

**FARIDA HUSEYNOVA**

**Doctor of Philosophie**

**Azerbaijan State Oil and Industry University**

**farida\_hus@hotmail.com**

## **CREATING EQUAL EMPLOYMENT OPPORTUNITIES WITHIN ORGANIZATIONS**

**Açar sözlər:** münasibət, məqsəd, təşkilat, dəyərlər, idarəetmə, əlaqə, anlaşıma.

**Key words:** attitude, aim, organization, values, management, communication, understanding.

**Ключевые слова:** отношение, цель, организация, ценности, управление, контакт, сделка.

**Abstract:** In the paper we tried to observe attitude -behavior relationship of employees at the different workplaces in our country. By our analyses we found out that from many different perspectives, positive attitude -behavior relationship tends to make work mentally challenging and increases employee productivity. Most employees experience pleasure and satisfaction of the job, especially when it complies with their expectations. And it is especially very important to build good atmosphere within organization as there are employees who have the need for social interaction.

Therefore we think it's inevitable to create a successful attitude -behavior relationship climate within all the organizations of our country.

### **Introduction**

Regardless of the environment you are, you are likely to be dealing with people who come from various national, religious, and ethnic beliefs, backgrounds, and also personality traits, perceptions, values, and attitudes.

Our aim is to deal with the acknowledging, understanding, accepting, valuing the differences among people, at the same time creating equal employment opportunities. It is necessary to build good attitude-behavior relationship within those environments as it determines a success and employee loyalty. Effectiveness of it actually depends on individual's general attitude toward the job. The main task now to have an employee with high level positive attitudes toward the job which will bring to high level of job satisfaction.

Sometimes we observe people, situations and develop our explanations by our attitudes which are influenced also by our judgments. Past experiences, habits and emotions affect their judgments greatly and it is attributed to a given behavior. But how to manage the employee's emotions

stresses or pressures with the help of attitude? Attitudes do influence behavior. In most cases it is leader's responsibility to eliminate stress and create group cohesion. And it should be examined more discreetly from the employee. How an organization's leader contributes to group effectiveness by creating good attitudes. Is that support deals with a positive impact on individual performance, group performance for creating good attitude - behavior relationship within organization?

But people in different countries have various ways to interpret events, they have different habits and ways of relating to one another, f ex. in Japan employment tend to be for lifetime, while Azerbaijanis expect to change their companies number of times for their needs. Americans believe if one puts hard work ahead of pleasure, success will follow, Azerbaijanis strongly believe on their fate.

And it helps us in finding significant relationships between attitude and behavior in our organizations. But still there are discrepancies between attitude and behavior.

You may find yourself trying to bridge differences in languages as you exchange business messages with co-workers, customers, suppliers, investors, and competitors from other cultures. Basic language barriers in a good attitude -behavior relationship often prevents employees from understanding each other, and the potential for problems goes beyond it. With our verbal language we are constantly communicating our real feelings in our silent language- the language of behavior. (Edward T. Hall "The silent Language" Doubleday & Company, INC., Garden City, New York 1959)

In many cases, these connections are critical to success when conducting business in our country. There are a number of difficulties in approaches to understanding the language differences. The ideal way to bridge the language gap is to speak the language of a native people, instead of making hundreds of people speak English. However, it is a problem for business owners to learn and speak local language. It is easier for them to hire employees with a fluent English and the people with an experience and more knowledge can stay apart. "Unless a company has employees who already speaks English, however, there is not sufficient time for investors to learn a new language before coming to the country. Azerbaijanis, as they are very flexible people treat guests with more respects and try to speak their language.

The workforce is well educated here and the labor costs are highly competitive. This alone is a pretty good reason for us that businesspeople are cognizant in international systems and situations. But sometimes business owners have varying degrees of sensitivity to social issues, violating the human rights of the citizens.

And it is obvious that the communication varies from country to country too, but communication skills in creating good attitude-behavior relationship are vital both for employers and employees, because every member of an organization is a link in the information chain. Some businesspeople try finding solutions to their communication problems differently. Businesspeople must choose an ever-expanding list of communication tools to remain competitive, because such cultural differences and the misunderstanding can affect productivity, and job satisfaction. Therefore, the more that we understand the various environments influencing our organizations, the greater the likelihood that we will make better decisions for maintaining environmental adaptiveness or restoring our systems should be thrown off balance.

There are also other differences, such as personal values can be more subtle and more difficult to perceive.

Business leaders deals unscrupulously with employees or customers, for example, it is evident that he or she should have a strong internalized value system. In most cases it is difficult to justify a clearly illegal practice as being ethical. The religion here is Islam and this religion concerns for social justice. Islam is critical of those who earn profit through the exploitation of others. Doing a business in different cultures requires adaptation to conform to the value systems and norms of that culture. Adaptation can embrace all aspects of an international firm's operations in a foreign country. The way in which deals are negotiated, the structure of the organization, the tenor of relations between management and labor and so on, are all sensitive issues and it emerges due to lack of practice in certain environments.

As a result when we observe people, we attempt to develop explanations of why they behave in certain ways?

Facing different types of problems the employees are continuously searching the new job places, promotions and higher salaries in other companies, in response to specific problems brain –drains take place in our organizations. People's behavior is significantly influenced by the person's internal state.

Our investigation assesses the reliability and validity of the measures used and it certainly discusses the results that came out from our analysis which says why it is necessary to build good atmosphere for good perspectives.

Managers and employees are responsible to cope with problems and create model of behavior according to;

The belief that greater understanding leads to more difficult situations when you usually find yourself trying to bridge differences among cultures.

