

# Comparing various motivation practices in countries



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A typical research on motive and occupation satisfaction enlightens us that people are satisfied with their occupations to the grade that the occupation meets their demands and they are motivated to work in order to make full their current mix of demands. Peoples are still motivated to stand out because of certain intrinsic demands which could be achievement, grasp of attempt, self-development, intending found in the work, acknowledgment, power, etc.

Harmonizing to Snyder and Grasberger ( 2004 ) , the demand for motive was true 30years ago and will still be true 30 old ages subsequently and the challenge for directors, they besides said harmonizing to Porter Henry `` ... no two people can be motivated in the exact same manner, and within one single motive may change from clip to clip. "

The intent of this survey is to compare motive patterns between America and Japan. If an American company wants to put up a concern in Japan there is a demand for them to cognize what motivates the Nipponese to work.

## **GENERAL OVERVIEW:**

The survey of motive is chiefly concerned with why people behave in a peculiar manner. Harmonizing to Krech et Al, ( 1962 ) , motive is concerned with why people choose a peculiar class of action in penchant to others, and why they continue with a chosen action, largely for a long period, and when faced with troubles and jobs. Baron and Greenberg ( 1990 ) defined motive as a beginning to understanding work behavior. They besides defined motive as the set of procedures that stimulates, direct, and maintain human behavior toward accomplishing ends ( Baron and Greenberg 1990 ) .

## **CHARACTERISTICS OF MOTIVATION.**

Mitchell ( 1982 ) says there are four chief features of motive ;

Motivation is characterized as an single experience.

Motivation is described as a deliberate act.

Motivation is multifaceted.

Motivational theories are to foretell behavior.

## **CATEGORIES OF MOTIVATION.**

Motivations can be categorized into two: intrinsic and extrinsic motive.

Intrinsic motive is related to subconscious wages, such as the chance to utilize one 's ability, a sense of challenge and accomplishment, having grasp, positive acknowledgment, and being treated in a lovingness and considerate mode ( Mullins, 2002 ) . Extrinsic motive is related to touchable wages such as salary and fringe benefits, security, publicity, contract of service, the work environment and conditions of work ( Mullins, 2002 ) .

## **MOTIVATION THEORIES.**

Motivation theories are grouped into two chief classes such as ; 'content theories ' that focus on the kinds of factors that produce motive and 'process theories ' that attempts to explicate how motive is related to behaviors.

## **CONTENT THEORIES**

### **MASLOW 'S HIERARCHY OF NEEDS THEORY:**

Harmonizing to Maslow ( 1943 ) , needs can be classified into a hierarchy.

The hierarchy of demands is shown as a series of stairss, and is normally displayed in the signifier of a pyramid, which is illustrated below ;

( Beginning: Maslow, 1943 )

From the illustration above, the hierarchy of demands shows the five chief degrees, from at the lowest degree which is the physiological demands, to safety demands, societal demands, and esteem demands, to the demand for self-actualisation which is the highest degree.

### **HERZBERG 'S TWO-FACTOR THEORY**

One of the known positions of work motive is Herzberg 's two-factor theory, where he examined the occupation attitudes of 200 comptrollers and applied scientists. These factors are the hygiene factor and incentive factor

( Herzberg et al, 1959 ) .

#### Hygiene Factors

Hygiene factors are factors based on the demand for a concern to avoid struggle at work. If these factors are viewed inadequately by employees, it can take to dissatisfaction at work. Hygiene factors include: , income, wages and other fiscal wage, feelings of occupation security, Quality of inter-personal dealingss, working conditions etc ( Mullins, 2002 ) .

#### Incentive Factors

Incentive factors are factors based on an person 's demand for personal growing. Motivator factors strongly create occupation satisfaction and if they are effectual, it can take to actuating an person to accomplish a high public presentation and attempt. These motivator factors include: Deriving acknowledgment, Status, Opportunity for promotion, Challenging /stimulating work, sense of personal accomplishment & A ; personal growing in a occupation ( Lloyds and Basset-Jones 2005 ) .

There is a connexion between Herzberg 's and Maslow 's theoretical accounts. They both argue that demands have to be satisfied for the employee to be motivated. Nevertheless, Herzberg argues that it 's merely the higher degrees of the Maslow Hierarchy which is the self-actualisation, esteem demands that acts as a incentive. The staying demands can take to dissatisfaction if non handled ( Herzberg et al, 1959 ) while Maslow says that the demands of the following higher degree in the hierarchy demand satisfaction and go the motivative influence. Therefore Maslow provinces that 'a satisfied demand is no longer a incentive ' ( Maslow, 1943 ) .

