

# Motivation across cultures



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- Mentions

### **Executive Summary**

The intent of the survey was to happen out what motivates employees across civilizations. To thoroughly survey assorted motivational theories and international researches and surveys done to associate these theories to an international position. To analyze the assorted facets and psychological procedure of motive and to analyze how to actuate employees.

Research Methodology: –

1. RESEARCH TYPE: – DESCRIPTIVE Survey
2. METHOD OF DATA COLLECTION: –

I have used secondary informations for my research. And this has been collected from: –

1. Assorted cyberspace sites.
2. News documents.
3. Books.
4. Diaries.

### **Motivation Across Cultures**

aims of the survey

1. DEFINE motive, and explicate it as a psychological procedure.
2. Analyze the hierarchy-of-needs, two-factor, and achievement motive theories, and measure their value to international human resource direction.

3. DISCUSS how an apprehension of employee satisfaction can be utile in human resource direction throughout the universe.
4. EXAMINE the value of procedure theories in actuating employees worldwide.
5. Associate the importance of occupation design, work centrality, and wagers to understanding how to actuate employees in an international context.

### **The Nature of Motivation**

#### Motivation

A psychological procedure through which unsated wants or needs lead to thrusts that are aimed at ends or inducements.

Motivation is the activation or energization of goal-oriented behaviour.

Motivation may be intrinsic or extrinsic. The term is by and large used for worlds but, theoretically, it can besides be used to depict the causes for carnal behaviour every bit good. This article refers to human motive.

Harmonizing to assorted theories, motive may be rooted in the basic demand to minimise physical hurting and maximise pleasance, or it may include specific demands such as feeding and resting, or a coveted object, avocation, end, province of being, ideal, or it may be attributed to less-apparent grounds such as selflessness, morality, or avoiding mortality.

### **The Nature of Motivation**

#### The Universalist Assumption

The first premise is that the motive procedure is cosmopolitan, that all people are motivated to prosecute ends they value – what the work-motivation theoreticians call ends with “ high valency ” or “ penchant ”

1. The procedure is cosmopolitan
2. Culture influences the specific content and ends pursued
3. Motivation differs across civilizations

### **The Assumption of Content and Process**

#### Contented Theories of Motivation

Theories that explain work motive in footings of what arouses, energizes, or initiates employee behaviour.

#### Process Theories of Motivation

Theories that explain work motive by how employee behaviour is initiated, redirected, and halted.

### **The Hierarchy-of-Needs Theory**

#### The Maslow Theory

Maslow ‘ s theory rests on a figure of basic premises:

1. Lower-level demands must be satisfied before higher-level demands become incentives
2. A demand that is satisfied no longer serves as a incentive
3. There are more ways to fulfill higher-level than there are ways to fulfill lower-level demands

## **The Hierarchy-of-Needs Theory**

### International Findings on Maslow ' s Theory

With some minor alteration research workers examined the demand satisfaction and need importance of the four highest-level demands in the Maslow hierarch

Esteem demands were divided into two groups:

1. Esteem – including demands for self-pride and prestigiousness
2. Autonomy – including desires for authorization and chances for independent idea and action

### The Hierarchy-of-Needs Theory

## **International Findings on Maslow ' s Theory**

The Haire survey indicated all these demands were of import to the respondents across civilizations

1. International directors ( non rank-and-file employees ) indicated the high-level demands were of peculiar importance to them
2. Findings for choice state bunchs ( Latin Europe, United States/United Kingdom, and Nordic Europe ) indicated liberty and self-actualization were the most of import and least satisfied demands for the respondents
3. Another survey of directors in eight East Asiatic states found that liberty and self-actualization in most instances besides ranked high.

## **The Hierarchy-of-Needs Theory**

### International Findings on Maslow ' s Theory

Some research workers have suggested modifying Maslow ' s “ Western-oriented ” hierarchy by reranking the demands

Asiatic civilizations emphasize the demands of society Chinese hierarchy of demands might hold four degrees ranked from lowest to highest:

1. Belonging ( societal )
2. Physiological
3. Safety
4. Self-actualization ( in the service of society )

### **The Hierarchy-of-Needs Theory**

International Findings on Maslow ' s Theory

Hofstede ' s research indicates:

1. Self-actualization and respect demands rank highest for professionals and directors
2. Security, net incomes, benefits, and physical working conditions are most of import to low-level, unskilled workers
3. Job classs and degrees may hold a dramatic consequence on motive and may good countervail cultural considerations
4. MNCs should concentrate most to a great extent on giving physical wagers to lower-level forces and on making a clime where there is challenge, liberty, the ability to utilize one ' s accomplishments, and cooperation for middle- and high-level forces.

