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**BEHAVIORAL STRATEGIES OF THE PERSONNEL
IN THE CROSS-CULTURAL INTERACTION PROCESS
AS A PRECONDITION OF EFFECTIVE DEVELOPMENT
OF THE ENTERPRISE: UKRAINE AND MONGOLIA**

Abstract. This article deals with the results of the study to determine, compare and analyze the behavioral strategies of personnel of Ukrainian and Mongolian enterprises in the process of cross-cultural interaction. The aim of this study is to identify, compare and analyze behavioral strategies of the personnel that are typical of representatives of Ukrainian and Mongolian enterprises in the process of cross-cultural interaction as a precondition for the effective development of the enterprise. To determine the behavioral strategy of personnel in the process of cross-cultural interaction, a methodical approach based on the questionnaire “Types of ethnic identity” was used. As a result of the research it was revealed that the personnel of Ukrainian enterprises adhere to the behavioral strategy of “intermediaries”, and the personnel of Mongolian enterprises adhere to three different categories of behavioral strategies (“intermediaries”, “nationalists” and “ethnophobia’s neurotics”). As a result of the study, it was determined that the personnel of the studied Ukrainian enterprises in comparison with the personnel of the Mongolian enterprises have a more positive ethnic identity that indicates readiness for cross-cultural interaction. The personnel of Ukrainian enterprises only require additional information about the culture of the representatives of which they will be interacting. While only part of Mongolian personnel (60%) is ready for cross-cultural interaction and has an appropriate behavioral strategy, 35% of personnel is not ready for cross-cultural interaction, and 5% of personnel has not yet determined their behavioral strategy in the process of cross-cultural interaction. It means that the personnel of the studied Mongolian enterprises require to carry out additional training and training in the context of cross-cultural management in order to increase the ethnic identity and bring it to a positive level, since almost half of the personnel is not ready to carry out the process of cross-cultural interaction. The results of the research can become one of the key aspects for the development of practical recommendations for the strategy of effective development of these enterprises, taking into account the peculiarities of personnel behavior in the process of cross-cultural interaction.

Keywords: personnel, enterprise, Ukraine, Mongolia, behavioral strategy, cross-cultural management, cross-cultural interaction, ethnic identity, development of enterprise.

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**ПОВЕДІНКОВІ СТРАТЕГІЇ ПЕРСОНАЛУ
В ПРОЦЕСІ КРОС-КУЛЬТУРНОЇ ВЗАЄМОДІЇ
ЯК ПЕРЕДУМОВА ЕФЕКТИВНОГО РОЗВИТКУ ПІДПРИЄМСТВА:
УКРАЇНА І МОНГОЛІЯ**

Анотація. Представлено результати дослідження щодо визначення, порівняння та аналізу поведінкових стратегій персоналу, які притаманні представникам українських і монгольських підприємств у процесі крос-культурної взаємодії. Метою нашого дослідження є визначення, порівняння та аналіз поведінкових стратегій персоналу, які притаманні представникам українських і монгольських підприємств у процесі крос-культурної взаємодії як передумови ефективного розвитку підприємства. Для визначення поведінкової стратегії персоналу в процесі крос-культурної взаємодії використаний методичний підхід, заснований на опитувальнику «Типи етнічної ідентичності». У результаті дослідження виявлено, що персонал українських підприємств дотримується поведінкової стратегії «посередників», а персонал монгольських підприємств — трьох різних категорій поведінкових стратегій («посередники», «націонали» і «невротики-етнофобії»).

У результаті дослідження визначено, що персонал проаналізованих українських підприємств у порівнянні з персоналом монгольських підприємств має більш позитивну етнічну ідентичність, яка свідчить про готовність до крос-культурної взаємодії. Персонал українських підприємств потребує лише в надання додаткової інформації про ту культуру, з представниками якої буде проходити взаємодія. У той час як лише частина персоналу монгольських компаній (60 %) готова до крос-культурної взаємодії та проявляє відповідну поведінкову стратегію, а 35 % персоналу не готові до крос-культурної взаємодії, при цьому 5 % персоналу взагалі ще не визначилися зі своєю поведінковою стратегією у процесі крос-культурної взаємодії. Тобто персонал проаналізованих монгольських підприємств потребує проведення додаткових тренінгів і навчання в контексті крос-культурного менеджменту щодо підвищення етнічної ідентичності та доведення її до позитивного рівня, оскільки майже половина персоналу не готова здійснювати процес крос-культурної взаємодії. Результати проведених досліджень можуть стати одним із ключових аспектів для розробки практичних рекомендацій щодо розроблення стратегії ефективного розвитку цих підприємств з урахуванням особливостей поведінки персоналу у процесі крос-культурної взаємодії.

