# THE KEY MOTIVATION FACTOR FOR JAPANESE ENTERPRISES TO ENHANCE EMPLOYEES' MOTIVATION

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# THE KEY MOTIVATION FACTOR FOR JAPANESE ENTERPRISES TO ENHANCE EMPLOYEES' MOTIVATION

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## ABSTRACT

The purpose of this study is to investigate Japanese employees' working motivation factor in Japanese company. Currently, it is said that Japanese employee's motivation is very low. Then this study tries to understand the situation of Japanese employees' motivation and develop suggestion for Japanese company.

The research focus on 118 Japanese respondents who work in a Japanese company. Age target is above 20 years. The research result revealed that Japanese employee evaluate Wage is the most important factor for Japanese employee, and Promotion opportunity is the least important for them. And, older or higher level of Job title employees tend to feel more importance to Good relationship with co-workers and good feedback or recognition in work.

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# CHAPTER I
# INTRODUCTION

Nowadays, it is said that Japanese employees' motivation is very low.

| >70 PERCENT (HIGH) | India | 77 |
|---|---|---|
| 60-69 PERCENT (HIGH-MODERATE) | Denmark | 67 |
| | Mexico | 63 |
| 50-59 PERCENT (MODERATE) | Netherlands | 59 |
| | United States | 59 |
| | Canada | 58 |
| | Australia | 57 |
| | China | 57 |
| | Spain | 55 |
| | New Zealand | 55 |
| | Brazil | 55 |
| | Turkey | 54 |
| | Switzerland | 54 |
| | South Africa | 54 |

| 50-59 PERCENT (MODERATE) | United Arab Emirates | 53 |
|---|---|---|
| | Finland | 52 |
| | Sweden | 52 |
| | Argentina | 52 |
| | Ireland | 52 |
| | Italy | 51 |
| 40-49 PERCENT (LOW-MODERATE) | Indonesia | 49 |
| | United Kingdom | 49 |
| | Russia | 48 |
| | Saudi Arabia | 48 |
| | Germany | 47 |
| | France | 45 |
| | Korea | 40 |
| <40 PERCENT (LOW) | Japan | 31 |

These data are drawn from a true representative sample of employees from these countries. Not all respondents work for organizations that regularly conduct employee surveys. Previous research has shown that employees who do work for organizations that regularly conduct employee surveys score, on a global average, 15-20 percentage points higher on the Employee Engagement Index.

*Table 1*: Employee engagement by country

**Figure1.1 Motivation ranking**

In the survey conducted by IBM on 2013, Japanese employees' motivation is ranked as the worst out from 28 countries. (IBM,2013)

Generally, employees' low motivation leads low productivity. Following this principle, low motivation is a significant issue for Japanese enterprises. It can be a factor that Japanese enterprises lose its competitiveness

Actually, salary growth ratio is very low in Japan which is less than 2% compared with 20 years ago. And less and less employees have a chance to promote to be a manager.

Japanese company need to understand employees' motivation and factors that enhance employees' motivation in this situation.

## 1.1  Research Introduction

This study focused on the question What are the key motivation factors that influence Japanese employees' motivation other than the Motivation for Promotion? In Japanese situation, employees have less and less chance to be promoted. And Japanese employees are listed as lowest motivated employee in IBM research while they are recognized as hard worker. The researcher conduct survey to reveal the relation between Japanese employees and motivation factor. Then develop proposal for Japanese enterprises how to motivate their employees.

## 1.2  Research objective

The main objective of this study is to investigate potential factors behind Japanese employees who work in Japanese company. And develop suitable suggestion to enhance Japanese employees' motivation in the situation with less chance for promotion and higher wage.

## 1.3 Research scope

The study will focus on Japanese respondents who live work in a Japanese company. The age range of respondents will be focused on Japanese employees' age above 20years old in order to analyze their motivations toward work in Japanese companies.

Next Chapter is going to discuss about literature review which includes problem and key concept's definition.

# CHAPTER II
# LITERATURE REVIEW

## 2.1 Problem Definition and Key Concepts

Researcher found Japanese employees' Motivation problem. The hypothesis for the reason for that issue is less promotion chance in Japanese enterprises. To understand the issue,

Maslow's hierarchy of Needs is applied. Promotion is belongs to 4th need, which is esteem. Applying Maslow's framework, it is possible to make Japanese employees needs visible and analyzable.

After that, Job Characteristics model is applyed to study this issue farther. this framework enable researcher to dig down the route course of the issue and relation between Job character and eployees' motivation.this approach can provide realistic finding for Japanese enterprises to improve their job design so that it can enhance employees' motivation.

