CHAPTER II

RELATED THEORY

2-1. Motivation

Motivation derives from the Latin word "movere", meaning "to move". In the present context, motivation represents "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed. Managers have to understand these psychological processes if they are to successfully guide employees toward accomplishing organizational objectives.

Motivation has been one of the most difficult but important duties for management. It should be the first consideration in the company. The thought of each employee decides the direction of whole groups. Employees without motivation may be lazy and do nothing.

The organization or group consists of people. There is a Japanese proverb that people is a castle, a stone wall, and a moat. If there are few motivated people in the company, it is quite like pearls in front of swine.

The thought of motivation include good means how to increase the motivation or will toward works. In the company, some employees work hard with high motivation, but others do not. We cannot expect good results to force employees without motivation to work. It is almost same that we use broken machine. There are various kinds of person. The thought of motivation needs a good idea to apply various people. We cannot solve by a simple theory such as using the carrot and the stick. Psychology of people is much more complex. To find some clues is one of the objectives of this research. The reasons why people work are different depending individuals. So motivation is one of the personal problems to solve by individuals. But it is not only personal problems. If each employee can work hard, productivity and efficiency are enhanced.

Motivation is the power which makes action to the target. People make an effort to reach this target. If they accomplish, they feel satisfaction. Satisfaction is an important experience and people can make motivation to get it. If they cannot get it, they may do problem actions. This relation is as follows.
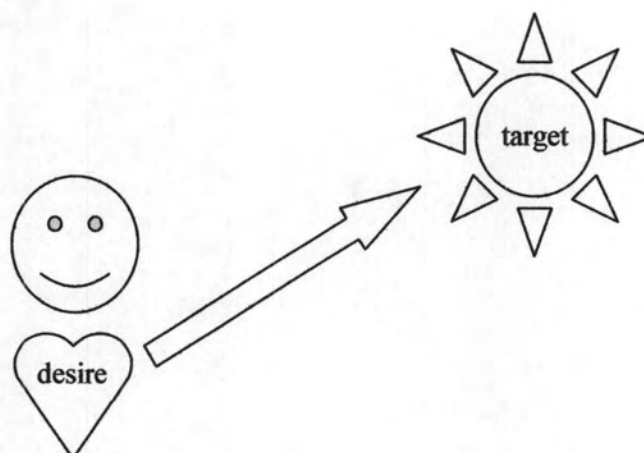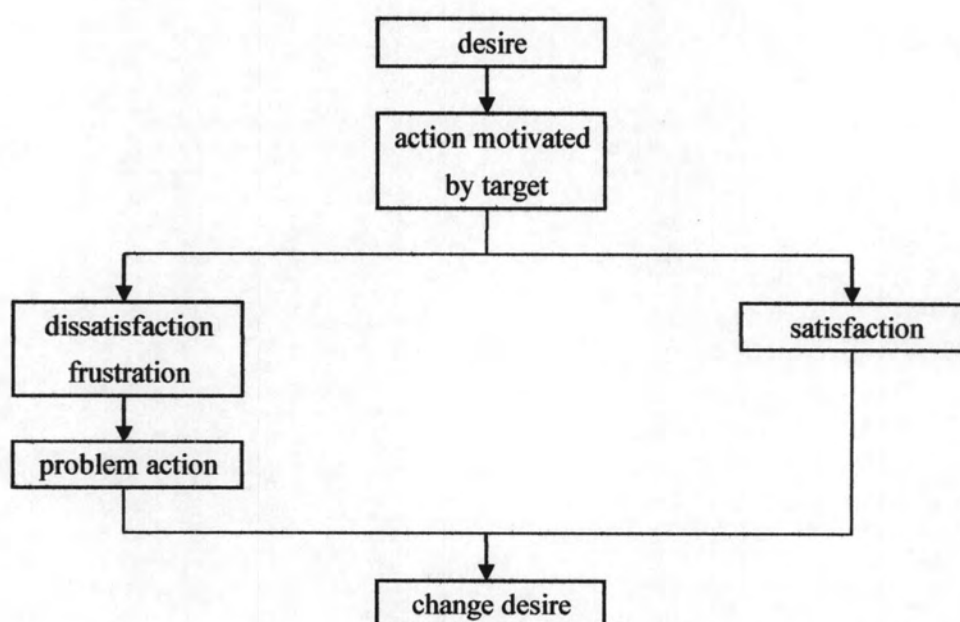
Figure 2: Two conditions of motivation