## **DOUGLAS MCGREGOR THEORY X AND Y**

McGregor developed two theories at work viz. ; theory X and theory Y.

Theory X includes ;

1. Individual dislikes work and will avoid it if it 's possible.
2. Individual must be forced and if possible bribed before he can set out the right attempt.

3. Individual would prefer to be led than accept duty, which he avoids.
4. Individual is motivated largely by money and desire security.

Theory Y includes ;

1. Work is necessary to adult male 's psychological growing that is he considers work every bit merely remainder and drama.
2. Persons are interested in their work and, under the right conditions that they enjoy it.
3. Individual will direct himself towards an recognized mark.
4. Under the right conditions adult male is motivated by the desire to recognize his ain potency.
5. Vision and originality are widely distributed.

If directors choose to utilize either the set of thoughts related with theory Ten or Theory Y, there will be a inclination for people in the administration to react to the manner they are being managed. Therefore, if employees feel that they are non being trusted, they may act in a less trusty manner.

## **ALDERFER 'S ERG THEORY**

Alderfer ( 1972 ) attempted to concentrate on the restrictions in Maslow 's theory by tie ining the demands hierarchy with empirical research ( Robbins, 1998 ) . A modified demand hierarchy theoretical account in this instance proposed three, alternatively of five, degrees based on the nucleus demands of Existence, Relatedness and Growth ( ERG theory ) .

The being needs include the basic human needs that are necessary for being, which are the physiological and safety demands. The relatedness needs refer to adult male 's desire to keep of import interpersonal relationships which are adult male 's societal, credence, belongingness and position desires. The growing needs represent adult male 's desire for personal development, self-fulfilment and self-actualization ( Arnolds and Boshoff, 2002 ) .

## **LINKING MASLOW 'S, ALDERFER 'S AND HERZBERG 'S THEORIES OF MOTIVATION**

Maslow 's

hierarchy of demands

Alderfer 's

ERG theory

Herzberg 's

two-factor theory

Physiological

Safety

Being

Hygiene Factors

Love

Esteem

Relatedness

Self-actualisation

Growth

Incentives

( Beginning: Mullins, 2002 )

From the diagram above, the hygiene factors can be related about to Maslow 's lower-level demands and the incentives to Maslow 's higher-level demands. However, the motivation-hygiene theory has extended Maslow 's hierarchy of demand theory and is more straight applicable to the work state of affairs. Harmonizing to Ellis and Dick, ( 2000 ) , the antonym of dissatisfaction is non satisfaction ( Ellis and Dick, 2000 ) . It is argues that if direction is to supply positive motive so attending must non merely be given to hygiene factors, but besides to the motivation factors. In other words, for employees to be motivated, directors must utilize motive factors and non merely take the dissatisfiers ( Herzberg et al, 1959 ) .

Vroom ( 1964 ) claims that this theory was merely one of many decisions that could be drawn from the research. Despite these defects, Herzberg 's two-factor theory has a significant influence on the thought of directors and research workers. Most surveies of this theory reveal the comparatively greater importance of psychological factors versus environmental factors ( Vecchio, 1995 ) .

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## **Procedure THEORIES**

### **EXPECTANCY THEORY**

Anticipation is the relationship between a chosen class of action and its foreseen result. Vroom ( 1964 ) was the first individual to suggest an anticipation theory aimed specifically at work motive. Vroom 's theoretical account was based on three cardinal variables: valency, instrumentality and anticipation ( VIA ) . He argued that motive at work was the perceptual experience of a nexus between attempt and wages. Feeling this nexus could be thought of as a procedure in which persons calculated foremost whether there was a relationship between attempt and wages and so the opportunity ( valencies ) would follow from high public presentation ( instrumentality. ) This leads to a difference between first-level results which is performance-related and second-level results which is need-related. Instrumentality is the association between first-level results and second-level results ( Mullins, 2002 ) . Several clear premises for actuating others can be derived from anticipation theory. If directors want to impact employee behavior by using anticipation theory, what should be considered is if the possible wages for the behavior are extremely valued by the person, or if the single believes that the wages will be received if he or she behaves every bit required ( Vecchio, 1995 ) .

### **EQUITY THEORY**

Harmonizing to Tremblay and Roussel, 2001, justness is an of import incentive for working people ( Tremblay and Roussel, 2001 ) . Adams ' ( 1965 ) theory was fundamentally on the construct of societal comparing. Festinger defined societal comparing as a procedure by which persons compare

themselves with other people as to get at a self-judgement ( Festinger, 1954 ) . Adams ' equity theory believed that a higher degree of occupation satisfaction comes from persons who perceive their overall state of affairs to be just and besides follow a better work behavior than those persons who feel they are been treated unjustly ( Sweeney, 1990 ) .