### 2.1.1 Employees' Motivation

In this study employees' motivation are defined by using Maslow's Hierarchy of Needs and Job Characteristics Model. The study recognizes the factor from 2 theories can contribute to employees' motivation.

### 2.1.2 Employee

In this study, the target range of employee includes manager and director who is not executive of a company.

## 2.2 Demographic Characteristics

### 2.2.1 Income growth in Japan

In the past 20 years, average income in Japan gradually decrease. On 2009, it down to 406 (10K¥), then recover from the bottom, but it still hangs low. In this situation, Japanese employee have less chance to get better income in the past 20 years. (National Tax Agency,2016)
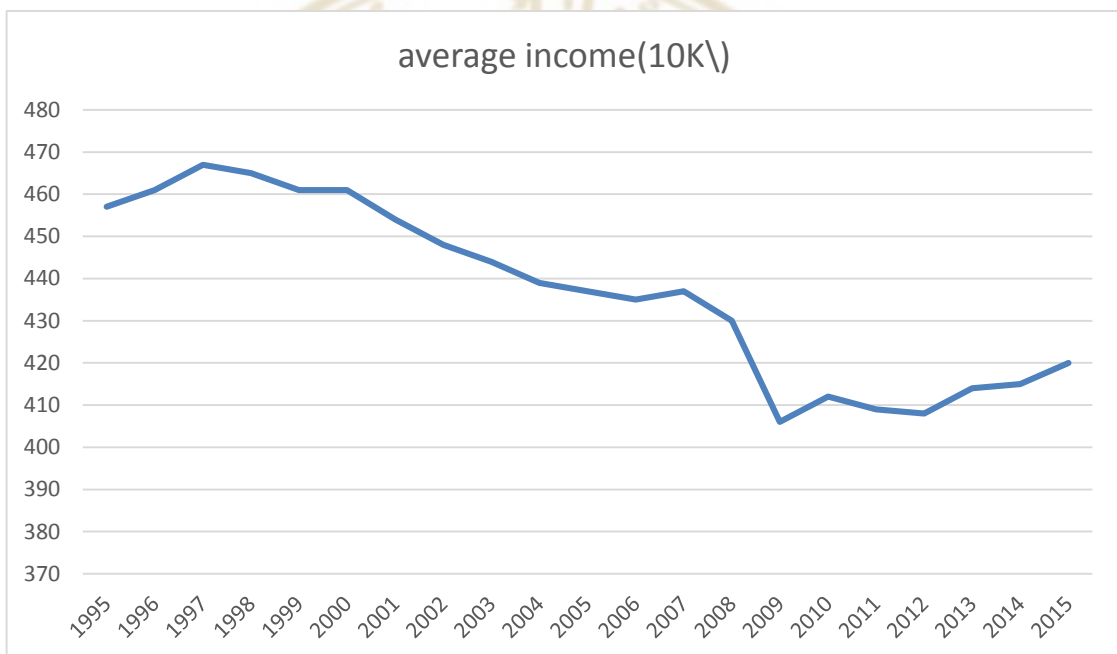


**Figure 2.1  Average income in Japan**

### 2.2.2 Promotion opportunity in Japan

Promotion is the simplest and direct message from company or managers that they recognize you as good enough worker to be a manager. But actual situation is opposite on this principle. Based on government survey, the number (%) of management class in age segment tends to go down compared with 1990 .(Ministry of Internal and Communications, 2016)

**Table 1.1 Managers ratio age segmentation (%)**

| Age | 1990 | | 2006 | |
|---|---|---|---|---|
| | **Director** | **Manager** | **Director** | **Manager** |
| **25-19** | 0 | 0.4 | 0.1 | 0.7 |
| **30-34** | 0.4 | 4 | 0.3 | 3.5 |
| **35-39** | 2.1 | 18.2 | 1.6 | 13.7 |
| **40-44** | 7.6 | 43.3 | 6.2 | 32.6 |
| **45-49** | 25.4 | 45.1 | 15.8 | 37.3 |
| **50-54** | 41.1 | 33.8 | 24.6 | 32.8 |
| **55-59** | 38.6 | 21.1 | 28.4 | 26.2 |
| **60-64** | 21.8 | 11.1 | 11.9 | 4.8 |
| **65～** | 16.5 | 5.5 | 8.2 | 1.6 |

## 2.3  Maslow's Hierarchy of Needs

This is one of the most popular motivational theories that have been referred in numerous researches. The theory includes five basic needs which are Physiological, Safety, Social/Belongingness and love, Self-esteem and Self-actualization. In this theory, once the lower-level need is fulfilled, then the next higher-level need will become the motivation focus for an individual (Maslow, 1943).