Figure 3: Occurrence process of problem action

Reference: Masao Tao (1993) Introduction of Motivation, Nikkei, Tokyo, P.25

2-2. Motivation model

There are roughly two ideas of motivation. One is what motivate people work, or what the source of motivation is. This is the idea about contents of the carrot and the stick, such as what kind of carrot the people like, and what kind of stick the people do not like. These are need theories of motivation.

Another is how and why people get motivated. These are process theories of motivation. These theories consider flow of being motivated and background rather than contents themselves. They pay attention to how to choose the carrot and how to avoid the stick.

We cannot judge which is right or not. We cannot compare simply either because a point of view and construction of theory is different. However, both of them understand the part of motivation and offer useful views. If we can combine them, we can explain the motivation of human behaviors more. But it is not easy in the real life.

2-2-1. Need theory

There are a lot of motivation models. In the need theories of motivation, Maslow's need hierarchy theory is famous idea. People try to get lower desires first, and after getting them, they try to get higher ones.

① Desire of physiology such as the appetite
② Desire of safety regarding food and living
③ Desire of society to seek belongings and friends
④ Desire of pride to be superior to others
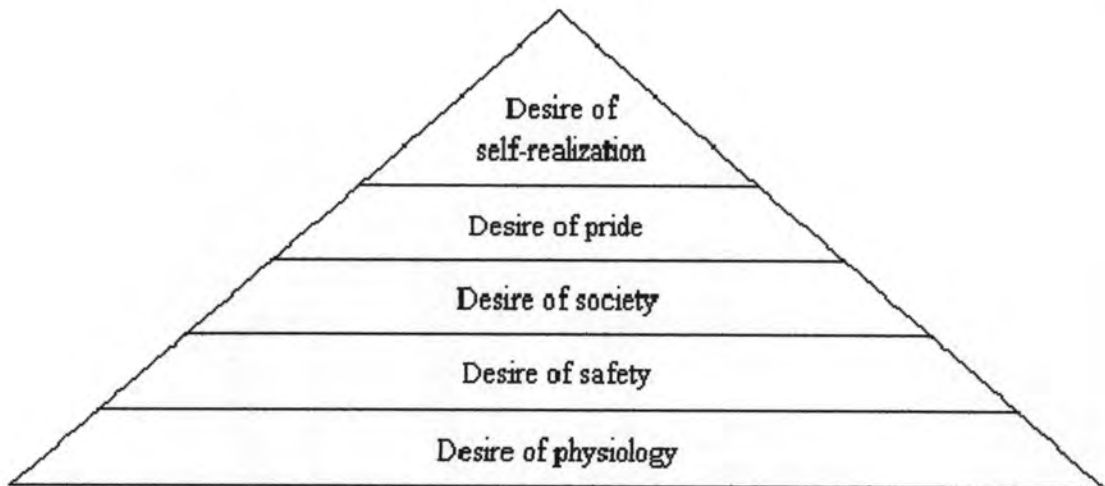⑤ Desire of self-realization

Figure 4: Maslow's need hierarchy theory

McClelland's need theory proposed three types of need, which are need for achievement, need for power, and need for affiliation.

[Need for achievement]

People with need for achievement tend to work hard and try to do their best. But this one depends on the experiences for many years, so it is difficult to improve now. People with high motivation have characters like these.

① They do not depend on luck or accidental chance, but try to make their possibilities by themselves.

② They try to choose not works with high or low risk, but works with proper risk.

③ They try to know what they did and feedback because they want to be recognized.

[Need for power]

This means that some people want to control others and be strong rather than to be controlled.

