



CROSS-CULTURAL DIFFERENCES AND MOTIVATION

Danguolė Savareikienė

Šiauliai University

Abstract

In this article cross-cultural differences and motivation are analyzed, motivating employees is essential for any organization aspiring to succeed. Motivation is very topical in the context of a person's work and personal life. That context is greatly influenced by cultural variables, which affect the attitudes and behaviour of individuals on the job. Cross-cultural differences to a considerable degree are importance not only in international business but in the each country. The study has an objective of exploring how cross-cultural peculiarities the use of motivational practices. The difficult of implementation employee motivation have been identified for some cultural factors in various countries. Middle manager motivation differences analyse was based on findings two countries: Sweden and Russia.

KEYWORDS: cross-cultural differences, motivation, culture, organization.

Introduction

This article summarizes the insights of different authors into the main factors of motivation according cross-cultural approach, which very importance in organization management process. In considering what motivates people, organization has to understand their needs, goals, value systems, and expectations. No matter what their nationality or cultural background, people are driven to fulfil needs and to achieve goals, but what are those needs, what goals do they want to achieve, and what can motivate that drive to satisfy their goals.

Novelty and relevance of the article. The process of globalization is worrying Lithuanian companies due to personnel changes in the structure of the international dimension. This is especially expressed in the growth period, when not enough of the local labor force, and to fill this gap, companies will have to accept immigrants of other nationalities. Cross-cultural differences become a problem: how to manage the company's multi-ethnic staff on how to properly motivate them to achieve the company objectives.

Employee motivation is one of the most important in the management companies today. It goes to the core of many an expatriate manager's role while working in other countries. People are motivated by many different factors, of course, but expatriate managers working here may be motivated by the prospect of future promotion, high living standards, overseas experience, adventure, and many other factors. One of the biggest challenges of working in a foreign country is learning how to operate in a different cultural setting. Business may be business the whole world over, but the way it is conducted differs widely. Managers have heard numerous stories about cultural snafus, missed appointments, differences in management style causing problems at the office, lost orders or down time on production lines due to serious miscommunications, labour problems between foreign

management and local staff and many other problems. Many of these problems could have been averted or lessened had the expatriate manager and the local counterparts and colleagues been better prepared for the differences in work patterns that they would encounter.

Motivation of employees is one of the most important issues facing companies today. The need to instil employees with motivation is becoming ever more important especially with the shift towards a more socially and culturally responsive workforce. The priority task is to identify cross-cultural differences of employee needs and the creation of employee motivation requires both mind and heart. Since employees are motivated more by being valued, appreciated, and respected than they are by money.

The scientific *problem* of the article can be defined as follows: keeping people in the workplace motivated is crucial to success and when personnel feel valued, recognized and supported they perform better; they are motivated, responsible, and productive. However, how, why and when people get motivated differs across cultures. For some financial gain is a motivating factor, but not for a long time. Depending on the culture of the individual their reasons for feeling motivated will be relative

Talking about the level to which the scientific problem has been research, Czinkota, Ronkainen, Moffet (2008); Chen (2010); Holden (2002); Whitfield (1997); Wiley (1997); Jackson, Bak, (1998); Sirota, Greenwood (1971); Hui (1990); Wiley (1997), and others should be mentioned, as their publications and research results interpretation the main problem of cross-cultural differences and motivation. Nevertheless, in the research works by Lithuanian authors these aspects are rarely found (Savareikiene (2011) analyzed partly employee needs differences between Lithuania and others regions). Fey (2005), Hofstede (1980a), Hofstede (1980b), Elenkov (1997) analysed the problem of cross-cultural differences

and middle managers motivation aspects. In their studies the authors focus on the level the manager needs satisfaction.

Research subject: cross-cultural differences in the motivation domain.

Research aim: to define motivation differences in the cross-cultural aspects.

Theoretical framework of the research: Cross-cultural differences and motivation

In the world of international business practice, manager plainly bring an intercultural and cross-cultural dimension to their thinking and behaviour, and drawing a sharp line between the two, even for theoretical purposes, may be counterproductive. Holden (2002) has opted for cross-cultural as the preferred generalizing term for the following reason. In the UK and USA there is not doubt that the term *cross-cultural* prevails over *intercultural* with respect to the international activities of managers. The term *intercultural* has wide currency in several European languages, but is clear that *interculturel* (French) and *interkulturel* (German) do not exclude the comparative dimension more strongly implied in the word *cross-cultural*.

