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## **THE PROCESS THEORIES OF MOTIVATION IN CROSS-CULTURAL CONTEXT**

In the modern conditions, despite the globalization and technology development, the differences between countries, peoples, cultures remain a serious challenge for those engaged in cross - cultural relations. Although the study of these differences is dedicated to a number of serious scientific researches, transformation of knowledge into results is still quite a challenge not only in the sphere of business but in academia as well. Moreover, academia in Kazakhstan is only beginning to touch this area. In order to develop comprehensive and culturally diverse academic sphere, it is vital to consider the national culture as one of the important factors of the people management system in higher education institutions, which also involves the faculty motivation.

The value system is the basis for the development of staff motivation system. There is no universal schemes: each organization: academia or business, depending on the corporate culture, market experience and management style - Kazakhstani or foreign, chooses its own path - the path of the whip, stick or a perfect balance of both. Majority of Kazakhstani higher education institutions still apply soviet style motivation system, which is not applicable to the realities of the modern world. The paradigm shift that is happening all over the world, and hopefully will come to Kazakhstan as well, has the new focus on the balance of financial and non - financial motivation. From the point of view of financial motivation, it is crucial to follow the market trends, and regularly review its compensation and benefits in this segment; from the point of view of non - financial motivation, the most important part is the relations and humane approach.

Employees should be placed at the forefront of the motivational system and the cultural peculiarities. The cultural difference of faculty in higher education institutions not only formed by their background but also by the specific professional mindset that for sure different from one culture to another. Most of American universities apply the principle of achievement recognition among faculty members. The main idea is that we should always look for a reason to celebrate the successes and achievements of the colleagues and take this as a part of the life [1]. The special recognition cards that any employee could sign and hand over to the colleague, subordinate or supervisor and each manager has a personal prize, which he gives to his subordinates and colleagues for important achievements for the company. People

who come to work in Kazakhstani academia from the Western countries often surprised that their well-working mechanism fails on Kazakhstani soil.

According to the process approach defined by the behavior of the individual, not only its needs, but also the perception of the situation, the expectations associated with it, the assessment of their capabilities, and the effects of the selected type of behavior influence the decision about the action [2].

As part of the process approach it is vital to distinguish the theory of expectations of W. Vroom, who believed that the person is driven not only by the aware of need but also by the hope for a fair remuneration. In his concept of Vroom and his supporters L. Porter and E. Lawler tried to explain why people make the choices when faced with multiple possibilities, and how much they willing to spend effort to achieve a result. At the same time, the result of two ways was considered: as a product of human activity and as the implications of its receipt (various forms of reward or punishment). The degree of desirability, attractiveness, priority for a specific result or human needs within the concept called valence. If they have a value that is positive valence; if a negative attitude towards them - valence of the negative; if the indifference - zero. Thus, the valence is very subjective, and varies among people. This is well illustrated by the salary, one - way or another value which some consider indecent, while others are willing to work for it from morning until night. The difference also based on cultural attitude towards remuneration, while certain cultures value even tiny incentives, others usually westernized cultures seem to appreciate only giant bonuses. Representation of people about the extent to which their actions will lead to certain results has been called expectation. It can refer to the possibility of performing some work and opportunities for the fair compensation.

Waiting is determined based on the analysis of the situation, knowledge, experience, intuition, the ability to assess the situation and its possibilities, and has a significant impact on human activity and its commitment to achieve the goal.

Since the expectation is a probability category, its numerical characteristic ranges from zero to one. The final grade, which determines the degree of human motivation to certain activities, integrates the assessment of the likelihood that, in the first place, the worker will be able to cope with this task (waiting for the results of the first kind).

In addition, it is the assessment of workers' expectations regarding the recognition of the success and reward, and evaluation of possible compensation [3].

For the successful implementation of this concept in practice, the manager must know the motivational structure behavior of subordinates, to form a real level of expectations and inspire them.