[Need for affiliation]

Some people are positive to make friends with others but others are not. The people who have strong need for affiliation have strong desire to be liked by others. They cannot endure mental tense by themselves.
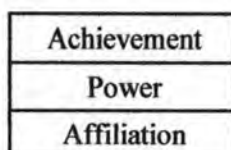
Achievement
Power
Affiliation

Figure 5: McClelland's accomplish motivation theory

The Herzberg's motivator – hygiene model is one of the need theories. People are not satisfied and want more and more if they got low desire level. On the other hand, people are satisfied if they got high desire level, which is not easy to get. About this model, it is explained 3-3 in detail.
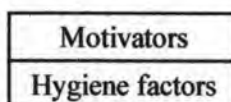
Motivators
Hygiene factors

Figure 6: The Herzberg's motivator – hygiene model

These motivation models of need theory are close each other. The people with high level motivation can work hard. Need theories are interesting idea, but there are some problems in them. They assume that people have their own desire, own factors to content, and they seldom change. However, people are not so simple. It is natural that feeling and circumstance change. This theory may be general idea and it is difficult to apply all individuals.

2-2-2. Fairness theory

Whether we are treated fairly is important for motivation. People think that their efforts should be crowned with success. If these are different from others, they may lose motivation to work. People tend to compare with others to know themselves. This idea is fairness theory of motivation. If they think their reward is too small, they ask more reward or stop working if not. Or they change their subject

to compare.

This fairness is subjective idea. For example, if some people who work harder get more salary than others, it is natural. So it is difficult to apply fairness to motivation. But it is true that unfairness to efforts lose motivation. There are a lot of factors such as salary, praise, working contents, and so on. This is the formula of fairness theory.

$$\frac{O_p}{I_p} = \frac{O_a}{I_a} \text{ Fairness} \qquad \frac{O_p}{I_p} \neq \frac{O_a}{I_a} \text{ Unfairness}$$

Ip, Op : Recognized effort and reward of themselves
Ia, Oa : Recognized effort and reward of others

Fairness theory

Among them, the Herzberg's motivator – hygiene model is used as a basic model in this research. This model is one of the most famous models. But the concepts are very simple and easy to understand.

2-3. F. Herzberg's model

The Herzberg's motivator – hygiene model mainly plays an important role in my research. F. Herzberg divided motivators and hygiene factors, which are inside and outside. Hygiene factors are factors which can support working. There are outside or environment of working. Main factors of hygiene factors are money and human relationships with boss and subordinates. On the other hand, Motivators are factors gotten from working itself. They are inside of working and mental things.

Herzberg's motivator – hygiene model tried to explain theoretically. In this model, these two factors work opposite direction. Hygiene factors are as follows. We feel dissatisfaction without them. However, if there are, we cannot be satisfied and understand. We may keep dissatisfaction if we have wanted them eagerly.

[Hygiene factors]

1. salary
2. technical supervision
3. working conditions
4. company policies
5. human relationships

And motivators are as follows. They include mental things and involve working contents. We do not feel dissatisfaction without them. But these are desires which we feel big satisfactions if we can get.

[Motivators]

1. achievement – to achieve works by oneself
2. recognition – to get recognized
3. stimulation work – to be satisfied working
4. responsibility – to have responsibility
5. advancement – to promote

These ideas had an influence on the job design. We can design interesting works if we put motivators into works themselves. It is not a fundamental solution to improve salary or company policies. But we may solve if we can improve

motivators such as achievement or responsibility. It is natural that we prefer interesting works to ordered works. These days, these internal factors seem to be more important.