Cross-cultural management is a theme of considerable and increasing importance in international business. There is not enough of theoretical and practical material on the subject. However, there is one aspect which has from academic point of view, generally been underrated and in most cases, neglected completely. This practice extends, for example, in to business ethics, but certainly not into cross-cultural management. "Cultural risk is just as real as political risk in the international business arena" (Czinkota et al., 2008, p. 264). Rather than diminishing or eliminating cultural differences, the internationalization of business across cultures.

One of essential elements of management employees is concerning work-related motivational factors, and researchers indicate that the factors that motivate today's workers are more extrinsic than they used to be. At a deeper level, monetary rewards communicate what the company values and affect employees' emotional and familial wellbeing. For organizations operating in more than one country valuable for improving employee attitudes, because there are cross-cultural influences on employee attitudes and the use country norms is preferable. Concepts such as *employee recognition* can have different meanings due to different cultural meaning (Hui, 1990), and this can affect the equivalence of the measurements of employee attitudes across countries. Scientists and businessman should try to understand the foreign culture and the language and don't ignore that, that the main reason to learn how motivate employee this countries.

Multi-national companies rely on expatriate managers sent for long-term overseas assignments to set up new operations abroad, drum up new business, or help run their subsidiaries around the world. About one out of three of these managers will fail in their assignments—either they come home prematurely, or they fail to accomplish what their organization had hoped for (Chen,

2010). There is a high personal and career cost for an expatriate employee who fails, and such failures are very costly for his or her company, as well. Chen's (2010) study looked at the overseas assignments of managers in a large U.S. energy company. Overseas assignments typically lasted about two years. While some managers chose to take an overseas assignment and regarded it as a positive career step, others were assigned to their overseas job. Chen measured the managers' willingness to adapt cross-culturally and their belief in their ability to succeed in their assignments. Motivated managers were those people willing to try harder and work harder to overcome cultural challenges, and willing to give up the need to do things the American way.

Analyzing cross-cultural problem we can find Chen (2010) study about overseas assignments of managers in a large U.S. energy company. Overseas assignments typically lasted about two years, while some managers chose to take an overseas assignment and regarded it as a positive career step, others were assigned to their overseas job. Was noticed by Chen that the managers' willingness to adapt cross-culturally and their belief in their ability to succeed in their assignments. Motivated managers were those people willing to try harder and work harder to overcome cultural challenges, and willing to give up the need to do things the American way. The assignments were classified into the relative levels of challenge they presented to the manager based on two key factors. First was the amount of support provided by the home company in the overseas subsidiary. This support included everything from language training, financial assistance, support for families, career mentoring, local resources, and the like. Expatriates often find it more challenging to adapt when their firm does not provide such support mechanisms. The other factor was cultural distance, which encompasses differences in language, religions, governmental systems, worldviews and social mores. An American manager working in Canada will have a much less challenging experience than an American working in China—or Nigeria, or Dubai, or any country where the cultural differences are very great. Many of the countries where cultural differences were greatest were also "high-stress" places in the developing world, where violence and civil unrest were common.

Chen (2010) also notes that cross cultural motivation in expatriates helped them overcome some challenges but not others. Motivation alone wasn't enough to help them overcome the challenge of cultural distance, but motivation is one of the factors make up for a lack of support in their foreign subsidiaries.

With an increasing number of foreign enterprises operating in China, there is a need to focus on the motivation of Chinese workers in such enterprises, and the way that human resource management practices address Chinese work values and motivational factors. Problems of productivity and retention of employees have been reported which reflect on the ways foreign companies attempt to motivate Chinese employees, often relying on practices drawn from concepts which work in the West. Meaning attitude explain that Western companies not like to work in a Chinese context because Chinese work values and motivation are different from

Western. A study of 13 companies in Beijing is reported (Jackson, Bak, 1998) about the need organisations to affect structural and policy changes in the areas of rules and procedures, reward systems, corporate identity and career planning. The provision of appropriate expatriate manager training is also suggested.