### 2.3.1 Physiological needs

The first layer is physiological needs, such as food and sleep. In this relation between employees and companies, stable salary payment should be categorized here. Basically there is no problem in Japanese enterprises for stable payment. Salary is paid regularly, but the average salary in Japan does not grow up in this recent 20years.

### 2.3.2 Safety needs

In second layer is for safety needs, such as security of body, stable employ ment and health. In Japan, unemployment rate is very low. It is around 3% now. And one of Japanese enterprises' typical style is lifetime employment system which provide sta ble employment. But on the other hand, it could be a barrier for employees to change t heir job. Low social mobility and lifelong employment system brings stable employme nt but it may cause a problem for a company about employee replacement . Japanese e nterprises need to hold unnecessary employees, and in accordance with economy depr ession, there is excessive competition to promote managers. (Ministry of Internal Affai rs and Communications, 2016)

### 2.3.3 Social/Belongingness and love needs

In working environment, this layer can be a good relation with colleagues. Traditional Japanese employment system encouledge employees to stay in the compan y for lifelong period. So, this needs is very important for Japanese companies.

### 2.3.4 Self-esteemm needs

This layer can be classified as the need to be respected and get power. In a business scene, promotison is simple and good to fit this needs. After fullfilled this nee d, employee can be confident.

### 2.3.5 Self actualization

All needs before this layer result to this layer. The important concept is that employee should be able to do what they want with maximizing their potential and ab ility. In case this need is not fulfilled, employees may have a new dissatisfaction. In bus iness scene, this study is focusing on career development and ownership for job.

## 2.4 The Job Characteristics Model

The job characteristics model was developed by psychologists J. Richard Hackman and Greg Oldham. In this framework, 5 dimensions are specified, and combination of those 5-dimension lead to employees' motivation.

### 2.4.1 Skill variety

Skill variety means that job character encourages employees to show their variety of ability. If the job has this character, employees are motivated.

### 2.4.2 Task identity

Task identity means that if employees are involved in comprehensive work process, employees' motivation are increased.

### 2.4.3 Task significance

In a case employee are entrusted to conduct important job, employee can feel they are important person and motivated well.

### 2.4.4 Autonomy

In the job, employees are motivated if they can make decision in their job. Rather than controlled by managements, decide the way to go is positively related with high motivation.

### 2.4.5 Feedback

Feedback for the job is related with motivation. Employee can know the result how their work contributes to the result and see their achievement.

## 2.5 Hypothesis and Proposed Framework Model

As mentioned in the literature review above, this study aims to find factors that influence on Japanese employees' motivation. The hypothesis for the issue of Japanese employees' low motivation is less promotion chance. And employees can be motivated by same level of Needs in Maslow's model, which is Good feedback and recognition.

Hypothesis of the issue structure

| Less chance to be promoted | → | Lower motivation |

Hypothesis of the solution of the issue

| Good feedback and recognition | → | Higher motivation |
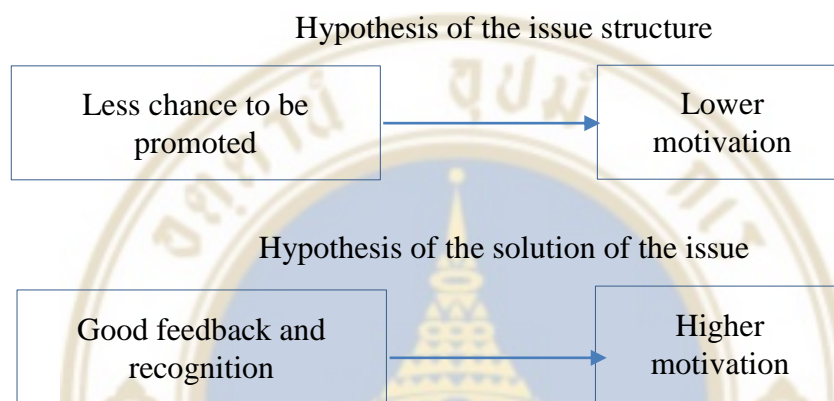
**Figure 2.2 Hypothesis for Issue**

Based on the hypothesis, this study utilizes Maslow's hierarchy of needs and job characteristics model to analyze this issue and develop proposal for Japanese enterprises.