### **The Two-Factor Theory of Motivation**

The Herzberg Theory

## **Two-Factor Theory of Motivation**

A theory that identifies two sets of factors that influence occupation satisfaction:

### 1. Incentives

Job-content factors such as accomplishment, acknowledgment, duty, promotion, and the work itself.

### 2. Hygiene Factors

## **The Two-Factor Theory of Motivation**

The Herzberg Theory

The two-factor theory holds that incentives and hygiene factors relate to employee satisfaction – a more complex relationship than the traditional position that employees are either satisfied or disgruntled

1. If hygiene factors are not taken attention of or are lacking there will be dissatisfaction
2. There may be no dissatisfaction if hygiene factors are taken attention of – there may be no satisfaction besides
3. Merely when incentives are present will at that place be satisfaction

## **Positions of Satisfaction/Dissatisfaction**

The Two-Factor Theory of Motivation

## **International Findings on Herzberg 's Theory**

Two classes of International findings relate to the two-factor theory:

1. One type of survey consists of reproductions of Herzberg 's research in a peculiar state

Bash directors in state X give replies similar to those in Herzberg ' s original surveies?

2. The others are cross-cultural surveies concentrating on occupation satisfaction

What factors cause occupation satisfaction and how make these responses differ from state to state?

### Two-Factor Reproductions

A figure of research attempts have been undertaken to retroflex the two-factor theory – they tend to back up Herzberg ' s findings

1. George Hines surveyed of 218 in-between directors and 196 salaried employees in New Zealand utilizing evaluations of 12 occupation factors and overall occupation satisfaction – he concluded “ the Herzberg theoretical account appears to hold cogency across occupational degrees ”
2. A similar survey was conducted among 178 Grecian directors – this survey found that overall Herzberg ' s two-factor theory of occupation satisfaction by and large held true

### Cross-cultural Job-Satisfaction Studies

Incentives tend to be more of import to occupation satisfaction than hygiene factors

1. MBA campaigners from four states ranked hygiene factors at the underside and incentives at the top while Singapore pupils ( of a



different cultural bunch than the other three groups ) gave similar responses

Consequence: – Job-satisfaction-related factors may non ever be culturally bounded

2. Lower- and middle-management forces go toing direction development classs in Canada, the United Kingdom, France, and Japan ranked the importance of 15 job-related results and how satisfied they were with each

Consequence: – Job content may be more of import than occupation context

### **Job-Context Factors**

In work motive, those factors controlled by the organisation, such as conditions, hours, net incomes, security, benefits, and publicities.

### **Job-Content Factors**

In work motive, those factors internally controlled, such as duty, accomplishment, and the work itself.

### **Achievement Motivation Theory**

The Background of Achievement Motivation Theory

Characteristic profile of high winners:

1. They like state of affairss in which they take personal duty for happening solutions to jobs.
2. Tend to be moderate risk-takers instead than high or low risk-takers.
3. Want concrete feedback on their public presentation.
4. Frequently tend to be lone wolfs, and non squad participants.

A high nAch can be learned. Ways to develop high-achievement demands:

1. Obtain feedback on public presentation and utilize the information to impart attempts into countries where success will probably be attained
2. Emulate people who have been successful winners ;
3. Develop an internal desire for success and challenges
4. Reverie in positive footings by visualizing oneself as successful in the chase of of import aims.