Whitfield (1997) analyzed peculiarity Indonesian employee motivation and his finding in this domain. Indonesian managers, however, are working in their own country and are working in their own cultural support systems, so motivation differs between Indonesian business culture and standard Western business culture. In Indonesia, where business is always personal, motivation depends strongly, but not unsurprisingly, on more personal factors than those of the West. It was noticed by Whitfield (1997), that “family, religion, health, and other so-called personal factors often determine an Indonesian manager’s performance on a daily basis. Western preoccupation with money as the prime mover in work performance does not apply well to Indonesia. Of course, Western employees do not just work for the money, either. There are many other factors that determine job satisfaction. However, there is definitely a strong belief in the West that rewarding extra performance by offering second shifts, authorizing overtime payments, increasing appraisal bonuses, and giving other financial incentives are an effective and time-tested method of motivating employees. Unfortunately, that Western belief as applied to Indonesian business culture is one of the main causes of confusion and frustration.

Research methodology

Mainly comparative, analytical and systemic methods have been used in the article, taking into consideration the large amount of scientific literature and

researches. Monographic descriptive method, analysis and synthesis are used in the paper to study the problem motivation and cross cultural differences.

Empirical research was based according Maslow needs theory. Research into the expression of the job motivation process in organisations of Lithuania was organized (N=1669), and research findings (see Table 1) on employee priority needs by main groups of employees in the organisation are given below (Savareikiene, 2011). Findings of this empirical research into employee needs in Lithuania are somehow specific if compared to employee needs in the EU and other countries because here social and safety needs are dominating. In the article was used information researches others scientists: Sirota, Greenwood 1971; Kovach 1987; Hofstede 1991; Wiley 1997; Whitfield 2007 in the aspect of differences in motivation.

Research results: Cross-cultural differences and motivation

Motivation research through employee satisfaction is very important as the satisfaction of their needs in the work environment contributes to the goals of the organization. Empirical research Savareikiene (2011) revealed different groups of personnel needs priorities (table 1), and this demonstrates the fact that even within countries observed differences in the needs of employees. It was found during the investigation that all staff groups (executives, specialists, office workers (clerk), workers) as priority needs dominate the social and security needs.

The results of researches others scientists: Sirota, Greenwood 1971; Kovach 1987; Hofstede 1991; Wiley 1997; Whitfield 2007, in the aspect of differences in motivation shows that in most European countries also dominate social needs, which indicate that in the Lithuania dominated European management model.

Table 1. Priority needs by employee groups in the Lithuania

Employee group	I place	II place	III place	IV place	V place
Executives	Social	Safety	Self-actualization	Physiological	Esteem
Specialists	Social	Physiological	Safety	Self-actualization	Esteem
Office workers(clerk)	Social	Safety	Physiological	Self-actualization	Esteem
Workers	Physiological	Safety	Social	Self-actualization	Esteem

Source: Savareikiene, (2011)

Key findings of comparative analysis of staff needs priorities and needs in Lithuania, the EU, the US and global wide are as follows:

- Social and safety needs are dominating needs of various groups of employees in organisations of Lithuania.
- Social needs are employee priority needs in the EU states, e.g. Norway, Denmark, Finland, the Netherlands where life quality is high (Cross – Cultural Motivation, 2007).
- In English speaking countries esteem and self-actualisation needs are the most important and safety needs are less important; in French speaking countries safety needs are more important and demanding job is less important (Sirota, Greenwood, 1971).
- In the US organisations employee priority needs are under the influence of the following country rating criteria: firstly, high life quality level in

the country; secondly, strong avoidance of uncertainty (Cross – Cultural Motivation, 2007).

- In the states where people strongly avoid uncertainty (instability) (Japan, Greece, Mexico) priority is given to safety needs (Cross – Cultural Motivation, 2007).

Comparative analysis has enabled to ascertain the fact that employee priority needs are determined by, firstly, the level of the country's economic development, and secondly, by historically developed cultural aspects conditioned by historical heritage.

The prime purpose of the manager is to ensure that his organization serves for its basic aim implementation. Managerial work across domains is more similar than different, and one of manager duty is to motivate its subordinates, but the question is what s motivated the manager. The globalization is one of the reasons to solve job motivation process in cross-cultural aspect between managers before their important role in the organization development.

Table 2. Differences of national cultures (in index)

Four important traits national culture	Elenkov (1997) Russia	Hofstede (1980a) Sweden	Hofstede (1980b) USA
Individualism	40	71	91
Uncertainty avoidance	87	29	46
Masculinity	50	5	62
Power distance	89	31	40

Source: Fey (2005)

The study of this article chapter will base on Hofstede cultural dimension theory. Fey (2005) study about manager motivation aspects in different cultures was based on most popular Maslow need theory. The author compared the factors which best motivate Swedish and Russian middle managers, and noticed that countries have very different national cultures. One of the objectives this study was briefly to analyse two countries

cultures according Hofstede s model (1980). This model identifies four important traits on which national cultures often differ: power distance, masculinity, uncertainty avoidance, individualism. By the reason Russia was not included in this Hofstede s model, Elenkov (1997) after has conducted a study based on managers in Russia. The differences of national cultures can see in Table 2.