Object of Herzberg's research was 200 engineers and accountants in Pittsburg. He asked them what happened when you felt satisfaction or dissatisfaction during working. The results were the following graph. They were analyzed as a percent of plus and minus events. Blue parts are satisfaction, and red ones are dissatisfaction.
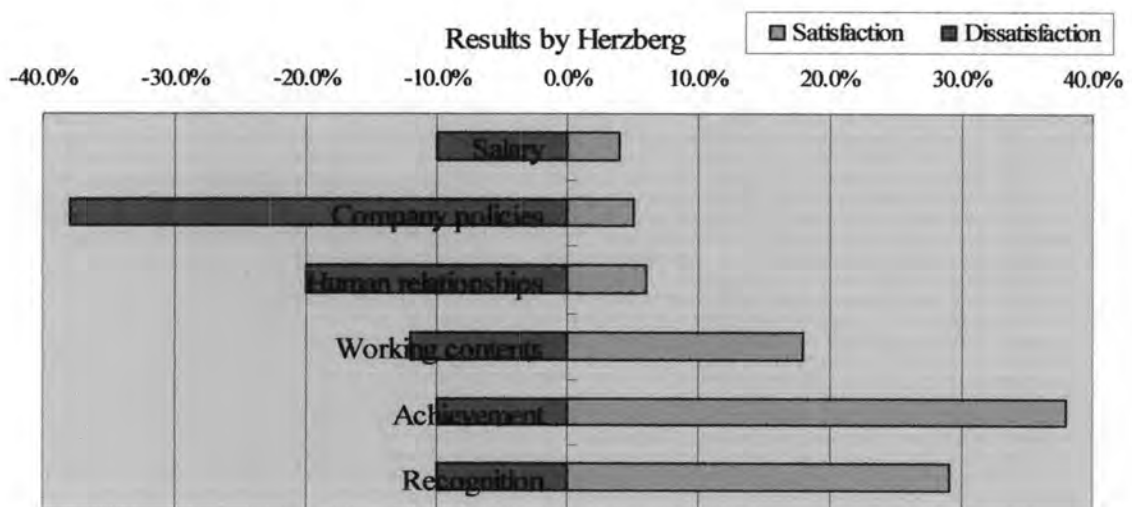

Figure 7: Results by Herzberg

According to this graph, factors which make big satisfaction are achievement, recognition, and working contents. They are called motivators. And the others make dissatisfaction, and they are called hygiene factors.

This graph said that 85% of factors which contribute to the satisfaction of works are motivators. And 68% of factors which invite dissatisfaction are hygiene factors. Therefore, motivators are more important than hygiene factors to improve motivation of employees.

However, these ideas include some problems. Herzberg's model can improve the quality of work or working life by the idea of job design. But it is impossible to apply all cases. This research by Herzberg was done more than fifty years ago. And objects of research were limited people in limited industries in the United States. The results may be different if research is done for operators at manufacturing factories. The results of Thai people and Japanese people must be

totally different because each background is not same.

In addition, it is difficult to distinguish motivators or hygiene factors. It depends an occasion or person. For example, the recognition by boss is an internal factor, but it is put into hygiene factors as one of the human relationships.

2-4. Difference of Thai and Japanese culture

Before comparing between Thailand and Japan, I mention the difference of Thai and Japanese culture.

The people who come to Thailand for the first time feel like them, such as Thai people are polite, friendly, kind, and always smile.

There are two basic standards in Thai culture.

(1) Thai people work hard to make and keep human relationships in broad and complex network.
(2) The interchange of Thai people is more or less controlled in hierarchy system.

Thai people do others a favor on purpose. If someone helps you, you have to help them after that. Thai people spend a lot of time to keep this cycle which is favor and obligation. They are willing to be in this world. When we work with Thai people, not only qualities and price of products, but also your character are very important. If Thai people recognize that you are good people to work with, they are glad to do so and introduce their friends, too.

And Thai people avoid the opposition and the compromise is the basic rule. For example, American or European people discuss till everyone consent. They argue each other to understand and get the best way. However, Thai people do not do so and try to find the compromise not to ruin others' credit.

Thailand is often said the country of smile. They express various feelings by smile. They can relax, keep human relationships, and harmonize community by smile. Foreigners should understand that Thai people smile when they feel delight, annoyance, shame, strain, sadness, and so on.

2-5. Difference of thought toward works

Thai people change their occupations more often than Japanese. There are some reasons as follows.

