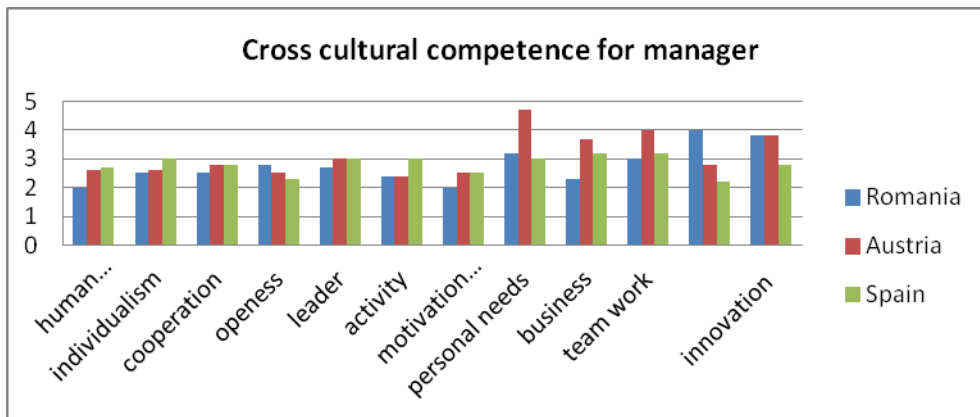


Figure 3. A cross cultural model for manager H &M factors

They highlighted possibilities to be promoted and possibilities to learn and develop competence in motivation factors group. Austrian culture it is based on rules and order, Spanish it is presented by culture and grandiose artistic life with non conformism vision for future, the Romanians are very innovative and always find a solution.

The most important motivating factor is wages/salary followed by social security/safety and good working conditions. Evaluating subordinates motivating factors, Spanish managers made at least attention to hygiene factors.

Austrian managers emphasized challenging work, and talking about hygiene factors- good microclimate.

From the results we can observed and be recognize that the most important characters of the current era seems to be the manager, perhaps the Romanian people dont know precisely what management means (Abrudan, 2012) sometimes even a manager knows very little about his position and which is the difference between manager and entrepreneur, in a transition economy and under the influence of economical crises and a global market on horizont. According to Niculita and Moga (2014), Romania would have to invest more in higher qualification of human resources, research and development, innovation, entrepreneurship, industrial clusters.

As a conclusion the countries from Central and Eastern countries should better invest and encourage innovation because it is the engine of economy, the production in a healthy economy will bring the harmonization with the customer needs in a global market. All managers' opinions coincided according three the most motivating factors: salary, social wealth, safety and good work conditions.

The manager must to walk on a very narrow bridge between two camps, a balance between stakeholders and employees but the hands, the heart and the head – represent the partnership principle.

4.3. A cross cultural model for subordinate's motivation

Subordinates from all countries claim personal life is more important than intensive work and career, managers must consider subordinate's health and private problems and to recognize and tolerate them, but subordinates work as much as it needs to fulfill the task best.

The survey show that the subordinates make a hierarchy of hygienic and motivation factors in organization (see Figure.4).

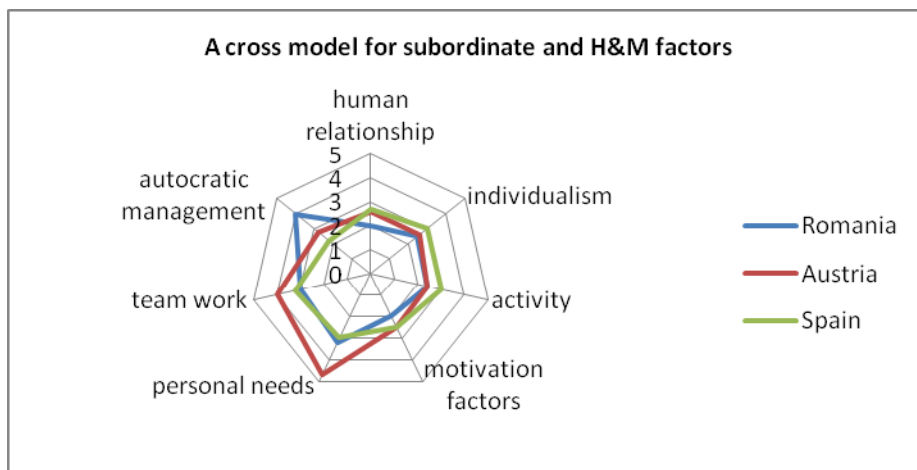


Figure 4. A cross cultural model for subordinates H and M factors

Both managers and subordinates evaluated all dimensions equally, only orientation to hygiene factors was higher than orientation to motivational factors.

The research results seem to be contradicting each other. This contradiction arose from specific characteristics of surveyed enterprises, cultural and historical characteristics of each country.

Very high formality is noticed by Romanians subordinates, especially while talking about position importance, great salary differences between different hierarchy levels.

As well as Spanish managers, subordinates emphasize that changes not required a lot of formalities and paper work, and management is not oriented into organizational- technical factors, while social-psychological factors are of the second importance.