Ключові слова: персонал, підприємство, Україна, Монголія, поведінкова стратегія, крос-культурний менеджмент, крос-культурна взаємодія, етнічна ідентичність, розвиток підприємства.

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**ПОВЕДЕНЧЕСКИЕ СТРАТЕГИИ ПЕРСОНАЛА
В ПРОЦЕССЕ КРОСС-КУЛЬТУРНОГО ВЗАИМОДЕЙСТВИЯ
КАК ПРЕДПОСЫЛКА ЭФФЕКТИВНОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ:
УКРАИНА И МОНГОЛИЯ**

Аннотация. Представлены результаты исследования по определению, сравнению и анализу поведенческих стратегий персонала, которые присущи представителям украинских и монгольских предприятий в процессе кросс-культурного взаимодействия. Для определения поведенческой стратегии персонала в процессе кросс-культурного взаимодействия использован методический подход, основанный на опроснике «Типы этнической идентичности». В результате исследования выявлено, что персонал украинских предприятий придерживается поведенческой стратегии «посредников», а персонал монгольских предприятий — трех

различных категорий поведенческих стратегий («посредники», «националы» и «невротики-этнофобы»).

Ключевые слова: персонал, предприятие, мультинациональная компания, Украина, Монголия, поведенческая стратегия, кросс-культурный менеджмент, кросс-культурное взаимодействие, этническая идентичность, развитие компании.

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Introduction. At the current stage of the development of the world economy and of the processes of globalization, one of the most important spheres of life of modern society is cross-cultural interaction, as the process of interaction between representatives of different cultures. Unlike inner cultural interaction, cross-cultural interaction has a number of features associated with changing the cultural patterns of the participants in the interaction or adapting them to the patterns of another culture. It is challenging to manage this process and it is very difficult to predict its formation and development.

Literature review. Research of the process of cross-cultural interaction in the context of cross-cultural management has been conducted by such foreign scientists as J. Berry [1], M. Bond [2], S. Bochner [3], M. Brewer и D. Campbell [4], A. Grishina, A. Zelenov and S. Lunin [5], J. Deschamps and W. Doise [6], G. Soldatova [7], A. Tatarko and N. Lebedeva [8], D. Taylor and F. Moghaddam [9], W. Stephan and C. Stephan [10]. In the works of these scientists, the socio-psychological factors which influence tolerance and identity (as the basic characteristics of personnel readiness for cross-cultural interaction) have been studied. It made it possible to identify and describe a variety of psychological factors that determine the effectiveness of cross-cultural interaction. However, despite the large number of studies in this sphere, the phenomenon of cross-cultural interaction has not been adequately studied in the context of cross-cultural management, since behavioral strategies in the process of cross-cultural interaction are not sufficiently considered.

The problem statement. The aim of this study is to identify, compare and analyze behavioral strategies of the personnel that are typical of representatives of Ukrainian and Mongolian enterprises in the process of cross-cultural interaction as a precondition for the effective development of the enterprise.

Research results. According to A. Solodka [11], a theoretical analysis of the nature of cross-cultural interaction indicates that participants in such interaction should have certain characteristics that will facilitate its effective implementation. That is why it is possible to assert that effectiveness of the process of cross-cultural interaction depends on the personal characteristics of participants (readiness for the implementation of cross-cultural interaction). N. Lebedeva and A. Tatarko [8] state that studies of cross-cultural interaction are always closely connected with the issues of ethnic tolerance and identity. Therefore, on the basis of the provisions of Berry's [1] concept of psychological nature of ethnic tolerance and its role in regulating the activity of a social group and on the results of the research, N. Lebedeva [12, p. 33] argues that the positive ethnic identity is the basis of the ethnic tolerance and readiness for cross-cultural interaction. Also in the study of the multiculturalism hypothesis in Canada [1] it was found out that only the confidence in one's own positive identity gives impetus to a culture bearer for respecting other cultural groups and manifesting readiness for cross-cultural interaction. On the basis of the fact that positive group identity leads to tolerance, and the threat of losing this identity leads to intolerance and ethnocentrism, it was concluded [1] that the preservation of the identity of cultural groups depends on the level of their ethnocentrism, since the main reason for its preservation as a cultural group is the presence of tolerance in the group.