- It is not the life-time employment system in Thailand.
- Salary does not raise so much by the years of services.
- There is little retirement pay.
- There is no pension system.
- Thai people have to take care of their parents who live in the hometown.
- There are a lot of foods with low price.

Thai people work for their family including their parents who live in their hometown. They send money to their parents every month. On the other hand, Japanese people work for their family and themselves. They have pension system and retirement pay. So they don't have to worry about their parents.

Thai people change work easily to step up or increase salary. However, Japanese people do not like to do that. Japan has a life-time employment system. To work in only one company for a long time is very good.

Japanese people think that to work is an obligation to live to some extent. They work with putting up with various things. However, Thai people think that they should enjoy working to some extent. Not fun is not interesting.

There is a wall and conflict between Thai and Japanese people if they work together in Thailand. One of the reasons is the difference of salary and allowance. Japanese people can get many times salary as much as local people. In addition, they have own driver car and live expensive condominium as allowance. Some Japanese manager cannot speak English well and it is difficult to communicate with Thai people. If Japanese people have various knowledge and good character as a manager, everyone may work well. I think foreigners who work in foreign countries are lack of efforts. Some people think that they do not try hard because they will go back home country soon. These conflicts will not disappear if foreigners do not change their mind.

2-6. Japanese management method

There are some interesting features in Japanese management methods.

- Life-time employment
- Seniority system
- Toyota production system

Life-time employment is general employment rule of full-time employees in Japanese companies. Employees are employed at a company after their graduation, and kept employed to the retirement age. To encourage long time employment can improve skills of employees by training, and keep high loyalty to their companies. If employees are under condition which they may be fired or not, their motivation of improvement or loyalty to companies falls down. There is an economical rationality in life-time employment and recognized widely.

Seniority system is the system which positions and salaries are raised by the length of their service or their ages. It is also the typical system in Japanese companies. It is based that employees can improve their skill and ability by adding age, and they can reflect on the results of companies. As a result, elder people with long experiences tend to get high positions. The reasons why Japanese companies use this system are that it is difficult to apply the payment by result because many employees work as a group, and Japanese people believe that younger people should follow older people. When people work as a group, we cannot make individual result clear, and it needs high and low relationship which everyone understands. Seniority system is reasonable way to satisfy these needs. There is a lot of merits and demerits in the seniority system.

Merit

1. Easy to keep harmonious personal relations
2. Easy to enhance loyalty to company
3. Rational because people who need many money can get high salary

Demerit

1. Do in safe
2. Disadvantage for the people who change their occupation
3. Difficult to arrange employees

TOYOTA production system is one of the management systems to improve various things. They defined 7 wastes, which are phenomenon and results without increasing values. This system can remove these wastes and inventories. And this is endless activity to improve continuously.

These Japanese management methods made successes in Japan, because there are only Japanese people with same background in Japan. However, it is not sure that they work well and get understandings in foreign countries. Some countries have some negative bias to Japan because Japan attacked in the world war II and they envy Japan which made a great success after that. Japanese companies are moving their factories to foreign countries. Their markets are extending all over the world and salary of Japanese people is higher.

There is a proverb that "When in Rome, do as the Romans do". Japanese should not forget it and always should respect local people. In addition, it is important to understand local culture each other.

2-7. Deadlock of Japanese management method

Japanese economy improved very rapidly after the world war II. Japan had to recover from nothing. Motivation of whole society was very high. Many people worked hard for their country, company or family. The power of country became full. Such a society is called accomplishment society. However, this condition cannot keep for a long time. However, those Japanese management method are about to break down now.

One of the biggest problems in Japan is to increase NEET, which is not education, employment, or training. And the number of suicide is also increasing. The main reasons of them are problems in work. It can be said that some of them are lack of motivation to work.

Payment by result (Pay for performance) is introduced in various companies. But many companies cannot judge employees fairly, and some employees lost

motivation. Salaries of only a few people increase, but those of many people are still same or decrease. In near future, these bad effects will happen in Thailand or other developing countries.