Table 3. Comparison middle manager motivation factors

Sweden	Russia
• Swedish managers do not become more motivated when bonuses are used to a greater extent; • The interesting tasks positively affects Swedish manager motivation; • Swedes are concerned about satisfying higher-order needs and thus highly motivated by having them satisfied; • Providing a more pleasant work environment serves to increase Swedish managers motivation; • Swedes are more motivated more equitable environment;	• Russians are striving to fulfil lower level needs and have lower personal income taxes are extremely motivated by salary increases; • Russians are highly motivated by increasing the use of bonuses in their compensation package; • Russians can work hard if they given the proper incentive; • The interesting tasks has a little effect on Russian managers motivation; • Russians are lower on Maslow s (1954) need hierarchy and they provided more basic needs;

Source: Compiled by the authors with reference to Fey (2005)

Of course Russia was in period of transformation but the cross-cultural differences are obvious. The data in Table 2 shows that Russian managers used to hierarchical organizations and high power distance and uncertainty avoidance. In this cross-cultural countries contrast interesting study findings of middle manager motivation.

How different Russian and Swedish managers are motivated demonstrated Table 3 (study based on a sample of 82 Swedish managers and 86 Russian managers). As can be seen by Fey (2005) study Swedish managers have reached a certain salary level and have enough money to live on and prefer to live a good life rather than work hard for further salary increases. May be it is the reason because Swedes are known for taking long vacation. Fey (2005) emphasise the interaction between salary level and country and results indicate that Russians are more motivated as salary increases than are Swedes.

The job motivation research in Russia Vladimirskij region (Regionalnye aspekty motyvicii truda, 2002) executive managers in serves domain based on Maslow's hierarchy need emphasized that the first place take physiological needs, second place – esteem needs, an third place – safety needs. Fey (2005) confirmed this findings by his study that basic needs according Maslow's hierarchy theory are priority for Russian managers. It shows that motivation problem is related with economy of country.

Generalizing findings from all research signified that middle managers from different cultures motivated various factors. The cross-cultural comparison illustrated the fact to have information about the needs of manager different countries. Companies have understood manager needs, goals, value system, and expectation whereas people are driven to fulfil needs and achieve goals.

Conclusions

- Modern management is based organizations employees motivation; therefore, attention must be paid to the needs of staff identification. In particular, the problem becomes more complex reasoning when the staff is multi-national. The process of globalization and economic growth makes recruiting from other countries, so that cross-cultural differences will become problem of Lithuanian organizations.
- Employee motivation is one of the most problematic in the management multi-national companies today. The difficult of implementation employee motivation have been identified and the each factor like language, religions, governmental systems, worldviews and social mores has very important role.
- Analysis of cross-cultural aspects demonstrated misunderstanding some motivation dimension in different countries: concepts such as *employee recognition* can have different meanings due to different cultural meaning.
- It has been established that differences in middle managers needs depend on the cross-cultural characteristics of different countries. Motivating

attitudes that respond to employee priority needs have been established to orient organizations in their search for motivating factors.