Thus, to determine the behavioral strategy of personnel in the process of cross-cultural interaction, first it is necessary to assess the personnel readiness for this process on the basis of an integrated assessment of ethnic identity and tolerance as the main characteristics of readiness for the process of cross-cultural interaction.

One of the most universal methodological approaches to the integrated assessment of ethnic identity and tolerance, which combines the emic approach and the etic approach, and therefore corresponds to the conceptual framework of research in the context of cross-cultural management [13], is the approach based on the questionnaire "Types of ethnic identity", which was developed by G. Soldatova and S. Ryzhkova [7] with the aim of diagnosing ethnic self-awareness and its transformation under the conditions of cross-cultural

tension. Therefore, this methodical approach is used in this study to determine the behavioral strategy of personnel in the process of cross-cultural interaction. According to G. Soldatova [7], the main advantage of this methodical approach is the use of the ethnocentrism scale, on the basis of which types of ethnic identity are determined. This scale of ethnocentrism includes a continuum of types of identity with different quality and degree of manifestation of ethnic tolerance and allows to determine the main types of ethnic identity of the respondents. All types of ethnic identity that correspond to a given scale of ethnocentrism from hypoidentity to hyperidentity are shown in Fig. 1.

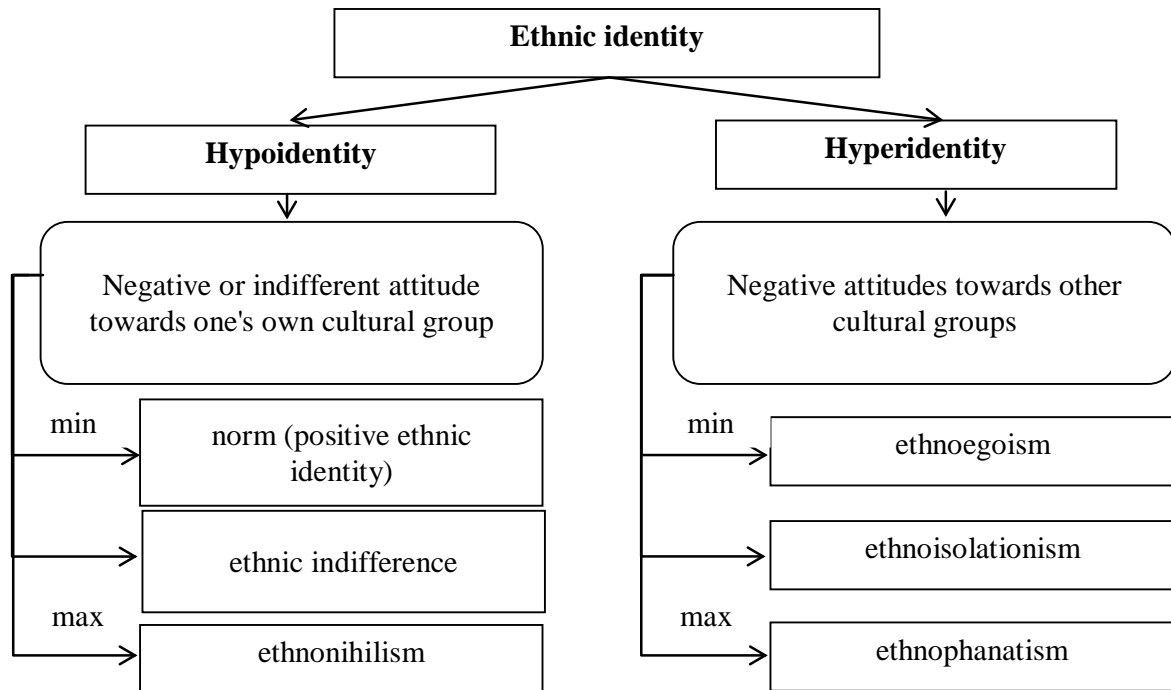


Fig. 1. Types of ethnic identity according to the scale of ethnocentrism

The dominant types of ethnic identity for a particular respondent are those types of ethnic identity that have a higher or high level of manifestation (according to the corresponding type of ethnic identity), while the respondent can simultaneously be dominated by several types of ethnic identity. On the basis of the results of determining the dominant types of ethnic identity, behavioral strategies corresponding to respondents in the process of cross-cultural interaction are identified.