#### International Findings on Achievement Motivation Theory

1. Polish industrialists were high winners hitting 6. 58 ( U. S. directors ' scored an norm of 6. 74 )

Directors in states every bit diverse as the United States and those of the former Soviet axis in Central Europe have high demands for accomplishment

2. Subsequently surveies did non happen a high demand for accomplishment in Cardinal European states

Average high-achievement mark for Czech industrial directors was 3. 32 ( well lower than U. S. directors )

#### International Findings on Achievement Motivation Theory

Achievement motive theory must be modified to run into the specific demands of the local civilization:

The civilization of many states does non back up high accomplishment Anglo civilizations and those that reward entrepreneurial attempt do back up

accomplishment motive and their human resources should likely be managed consequently Hofstede offers the undermentioned advice:

The states on the feminine side. . . distinguish themselves by concentrating on quality of life instead than on public presentation and on relationships between people instead than on money and things. This means societal motive: quality of life plus security and quality of life plus hazard.

### **Select Process Theories**

#### Equity Theory

1. When people perceive they are being treated equitably it will hold a positive consequence on their occupation satisfaction
2. If they believe they are non being treated reasonably ( particularly in relation to relevant others ) they will be dissatisfied which will hold a negative consequence on their occupation public presentation and they will endeavor to reconstruct equity.

There is considerable research to back up the cardinal equity rule in Western work groups. When the theory is examined on an international footing, the consequences are assorted.

1. Equity perceptual experiences among directors and non-managers in an Israeli kibbutz production unit: – Everyone was treated the same but directors reported lower satisfaction degrees than the workers. Directors perceived their parts to be greater than other groups in the kibbutz and felt under compensated for their value and attempt.
2. Employees in Asia and the Middle East frequently readily accept unjust intervention in order to continue group harmoniousness

3. Work force and adult females in Japan and Korea ( and Latin America ) typically receive different wage for making the same work – due to old ages of cultural conditioning adult females may non experience they are treated inequitably

**These consequences indicate equity theory is non universally applicable in explicating motive and occupation satisfaction**

#### Goal-Setting Theory

A procedure theory that focuses on how persons go about putting ends and reacting to them and the overall impact of this procedure on motive.

Specific countries that are given attending in goal-setting theory include:

1. The degree of engagement in putting ends
2. Goal trouble
3. Goal specificity
4. The importance of aim
5. Seasonably feedback to come on toward ends

Unlike many theories of motive, end scene has been continually refined and developed

There is considerable research grounds demoing that employees perform highly good when they are assigned specific and ambitious ends that they have had a manus in putting

Most of these surveies have been conducted in the United States – few have been carried out in other civilizations

1. Norse employees shunned engagement and preferred to hold their brotherhood representatives work with direction in finding work goals. Researchers concluded that single engagement in end scene was seen as inconsistent with the predominating Norse doctrine of engagement through brotherhood representatives
2. In the United States employee engagement in putting ends is motivational – it had no value for the Norse employees in this survey

### Expectancy Theory

A procedure theory that postulates that motive is influenced by a individual 's belief that

1. Effort will take to public presentation
2. Performance will take to specific results, and
3. The results will be of value to the person.

Expectancy theory predicts that high public presentation followed by high waggess will take to high satisfaction

Does this theory have universal application?

1. Eden found some support for it while analyzing workers in an Israeli kibbutz
2. Matsui and co-workers found it could be successfully applied in Japan

Expectancy theory could be culture-bound – international directors must be cognizant of this restriction in actuating human resources since anticipation theory is based on employees holding considerable control over their

environment ( a status that does not be in many civilizations ) Motivation

Applied: – Job Design, Work Centrality, and Wages

### **Quality of Work Life: The Impact of Culture**

Quality of work life ( QWL ) is not the same throughout the universe.

1. Assembly-line employees in Japan work at a rapid gait for hours and have really small control over their work activities.
2. Assembly-line employees in Sweden work at a more relaxed gait and have a great trade of control over their work activities.
3. U. S. assembly-line employees typically work someplace between – at a gait less demanding than Japan ' s but more structured than Sweden ' s.