References

- Chen, G. (2010). Cross Cultural Motivation and Expatriate Effectiveness. <http://www.rhsmith.umd.edu/smithbusiness/spring2010/KnowledgeTransfer/CrossCultural.aspx>
- Cross – Cultural Motivation. (2007). <http://home.skif.net/~todorov/036.htm>.
- Czinkota, M., Ronkainen, M., Moffet, M. (2008). Fundamentals of international Business. Wessex Publishing.
- Elenkov, D. (1997). Differences and similarities in managerial values between U.S. and Russian managers. *International Studies of Management and Organization*, 27(1), 85-106.
- Fey, C. (2005). Opening the black box of motivation: A cross-cultural comparison of Sweden and Russia. *International uisiness Review*, 14, 345-367.
- Hofstede, G. (1980a). Cultures consequences: International differences in work-related values. Houston, TX: Gulf Publishing.
- Hofstede, G. (1980b). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 9, 42-63.
- Holden, N. (2002). Cross-cultural management: a knowledge management perspective. London: Prentice-Hall.
- Hui, C. H. (1990). Work attitudes, leadership styles and managerial behaviour indifferent cultures. Newbury Park, SA: Sage.
- Jackson, T., Bak, M. (1998). Foreign companies and Chinese workers: employee motivation in the People's Republic of China", *Journal of Organizational Change Management*, Vol. 11 Iss: 4, pp.282 – 300.
- Kovach, K. A. (1987). What motivates employee? Workers and supervisors give different answeres. *Business Horizons*. 30. 58-65.
- Maslow, A. (1954). Motivation and Personality. New York: Harper and Row.
- Regionalnye aspekty motyvicii truda. (2002). <http://www.pragmatist.ru/motivaciya-truda/regionalnye-aspekty-motivacii-truda.html>S.
- Šavareikienė, D. (2011). Darbuotojų poreikių tenkinimu grindžiamas darbo motyvacijos proceso vystymasi organizacijoje. Daktaro disertacija. Kaunas.
- Sirota, D., Greenwood, J.M. (1971). Understand your overseas work force. *Harward Business Review*, Vol. 49 No 1, pp. 53-60.
- Whitfield, G. B. (2007). ASK EOS: Employee Motivation. <http://www.expat.or.id/business/employeemotivational.html>.
- Wiley, C. (1997). What motivates employees according to over 40 years of motivation surveys. <http://www.emeraldinsight.com/Insight/ViewContentServlet?FileName=Published>.

TARPKULTŪRINIAI SKIRTUMAI IR MOTYVACIJA

S a n t r a u k a

Globalizacijos proceso vystymasis turi tiesioginį poveikį organizacijų valdymui, o tuo pačiu ir jų personalo motyvavimui. Tarpkultūrinių skirtumai ir motyvacija, kuri laikoma multinacionalinių kompanijų reikšmingu valdymo instrumentu, vis dažniau tampa mokslinių

diskusijų objektu. Tyrėjai analizuoja atskirų šalių motyvacijos ypatumus ir bando identifikuoti reikšmingus tarpkultūrinius veiksnus, sąlygojančius vieno ar kito regiono ar šalies organizacijų personalo motyvavimo specifiką.

Mokslinę straipsnio **problemą** galima nusakyti taip: organizacijos valdymą ir jos personalo motyvavimą apsunkina tarpkultūriniai skirtumai, sukeliantys iššūkius motyvacijos realizavimo procese. Taip atsitinka dėl kompanijų plėtros proceso, kuriant filialus užsienio šalyse, arba net perkeltiant savo veiklą į kitas šalis, kai tenka įsiliesti į kitos šalies kultūros aplinką, ir spręsti iš to kylančias problemas. Problema kyla ir siunčiant savo kompanijos vadovus dirbti į užsienyje esančius filialus, nes reikalingas naujas požiūris jų motyvavimui kitokios kultūros aplinkoje.

Tyrimo objektas: tarpkultūriniai skirtumai ir motyvacija.

Straipsnio tikslas – identifikuoti esminius organizacijų personalo ir vadovų motyvavimo skirtumus tarpkultūriniu aspektu.

Straipsnyje analizuojamos problemos, išskylančios organizacijoms motyvacijos srityje tarpkultūrinių skirtumų požiūriu, kai jos įkuria savo filialus užsienio šalyse: pirma, neįmanoma transportuoti darbuotojų motyvavimo sistemos į tas šalis, kadangi susiduriama su kultūriniais skirtumais, antra, siunčiant savo vadovus dirbti į tuos filialus kuriam laikui, jų adaptacijos laikotarpis pareikalauja itin didelių pastangų tarpkultūriniais skirtumams įveikti. Identifikuoti reikšmingiausi faktoriai tarpkultūrinių skirtumų ir motyvacijos procese. Tyrėjų studijos atskleidė įdomų reiškinį: netgi motyvacinės nuostatos skirtingose šalyse suvokiamos nevienodai, o tai reiškia jų taikymo vertę skirtinga, todėl valdymo procese kyla nesusipratimai. Rytų šalyse Vakarų šalių žmonės (pavyzdžiui Indonezijoje) motyvuoja ne pinigais, jiems pasitenkinimą darbu teikia kiti veiksniai, tačiau užsienio organizacijos savaime tampa patraukliomis ir motyvuojančiomis vietiniams gyventojams dėl nuostatos apie jų mokamus priedus, apmokamus viršvalandžius bei kitas vakarietiškas motyvavimo priemones.