It happens when you exchange business messages with co-workers, customers, suppliers, investors, and competitors from different cultures and it happens because of complicated cultural differences as belief, art, morals, custom, language, is building relationships with key constituents (e.g., customers, government agencies, distributors, suppliers). Sometimes these connections are critical to success when conducting business in Azerbaijan, because of public understanding.

To avoid problems stemming solely from misinterpretation when coming across people from different culture and society it is necessary to promote harmonious work environment and cultural synergy between people from different cultures which improves productivity and efficiency. Sometimes costly mistakes are made when firms cannot create good attitude -behavior relationship by understanding the cultural characteristics of the people. The company must be viewed as a family, loyalty are expected from employees.

Therefore spreading of multiculturalism and collaborations are necessary for productivity of employees as public opinion is likely more supportive basis for some areas of understanding. It is important to make people be open to learning about culture and develop a sincere interest in learning about others.

People have to become capable of working with people of different cultures, but values differ across cultures when you are trying to understand the behavior of people. Employee attitude -behavior relationship is unpredictable, and it is likely to be off-target when they are applied to all employees of organizations. Personal identity and cultural identity might be founded on the sense of belonging and socializing to an environment with certain characteristics. Hall and Trager developed a theory (Dimensions of culture –Hall-The major Triad) where culture has three levels; a. formal, b. informal, c. technical which affects individual's behavior. All three modes are always present, but one dominates.

But how can all three modes exist for building good attitude-behavior relationship within the organizations? Formal communication cannot bring to close relationship, and informal communication can be purpose for misunderstanding. The common response in all societies to other cultures is to judge them in terms of the values and customs of their own familiar culture.

### **Conclusion**

How would you make sure employees overcome barriers so that they can communicate effectively and work efficiently by building good attitude-behavior relationship.?

A country's workforce reflects its cultural diversity, the degree to which the population is made up of people from various national, ethnic, and religious backgrounds. Employees are trained systematically in solving unusual workplace problems. This is likely to make the employees more aware of such differences, but they may not be fully equipped to address these differences. And what about employers?

What steps should be taken to foster a productive and satisfying work environment?

We already know that an international orientation is important, but this seems to be giving way to a search for human resources in the new economy. But sometimes rationalization occur by the commercial artists and the explanation sounds more like than a defense. They face language and cultural barriers as you communicate with members of an increasingly diverse domestic workforce. Given this assumption, management's responsibility would be to maintain a status quo condition, but not ethnocentrism. And this assumption raises a critical question -- do the management theories and practices that we learned in Western textbooks have relevance to organizations in other countries? This is a particularly important question since an increasing number of our organizations are becoming multinational. It is also important from a career perspective since many of these companies require an overseas assignment as part of the training for an executive position. The question before you now is quite simple, even if the response is not, "How would you manage in a foreign country?"

Managerial effectiveness at various levels of an organization, would largely depend upon knowing the host particular characteristics of the host culture. By taking cultural characteristics into effect, the system (regardless of the level of analysis) will probably operate much more smoothly than it might otherwise if we did not consider the host country's preferred mode of behavior.

#### **References:**

1. G. Hofstede. Cultural Diversity Thinker.  
<https://www.bl.uk/people/geert-hofstede>
2. Edward T. Hall. Dimensions of culture –  
<https://culturnicity.files.wordpress.com/>
3. Edward T. Hall “The silent Language” Doubleday & Company, INC., Garden City, New York 1959

4. Smircich, L and M.B Calas. 1987. "Organizational Culture. A Critical Assessment". Handbook of Organizational Communication. Beverly Hills, CA, Sage, pp 228-263
5. Stephen P. Robbins. 2000. Essentials of Organizational Behavior. San Diego State University, New Jersey, Prentice Hall.
6. Dr. Cihan Bulut, The Department of International Economic Relations Gafgaz University. Journal of Caucasian Studies. Fall 2004, number1, p 20-25).

**F.Huseynova**

**Təşkilatlarda bərabər iş şəraitinin yaradılması**

**Xülasə**

Bu məqalədə ölkəmizin müxtəlif iş yerlərində işçilərin davranış münasibətlərini müşahidə etməyə çalışmışıq. Müşahidə və analizlərimizə əsasən biz çox müxtəlif perspektivlərdən müsbət münasibət - davranış münasibətlərindən bəhs etməyə çalışmışıq.

Bir çox təşkilatların əməkdaşları, iş yerlərində işçilərin arasındakı münasibətlərin gözləntilərinə uyğun olduğunu gördükdə, işin məmnuniyyətini yaşayır. yaxşı qarşılıqlı əlaqə qurmaq niyyətində olduğunun vacibliyini hiss edirlər. Bu səbəbdən bütün təşkilatlarda müvəffəqiyyətli pozitiv-davranış münasibəti yaratmaq qaçılmazdır.

**Ф.Гусейнова**

**Создание равных возможностей для трудоустройства в организациях**

**Резюме**

В этой статье мы обсуждаем свои наблюдения в отношении сотрудников в организациях. По нашему анализу мы имеем много разных точек зрения о позитивных отношениях сотрудников.

Большинство сотрудников испытывают удовольствие и удовлетворение от позитивных отношений среди работников, особенно когда оно соответствует их ожиданиям. И поэтому необходимо создать хорошую атмосферу в коллективе.

**Rəyçi:**

**Lalə Zeynalova**

**İqtisad üzrə fəlsəfə doktoru, dosent**