As well as managers, subordinates give attention to hygiene factors, first of all salary, social wealth/safety and good working conditions. The dimension of orientation personal needs, family and to work is a perfect illustration of this situation.

Managers and subordinates opinions significantly differed while analyzing employer responsibility for employee personal and social welfare.

Though both managers and subordinates very high evaluated the statement, that employer has to consider to employee health and personal problems, to accept and tolerate them, but managers evaluation is very high.

On the other hand there is a clear orientation to work. Managers and subordinates opinions significantly differed while analyzing this issue also, though values were very high from both respondents groups. All managers stated "family must provide all conditions for me to work" and most of subordinates agreed with this statement. Enterprises have to conciliate in a harmonious, wise and balanced way of all the values even though they have to take some hard decisions (reduction of the manpower's guarantees in a wide sense) if they seek orientation to results and factors influencing it on one hand, and if they do not want to lose their employees on the other

Hygiene factors (H)

Personal competence it is individual employees characteristics conditioned by character features, psychic particularities are: communicability, responsibility, diligence, punctuality and reliability. Organization can use motivation of training that can play a role in managing diversity.

After data analyzing, using the respondents answer in which they are describing different of situation at work, if they are motivated or not, it was possible to identify the motivation situation, the big motivation and not motivating situation. To adequately assess cross-cultural management performance at the individual manager level, the criteria include aspects of personality, experience, attitudes, knowledge and skills (see table 3).

Table 3. Motivating and not motivating situation in organization

	Motivating situation	Big motivation	Not motivating situation
H	Salary Fair Treatment Organization Working ergonomic Supervise Policies	Communication Reward Opportunities Control over Job security	Work standards Training Delay
M	Give Energy Evoke Power Need action Maintain stability Stimulate work	Achievement recognition growth advance interactive policies	Individual relationship Task manager

The ingredients for a benefic motivation are: leadership, reward system, structure of the work difference made by leader. Another factor identity upon the survey respondents suggests that a big influence upon the entire organization activity is the microclimate, the work environment. Microclimate features in the organization are:

- possibilities for perfection;
- coworkers feels psychologically and the better is interpersonal relationship in the organization;
- interpersonal relationship quality between managers and subordinates and coworkers;
- the relationship between manager and subordinate;
- psychological climate resulting into satisfactory or unsatisfactory work results;
- employees independence with greater freedom for activity demonstrates the managers trust in them and recognition of their objective competence;
- organization structure it conditions employees management methods and procedures;

- the importance of the position in case of communication it affects the organizational microclimate. Work involve also communication negotiation, interacting with other people which can be a result of satisfaction or dissatisfaction feeling or attitude (see table 4).

Table 4. Satisfaction and dissatisfaction factors for motivation

Satisfaction	Dissatisfaction
Growth	Company policies
Responsibility	Supervision
Recognition	Relationship with superior
Achievement	Salary
The worth itself advancement	Security
	Stats
	Work condition

In an achievement culture, the question is likely to be “**What** do you need?” while in an ascription culture the question will more likely be “**Who** do it?”. The feed-back of the motivation factors depends also of expectation and fairness in organization in each country and relationship established between the manager –subordinate (see table 5.).

Table 5. Motivation cross -cultural feed back

MOTIVATION	EXPECTATIONS	FAIRNESS
WHAT is needed for an organization TIME when it is need WAY it has to be WANTS of employee to do it himself or herself	TRUST that desired behavior shall be remunerated AWARENESS what remuneration is for the desired behavior ASSURENCE that reward is value reward of no value is demoralizing	EMPLOYEE must be convinced that the reward is fair must feel that organization actions concerning him/her are honest

Culture has also economic effects, Bărbuță-Mișu (2012, 2012), analyze the financial structure influence on the cost of capital in multinational companies and identify the influence of culture in organizations. With other words culture is as well decision and execution and has a economic effects and might be moved in this area. The European Union has done a good job for a common identity and culture by establish a common market. However the criterion of cultural identity learn us a lot, and open a door for inclusion of various groups here we can mention Coca Cola, Vodafone, Disney land or McDonald’s.

5. Conclusion

Multi cultural organization are becoming the norm, more and more are being executed successfully using multicultural teams. Global management can succeed through effective leadership, cross cultural communication and mutual respect. Without them, it is destined to fail.

To achieve organization goals and avoid potential risks manager organization should be culturally sensitive and promote creativity and motivation through flexible leadership. Using effective cross cultural teams can provide a source of experience and innovative thinking to enchanted the competitive positive position of their companies and to resolve potential communication barriers.

This paper has proposed a broad framework composed of the constituent elements of cross-cultural management performance at the individual manager level. The performance elements of cross-cultural management performance should include both task and contextual performance. Where relevant, the performance elements should be uniquely tailored and be relevant to the cross-cultural context and to the manager’s organizational context.

The performance elements should also-have a similar meaning to raters from different cultural and contextual backgrounds; have been tested empirically in the cross-cultural context by raters from relevant cultural perspectives; and where possible, relevant elements should be behaviorally anchored or able to be translated to behaviorally anchored terms.

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