Thus, the theory of expectations associated with the work of Vroom, based on the fact that the presence of active demand - is not the only condition for human motivation to achieve a certain goal. Expectations - is an assessment of the probability of certain events personality. In the analysis of expectations of motivation, theory emphasizes the importance of three relationships: labor costs - the results; results - remuneration; reward - a reward satisfaction.

If people do not feel the direct relationship between effort expended and the results achieved, the motivation will wane. The lack of correlation may be due to improper employee self-esteem, his poor training or improper training, lack of rights of the employee to perform the task. Expectations for rewards results - it is waiting for some reward or encouragement in response to the current level of results. Value encourage or reward, which is called the valence, also determines the motivation theory expectations. Valence - is the estimated relative degree of satisfaction or dissatisfaction arising in the preparation of specific remuneration. If the value of the remuneration received for the human small, the expectations theory predicts that the labor motivation will wane. If the value of any of the motivating factors is not enough, there will be a lack of motivation and poor results of labor.

Regarding the use of the expectations theory, in practice, the effective motivation for the manager should establish a firm relationship between the results and rewards. In this connection, not necessary to give consideration only for effective work of managers should form a high but realistic level of results expected from employees, and impress upon them that they can achieve them if exert force. In addition, the manager needs to know how this or that their subordinates evaluate one or another form of compensation. It should be remembered that the workers will be able to achieve the performance level required for valuable consideration, if the delegated authority level, their skills are sufficient for the task.

Experimental studies generally support the position of the theory of expectations, but note the need to refine its technical, conceptual and methodological bases. Equity theory postulates that people subjectively determine the attitude of the consideration received for the efforts expended and then relate it to the remuneration of other people

doing similar work. If the comparison shows the injustice, for example, an employee believes that his colleague received for the same work more reward, and then he has a psychological tension.

Restore a sense of justice by changing the level of effort and the level of remuneration received. Thus, employees who believe that they are not underpaid in comparison with others can either start to work less intensively or seek to increase the reward. Employees, who believe that they are overpaid, will seek to maintain the intensity of labor at the same level or even increase it. Usually, when people feel that they are underpaid, they begin to work less intensively. Those who believe that they are overpaid, less likely to change their behavior [4].

Using the theory of justice in practice can be successful, if it is possible to establish a fair reward system and explain its potential employees. Another concept in the framework of the process approach is the theory of justice of George Adams, who claims that human motivation is largely influenced by the estimate of its current activities and its results both in comparison with previous periods, and, most importantly, with the achievements of other people. If a person sees him approach with the same yardstick, as to the rest, he feels satisfied and will be active, and vice versa.

This dissatisfaction may occur even at a high absolute level of remuneration, and the low, and cannot speak. So, today only 16% of employment and 6.3% of professionals in Kazakhstani academia believe that their income corresponds to labor contribution. According to Adams, each subject is always mentally evaluates the ratio of: individual income vs. revenues of others, and individual costs vs. costs of other people. At the same time, in the costs included not only human efforts to implement the work, but also his experience in the organization, skill level, age, social status and so forth. If as a result of evaluations and comparisons it concluded that distribution is fair, then the degree of motivation remain the same. However, if employees believe that there is some kind of discrimination, then they begin to «restore justice», demanding higher wages, better working conditions, career advancement; using various illegal ways to increase revenue; regulating personal productivity (tempo and efficiency of the work); moving to another unit, etc.

If people are overpaid for the most part their behavior, they are not inclined to change. Since this kind of evaluation is highly subjective, it is necessary to have clear criteria for compensation, based on accurate research and take into account the psychology of the people, which helps mitigate

the conflicts in the case of differences of opinion. In addition, in practice leading organizations, the positive role played by the opportunity to openly discuss controversial issues related to the remuneration, excluding any were secrets in relation to its value at each of the employees, the creation of a favorable moral and psychological climate.