According to this methodological approach [14] hypoidentity corresponds to the following types of ethnic identity: 1) ethnonihilism is the extreme form of hypoidentity, which is a departure from one's own cultural (ethnic group) and the search for stable socio-psychological niches according to another (not an ethnic criterion); 2) ethnic indifference is the dilution of ethnic identity, expressed in the uncertainty of ethnicity, the irrelevance of ethnicity; 3) norm (positive ethnic identity) is a combination of a positive attitude towards one's own culture with a positive attitude towards other cultures. In a cross-cultural environment, a positive ethnic identity has a character of norm and is inherent in the majority of representatives of cultures. This is such an optimal balance of tolerance in relation to one's own and other cultural groups, which makes it possible to consider its presence, on the one hand, as a condition for the independent and stable existence of a cultural group, and on the other hand, as a condition for effective cross-cultural interaction in a cross-cultural environment.

Also according to this methodical approach [14] hyperidentity corresponds to the following types of ethnic identity: 1) ethnoegoism is a relatively lenient manifestation of hyperidentity, can be expressed at the verbal level as a result of perception through the lens of the construct "my people", but it can also suggest tension and irritation in communicating with representatives of other cultural groups or recognizing for their people the right to solve problems at other people's expense; 2)

ethnoisolationism is a deeper manifestation of hyperidentity, expressed in conviction of the superiority of its culture, recognition of the need to “cleanse” the national culture, negative attitudes towards inter-ethnic marriages, xenophobia; 3) ethnophanatism is extreme form of manifestation of hyperidentity, “national fanaticism”, readiness to take any action for the sake of the interests of one's own culture, even use ethnic “purges”, deny representatives of other cultures the right to use resources and social privileges, recognize the priority of ethnic rights over human rights, justification of any victims in the struggle for the welfare of their culture and people.

Within the framework of this research, a survey of personnel of Ukrainian and Mongolian enterprises in the service sector (60%) and intellectual production (40%) was conducted using a methodical approach based on the questionnaire “Types of ethnic identity” [7]. In general, the total number of respondents was 50 people, 50% of them was personnel of Ukrainian enterprises and 50% was of the personnel of Mongolian enterprises. Representatives of all levels of management of the studied enterprises participated in the survey: 7% were top management, 43,7% — middle management and 49,3% — management of the lowest level of enterprises.

According to the results of the survey, the dominant types of ethnic identity of the personnel of the studied Ukrainian and Mongolian enterprises have been identified. The following dominant types of ethnic identity are inherent in the personnel of Ukrainian enterprises: 90% of the personnel of Ukrainian enterprises are characterized by a positive ethnic identity (norm), while 35% of the personnel of Ukrainian enterprises also have a predominance of ethnic indifference, and 10% of personnel is uncertain. However, this group of personnel has an average level of manifestation of positive ethnic identity (norm). One can conclude that the dominant types of ethnic identity in the personnel of Ukrainian companies are only positive ethnic identity (norm) and ethnic indifference. Other dominant types of ethnic identity have not been revealed.

Mongolian enterprises have the following dominant types of ethnic identity: for 55% of the personnel of Mongolian enterprises, a positive ethnic identity (norm) is characteristic, while 5% of the personnel of Mongolian enterprises also has a predominance of ethnic indifference, 5% of personnel is dominated by ethnonigilism, 10% ethnoegism and 15% have ethnophanatism.

According to the methodological approach [7] based on the results of determining the dominant types of ethnic identity, and within the framework of this study, types of behavioral strategies have been identified in the process of cross-cultural interaction. These types are inherent in the personnel of the studied Ukrainian and Mongolian enterprises.

The first group of categories of behavioral strategies of personnel in the process of cross-cultural interaction are “intermediaries”, which are divided into the following types: 1) active “intermediaries” (with the domination of only a positive ethnic identity) is a category of people who are determined to develop positive relationships with representatives of other cultures and better fit a foreign cultural environment. It is for this category that ethnic tolerance and readiness for cross-cultural interaction are characteristic. As G. Soldatova and S. Ryzhova [14] note, with the dominance of active “intermediaries” in the group, there is a significant psychological potential for curbing the growth of cross-cultural tension and activating various cross-cultural contacts; 2) passive “intermediaries” (with the dominance of both positive ethnic identity and ethnic indifference or only ethnic indifference) is a category of people who do not specifically avoid cross-cultural interaction and shows calmness and a positive attitude in the process of cross-cultural interaction. However, when problems arise in the process of cross-cultural interaction, they try to get rid of activities related to the cross-cultural environment.