Kitas straipsnyje svarstomas požiūris susijęs su darbuotojų poreikių prioritetais bei jų skirtumais tarpkultūriniu aspektu, kai identifikuojami ne tik preferenciniai į aktyvią veiklą įsitraukusių asmenų poreikiai, bet jų diferenciacija pagal personalo grupes. Straipsnyje pristatomi Lietuvos organizacijų personalo poreikių tyrimo, remiantis Maslow poreikių piramidės klasifikacija, rezultatai pagal personalo grupes (Šavareikienė, 2011), ir lyginami su kitų pasaulio regionų tyrėjų atskleistais preferenciniais poreikiais. Lyginamoji analizė įgalino atskleisti tą faktą, kad Lietuvoje dirbantiems žmonėms aktualiausi socialiniai ir saugumo poreikiai (išskyrus darbininkų pogrupį), skandinaviskose šalyse socialiniai poreikiai iškyla į pirmą vietą, angliškai kalbančiose šalyse vyrauja pripažinimo ir saviraiškos

poreikiai, o šalyse, kur vyrauja nestabilumo požymiai (Meksika, Graikija, Japonija) – aktualiausi saugumo poreikiai. Organizacijos personalo bendrąją prasme poreikių prioritetų diferenciaciją apsprendžia dvi determinantės: pirma, kiekvienos šalies ekonominio išsivystymo lygmuo, antra, istoriškai susiklostę šalių kultūriniai aspektai, sąlygojami istorinio paveldo. Motyvacijos proceso realizavimas įvairiose šalyse tampa tarptautinių kompanijų iššūkiu, reikalaujančiu finansinių išteklių, laiko, kompetencijų ir jėgų, ir subtilaus valdymo proceso. Globalizacijos procesas, atveriantis naujas galimybes organizacijų sklaidai bei tarptautinių išteklių pasitelkimui veiklos rezultatams pasiekti, kartu verčia priimti bei kūrybingai spręsti iššūkius, siekiant įveikti tarpkultūrinius skirtumus. Tarpkultūrinių skirtumų ir motyvacijos studijos gali pasitarnauti naujiems moksliniams tyrimams, kadangi tyrėjų moksliskai pagrįsta informacija šiuo požiūriu suponuoja organizacijų vystymąsi bei transformuoja jų valdymą motyvuojančiu aspektu: reliatyvi abipusė nauda tiek įgyvendinant organizacijų tikslus, tiek tenkinant jų personalo poreikius.

Apibendrinant atlikto tyrimo rezultatus galima teigti:

- Šiuolaikinė vadyba grindžiama darbuotojų motyvavimu, todėl pagrindinis dėmesys privalo būti kreipiamas personalo poreikių identifikavimui. Poreikių identifikavimas tampa problema, kai organizacijos personalas daugiatautis. Globalizacijos proceso plėtra ir ekonominis šalies augimas skatina pasitelkti darbo jėgą iš kitų šalių, štai tada tarpkultūriniai skirtumai tampa vadybine problema, motyvuojant organizacijos personalą.
- Nustatyta, kad tarpkultūriniu požiūriu motyvacijos aspektu kyla nesusipratimai dėl tų pačių motyvacijos dimensijų: pavyzdžiui, darbuotojų pripažinimas skirtingose kultūrose įgyja skirtingas reikšmes.
- Atlikta analizė įgalino atskleisti tą faktą, kad skirtingose šalyse ir skirtingose kultūrose stebimi nevienodi atskirų organizacijos personalo grupių poreikių prioritetai, todėl, perkėlus savo veiklą į kitos kultūros terpę, organizacija turi išsikelti uždavinį nustatyti, kokie yra personalo ir jo grupių poreikių prioritetai.
- Motyvuojančių faktorių analizė Švedijos ir Rusijos vidurinio lygio vadovų aspektu pademonstruoja esminius skirtumus, o tai leidžia daryti išvadą, kad įtraukus į kompanijos veiklą kitos šalies piliečius, būtina susipažinti su jų poreikiais ir tų poreikių tenkinimo galimybėmis, kadangi motyvavimo politikos mechaninis perkėlimas gali būti neveiksmingas.

Pagrindiniai žodžiai: tarpkultūriniai skirtumai, motyvacija, kultūra, organizacija.