

GLOBAL ISSUES

MOTIVATING A GLOBAL WORKFORCE

Effectively motivating employees located across the globe is a significant challenge. Managers must be sensitive to cultural differences in values and needs and understand that what is acceptable in one culture may be taboo in another.

The American culture is more individualistic and ego-centric than many other cultures. Because American culture values individual achievement, Americans often have a desire to be singled out and praised. In some cultures, people would be embarrassed or even ashamed if they received the attention Americans strive for. In Japan, for example, there is a saying, "It's the nail that sticks up that gets pounded." Motivation and reward programs in the United States also tend to be more paternal than in the United States. In Indonesia, if a company has a good year, bonuses are not a function of individual performance but

rather of each employee's organizational loyalty as measured by the number of years worked with the company, plus the size of his or her family.¹³

Some motivation principles, like treating people with respect, apply equally well around the world. For example, Colgate-Palmolive operates in more than 170 countries and receives about 70 percent of its \$7 billion revenues from overseas markets. A truly global company, Colgate expects managers everywhere to show respect for their employees. Colgate-Palmolive's performance-evaluation system, for instance, evaluates how managers exemplify and reinforce respect.¹⁴ Employees from different cultures may differentially value things like equality and individualism, but being treated with fairness and respect resonates globally.

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NEED-BASED PERSPECTIVES ON MOTIVATION

Need-based perspectives represent the starting point for most contemporary thought on motivation, although these theories also attracted critics.¹⁵ The basic premise of *need-based theories* and models, consistent with our motivation framework introduced earlier, is that humans are motivated primarily by deficiencies in one or more important needs or need categories. Need theorists have attempted to identify and categorize the needs that are most important to people.¹⁶ (Some observers call these "content theories" because they deal with the content, or substance, of what motivates behavior.) The best-known need theories are the hierarchy of needs and the ERG theory.

need-based theories

Assume that need deficiencies cause behavior

The Hierarchy of Needs

The hierarchy of needs, developed by psychologist Abraham Maslow in the 1940s, is the best-known need theory.¹⁷ Influenced by the human relations school, Maslow argued that human beings are "wanting" animals: They have innate desires to satisfy a given set of needs. Furthermore, Maslow believed that these needs are arranged in a hierarchy of importance, with the most basic needs at the foundation of the hierarchy.

Figure 5.2 shows Maslow's *hierarchy of needs*. The three sets of needs at the bottom of the hierarchy are called deficiency needs because they must be satisfied for the individual to be fundamentally comfortable. The top two sets of needs are termed *growth needs* because they focus on personal growth and development.

hierarchy of needs

Assumes that human needs are arranged in a hierarchy of importance