The second group of categories of behavioral strategies in the process of cross-cultural interaction is the “nationalists”. As G. Soldatova and S. Ryzhova [14] note, “nationalists” strive much less than “intermediaries” for the development of positive relations in the process of cross-cultural interaction. They have ethnic intolerance, they are irritated when communicating with representatives of other cultures, do not seek to maintain and develop cross-cultural relations. “Nationalists” are also divided into two types: 1) active “nationalists”, with the dominance of only hyperidentity (ethnoegoism and (or) ethno-isolationism or (and) ethnophanatism); 2) passive “nationalists”, with the simultaneous domination of hyperidentity (ethnoegoism and (or) ethno-

isolationism and (or) ethnophanatism) and positive ethnic identity, or both hyperidentity and ethnic indifference, or both hyperidentity, positive ethnic identity and ethnic indifference.

The key difference between active and passive “nationalists” is the more aggressive behavior of active “nationalists” who are capable of initiating a cross-cultural conflict, while passive “nationalists” do not show this ability and can only support active “nationalists” if they are in a situation of cross-cultural conflict.

The third category of behavioral strategies in the process of cross-cultural interaction is “ethnophobia’s neurotics”, which apart from ethnophobia, is characterized by a sharp deformation of the structure of ethnic identity and a mixture of different trends in its transformation.

The personnel of Ukrainian enterprises have the following behavioral strategies related to the first category of behavioral strategies in the process of cross-cultural interaction: 90% of personnel is active “intermediaries” and 10% of personnel is passive “intermediaries”.

The following behavioral strategies pertaining to the first group of categories of behavioral strategies in the process of cross-cultural interaction are inherent to the personnel of Mongolian enterprises: 55% of the personnel is active “intermediaries” and 5% of the personnel is passive “intermediaries”. However, the personnel of Mongolian enterprises also have behavioral strategies related to the second group of categories of behavioral strategies in the process of cross-cultural interaction, namely: 25% of the personnel is active “nationalists” and 10% of the personnel is passive “nationalists”. Also among the personnel of Mongolian enterprises there is a third category of behavioral strategies in the process of cross-cultural interaction — “ethnophobia’s neurotics” (5%).

Conclusions. Thus, as a result of this study, the behavioral strategies of the personnel that are characteristic of representatives of Ukrainian and Mongolian enterprises in the process of cross-cultural interaction have been identified, compared and analyzed. In general, the personnel of Ukrainian enterprises adhere to the behavioral strategy of “intermediaries”, and the personnel of Mongolian enterprises adhere to three different categories of behavioral strategies (60% “intermediaries”, 35% “nationalists” and 5% “ethnophobia’s neurotics”). This indicates that the personnel of the studied Ukrainian enterprises are ready for the process of cross-cultural interaction and only need to provide additional information about the culture with which representatives will interact. And the personnel of the studied Mongolian enterprises need to conduct additional trainings and training in the context of cross-cultural management to increase the level of ethnic identity and make it positive, since 40% of personnel is not ready to carry out the process of cross-cultural interaction.

As a result of the study, it was determined that the personnel of the studied Ukrainian enterprises in comparison with the personnel of the Mongolian enterprises has a more positive ethnic identity that indicates readiness for cross-cultural interaction. The personnel of Ukrainian enterprises only require additional information about the culture of the representatives of which they will be interacting. While only part of Mongolian personnel (60%) is ready for cross-cultural interaction and has an appropriate behavioral strategy, 35% of personnel is not ready for cross-cultural interaction, and 5% of personnel has not yet determined their behavioral strategy in the process of cross-cultural interaction. It means that the personnel of the studied Mongolian enterprises require to carry out additional training and training in the context of cross-cultural management in order to increase the ethnic identity and bring it to a positive level, since almost half of the personnel is not ready to carry out the process of cross-cultural interaction.

The results of the research can become one of the key aspects for the development of practical recommendations for the strategy of effective development of these enterprises, taking into account the peculiarities of personnel behavior in the process of cross-cultural interaction.

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