Sociotechnical Job Designs: –

The aim of these designs is to incorporate new engineering into the workplace so that workers accept and use it to increase overall productivity. New engineering frequently requires people learn new methods and in some instances work quicker. Employee opposition is common. Effective sociotechnical design can get the better of these jobs. Some houses have introduced sociotechnical designs for better blending of their forces and engineering without giving efficiency

Eg: – General Foods- Autonomous groups at its Topeka, Kansas works, Workers portion duty and work in a extremely democratic environment

Other U. S. houses have opted for a self-managed squad attack

Multifunctional squads with liberty for bring forth successful merchandise invention is more widely used by successful U. S. , Nipponese, and European houses than any other teamwork construct

Work Centrality: –

The importance of work in an person ' s life can supply of import penetrations into how to actuate human resources in different civilizations

1. Japan has the highest degree of work centrality
2. Israel has reasonably high degrees
3. The United States and Belgium have norm degrees
4. The Netherlands and Germany have reasonably low degrees
5. Britain has low degrees

Value of Work

Work is an of import portion of most people ' s life styles due to a assortment of conditions

1. Americans and Nipponese work long hours because the cost of life is high
2. Most Nipponese directors expect their salaried employees who are non paid supernumerary to remain tardily at work, and overtime has become a demand of the occupation. There is recent grounds that Nipponese workers may make far less work in a concern twenty-four hours than foreigners would surmise
3. In recent old ages, the figure of hours worked yearly by German workers has been worsening, while the figure for Americans has been

on the rise. Germans place high value on life style and frequently prefer leisure to work, while their American opposite numbers are merely the antonym.

Research reveals civilization may hold small to make with it A wider scope of rewards ( big wage disparity ) within American companies than in German houses creates inducements for American employees to work harder.

Impact of overwork on the physical status of Nipponese workers

One-third of the working-age population suffers from chronic weariness The Nipponese premier curate ' s office found a bulk of those surveyed complained of: -

1. Being inveterate tired
2. Feeling emotionally stressed
3. Abusive conditions in the workplace
4. Karoshi ( “ overwork ” or “ occupation burnout ” ) is now recognized as a existent societal job

Job Satisfaction

1. EU workers see a strong relationship between how good they do their occupations and the ability to acquire what they want out of life
2. U. S. workers were non as supportive of this relationship
3. Nipponese workers were least likely to see any connexion

This determination suggest troubles may originate in American, European, and Nipponese employees working together efficaciously

Reward Systems



Directors everywhere use wages to actuate their forces. Some wages are fiscal in nature such as salary rises, fillips, and stock options. Others are non-financial such as feedback and acknowledgment. Significant differences exist between wages systems that work best in one state and those that are most effectual in another.

### Incentives and Culture

Use of fiscal inducements to actuate employees is really common in states with high individuality. Financial incentive systems vary in scope

1. Individual incentive-based wage systems in which workers are paid straight for their end product
2. Systems in which employees earn single fillips based on organisational public presentation ends

Many civilizations basal compensation on group rank. Such systems stress equality instead than single inducement programs

An separately based fillip system for the gross revenues representatives in an American MNC introduced in its Danish subordinate was rejected by the gross revenues force because

1. It favored one group over another
2. Employees felt that everyone should have the same size fillip

Eg: - Indonesian oil workers rejected a pay-for-performance system where some work squads would do more money than others.

Workers in many states are extremely motivated by things other than fiscal wages

1. The most of import wages in locations at 40 states of an electrical equipment MNC involved acknowledgment and accomplishment.
2. Second in importance were betterments in the work environment and employment conditions including wage and work hours.

#### Factors that concern employees across civilizations

1. Gallic and Italian employees valued occupation security extremely while American and British workers held it of small importance
2. Norse workers placed high value on concern for others on the occupation and for personal freedom and liberty but did not rate “acquiring in front” really of import
3. German workers ranked security, periphery benefits, and “acquiring in front” as really of import
4. Nipponese employees put good working conditions and a congenial work environment high on their list but ranked personal promotion rather low

#### Decision

The types of inducements that are deemed of import appear to be culturally influenced. Culture can even impact the overall cost of an inducement system. Nipponese attempts to present Western-style virtue wage systems typically lead to an addition in overall labour costs. Companies fear that cutting down the wage of less productive workers ‘ may do them to lose face and disturb group harmoniousness. Hence, everyone ‘ s salary additions as a consequence of merit wage systems. Factors that motivate employees varies across civilization. Peoples from different civilizations give different penchants to the factors involved. So while make up one’s mind the ways

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to actuate the work force the factors that concern to that civilization specifically should be kept in head.

### **Mentions**

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