

## ABOUT INTLANG (Gloria ZHANG, MD)

Intlang Consulting Group offers cross cultural marketing and business solutions to Australian businesses, helps them identify new opportunities in overseas markets, breaks down cultural barriers, creating optimised investment or joint venture operations, ultimately bringing different values, strength and business practice together.



## Motivation in a cross cultural environment

In multi-cultural Australia, it is common to work with people of different cultural or heritage backgrounds.

Though cultures may have similar beliefs relating to leadership, loyalty, friendship and efficiency, they achieve these differently. What works in one culture may or may not achieve the same outcome in the other. For example:

Meaning of work: For some, work is the central in life. In China, people believe work is an essential part of life and forms a significant part of a person's identity. They are also very proud of saying "I live to work". In other cultures, people identify a person through character, family and friends, they instead "work to live". Therefore, in a cross cultural team, the management should consider different ways to motivate people who they have different views on the meaning of work.

Uncertainty: In a world of uncertainly, people from different cultures also treat risk differently, especially regarding job security. In some cultures – due to intense market competition and high costs of living - are fearful of losing employment and losing face in their family and society. Motivation in this case is more about improvement of self-value and security.

Power distance: In some cultures, employees show a great deal of respect to authority, therefore it's challenging for the management to find out employee's level of job satisfaction and disappointment. Human resources or unions may have a higher chance of success reaching out to employees and collect feedback.

Motivation and motivators differ across culture where practices that motivate employees in one culture may not be as effective in others. For help on how to motivate employees in a professional and cross cultural environment, please contact Intlang today (27 August 2018).

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