## **GOAL THEORY**

Goal theory is based chiefly on the work of Locke ( 1968 ) . The cardinal foundation of end theory is that people 's ends or nonsubjective drama a major function in finding behavior. Peoples try to accomplish a certain end in order to carry through their desire or emotion. Goals guide people 's responses and actions, direct work behavior and public presentation, and lead to certain effects or feedback ( Gordon, 2002 ) . Persons with specific quantitative ends will execute better than people with no set end or merely a obscure end, such as 'do the best you can ' . Ellis and Dick besides argued that persons with hard ends will make better than those with easier ends ( Ellis and Dick, 2000 ) .

## **MOTIVATION THEORY IN AMERICA**

American employees are motivated based on wage, promotion, supervising etc ( Lewis 2006 ) . Jurgensen 1978 found differences in desires for properties such as promotion, wage, supervising, and type of work across age groups and between work forces and adult females. Harmonizing to Fisher and Yuan 1998 employees reported that wage was fifth in importance to them, but felt that it was foremost in importance to other people and besides security and interesting work top rated in America. Full grasp at work topographic point is ranked foremost in importance by US employees, <https://assignbuster.com/comparing-various-motivation-practices-in-countries/>

'good rewards ' is besides a motivation factor for US employees. Job security was ranked first or 2nd in Jurgensen 's records between 1949 and 1975 but in the early 1990s it seems to be drifting at around 3rd or 4th topographic point in the US. One might anticipate that it would hold less importance in China for several grounds ( Fisher and Yuan 1998 ) . The US employees besides find interesting work as a motivation factor at present, and publicity and growing are comparatively of import excessively. In reexamining the history of US work psychological science, wage was considered the primary incentive at the start of the century, societal dealings and occupation satisfaction came to the bow in the 1930s, and interesting work was non 'discovered ' as an of import variable for rank and file employees until the 1950s ( Fisher and Yuan 1998 ) .

## **MOTIVATION THEORY IN JAPAN**

The Nipponese executives give motivational factor the highest precedence. In fact, a Nipponese present president of a Japanese-affiliated company commented that Nipponese concern people were more familiar with 'management by aim ' than Korean people were ( Usugami and park 2006 ) . Based on this, the Nipponese executives are likely to see 'clarifying company policy and occupation aims ' as a strong motivational factor, based on the concern scheme they have implemented.

Both the Korean and Nipponese executives recognize care and betterment of employee motive as an of import direction issue for the interest of high corporate public presentation and employee occupation satisfaction. The Nipponese recognize 'wage and fillip additions ' and 'opportunity and velocity of publicity and calling development ' as strong motivational factors. 'Fringe  
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benefits ' and 'good human relationships and communicating in the workplace ' are serious hygiene factors for them. In other words, the motivational factor of Herzberg 's two-factor theory is what motivates the Nipponese, while it is a hygiene factor to Korean ( Usugami and park 2006 ) .

### **THE PROBLEM IN MOTIVATION THEORY:**

If an American company wants to put up a concern in Japan, there is a demand for them to cognize what motivates the Nipponese workers. The job that an American director will confront in Japan will fundamentally be on the issues raised based on the motivational factor of Herzberg 's two-factor theory in Japan. The job on communicating may non necessary be debatable for the director since the Japanese 's communicating flows is participative as continual interactions and exchange of information is present in the Nipponese civilization as this is besides present in the American civilization.

### **Possible Solution:**

However, the motive theory can be responsible for the public presentation of workers and for the attainment of organisational ends. Furthermore, the employees ' position of their relationship with their employer or director, and in peculiar the degree of support they receive from them, would look to act upon public presentation. To work out the job associated with difference in motive theory, it is of import for the Americans to be trained so as to understand and be cognizant of such differences in its civilization and besides to cognize how the Nipponese employees can be motivated.

Understanding how the Nipponese work is besides really of import, what motives them and their general attitude towards their occupation is really relevant

An appropriate apprehension of both the verbal and non verbal communicating manner of the Nipponese people should be good understood by the Americans, as communicating is besides a critical facet of motive because the subsidiary are given order through communicating.

### **Decision:**

The universe is going a little planetary small town and as such, people move from one geographical country to another and these leads to run intoing people from different cultural bunch to another ensuing to the mingling between people from different civilization and parts, therefore interaction with people can non be ignored.