The theory of goal setting, the main author of which is E. Locke is also belongs to the process approaches. It comes from the fact that people in varying degrees of perceived purpose of the organization as their own and strive to achieve it, getting satisfaction from the performance required for this work. Moreover, its effectiveness is largely determined by characteristics such purposes as human commitment to them, their acceptability, complexity, etc [5]. If the goals are real, concrete, clear, acceptable to the employee, what they are above, so as a rule, it will be harder for them to strive, despite the complexity and specificity, and will be able to achieve great results in the process of achieving them. In accordance with the goal setting theory a significant impact on employee motivation and provides the result. If it is positive, the executive is satisfied with himself and his motivation is increased, and in the opposite case, of course, the opposite occurs. On the satisfaction or dissatisfaction with the achieved result is influenced by its internal and external evaluation. With the latter may be linked certain collisions. For example, trying to improve it, the contractor can take on understated liabilities; at the same time, the failure to implement fully, even for objective reasons, a lot of work is not highly valued, leading to demotivation.

On the theory of goal setting is close in spirit to the concept of participatory governance emanating from the fact that a person gets satisfaction from participating in the affairs of the organization and as a result not only works with high efficiency, but also to maximize reveal their abilities and opportunities. Within the framework of participatory governance ordinary workers are entitled to make their own decisions regarding the means and methods of performing their tasks; involved in advising on specific issues involved in innovation and invention, artistic activities of special groups; are able to control their own work.

In practice, all these forms are used together in varying proportions depending on the nature of the organization and specific internal processes therein. Recently there have been attempts to combine the two approaches given above. Thus, L. Porter and E. Lawler developed a comprehensive theory of the process of motivation (extended model

expectations theory). It connects the concept of Maslow, Herzberg, McClelland, with the ideas of the process approach V. Vroom. In accordance with it the results achieved by each employee depends on his abilities, characteristics, awareness of their role in the organization and the ongoing efforts. The efforts, in turn, caused the value of remuneration, its correlation with the results and the degree of probability that the remuneration corresponding to the efforts expended, really will be obtained.

Achieving the required level of performance results in an internal (satisfaction with the work performed, the awareness of their competence, the emergence of self-esteem) and external reward (prize, praise, promotion). The degree of satisfaction resulting from internal and external compensation with regard to their equity has an impact on the effectiveness of work in the future. One of the conclusions of the theory lies in the fact that the productive work is a reward in itself.

Porter-Lawler model includes elements of expectations and the theory of justice theory. In their model featured five variables: the effort, perception, results, reward, and satisfaction. According to this model, the results achieved depend on the effort the employee, his abilities and characteristics, as well as awareness of its role. The effort level of remuneration will be determined by the value and the degree of confidence that the level of effort actually entail a definite level of remuneration. In addition, it sets the ratio between compensation and results - the man satisfies his needs through rewards for the results achieved. Employee performance results depend on three factors: effort, abilities and characteristics and awareness of its role in the process. The level of effort, in turn, depends on: the value of remuneration and how a person believes in

the existence of a strong link between the cost of efforts and possible rewards.

Achieving required performance levels may cause:

1) internal rewards, such as the satisfaction of the work performed, the sense of competence and self-esteem;

2) external rewards, such as praise leader, premium promotion.

One of the most important findings of Porter and Lawler is that productive work is the satisfaction. This is the opposite of what he thinks on this score, most managers believe that satisfaction leads to the achievement of high results in work or, in other words, more satisfied workers are working better. Porter and Lawler suggest that the sense of work done leads to satisfaction and improves performance.

Studies confirm Porter and Lawler's view that high productivity is the cause of complete satisfaction, rather than its consequence. Model Porter-Lawler showed that motivation is not a simple element in the chain of causality. This model also shows how important it is to combine concepts such as effort, ability, results, compensation, satisfaction and perception in a single interconnected system.

Thus, the theory of expectations associated with the work of Vroom, based on the fact that the presence of active demand - is not the only condition for human motivation to achieve a certain goal. The theory of goal setting, the main author of E. Locke, comes from the fact that people in varying degrees of perceived purpose of the organization as their own and strive to achieve it, getting satisfaction from the performance required for this work. Moreover, its effectiveness is largely determined by characteristics such purposes as human commitment to them, their acceptability, complexity, etc.

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