Whole framework picture of the survey

Employees' Motivation

[Framework factors]

Maslow's hierarchy needs

[Japanese employees' motivation Factors]
1.Wage
2.Benefit
3.Good relationship
4.Leaning new skill
5.Promotion opportunity
6.Challenged for significant project
7.Feedback
8.Responsibility in work

Job characteristic model

Demographic Factors
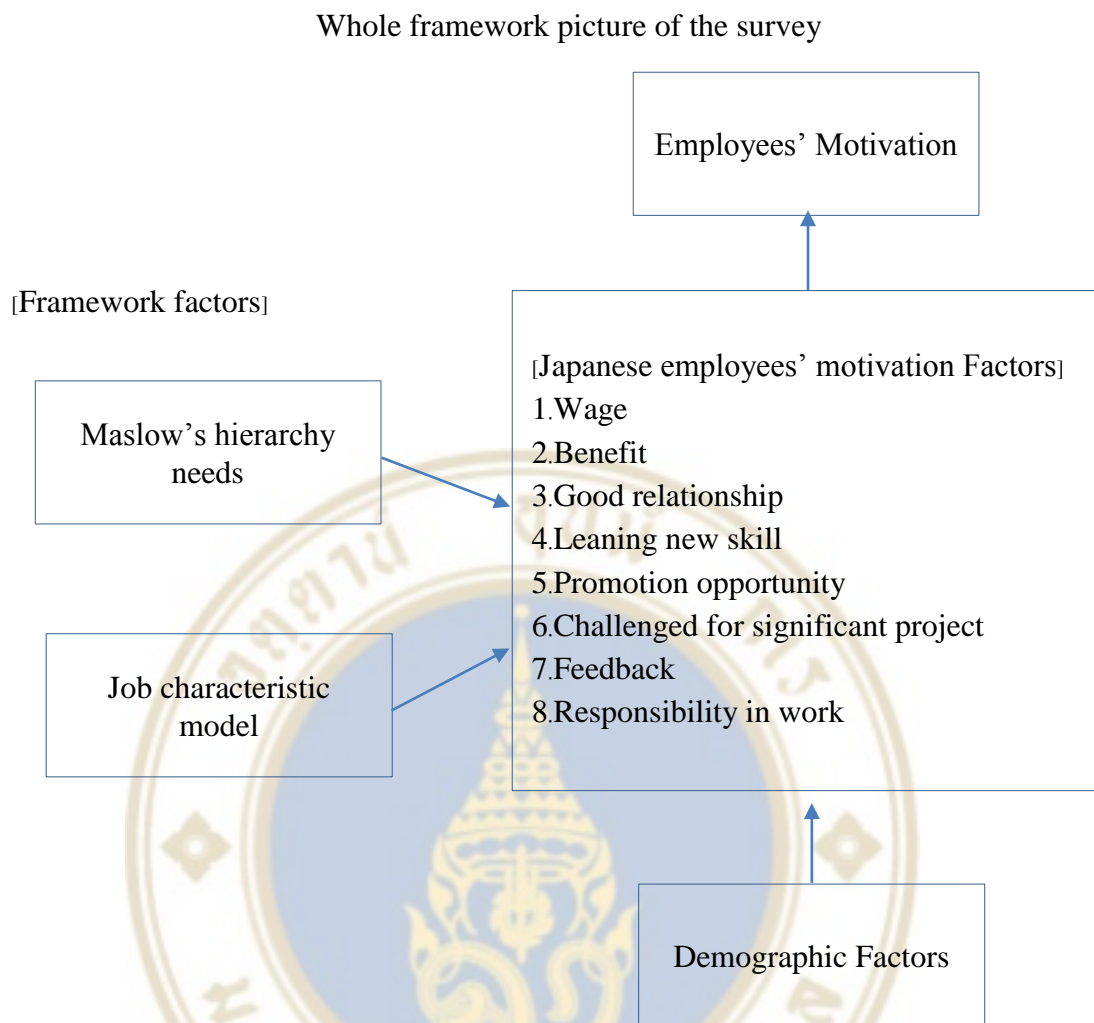
**Figure 2.3  Proposed framework**

Next Chapter are going to explain about the research methodology with det ail steps in each analysis.

# CHAPTER III
# METHODOLOGY

In this chapter, the methodology is outlined. The content comprises of research design (Quantitative analysis), sample size, quantitative design, data collection and data analysis.

Researcher choose to conduct quantitative analysis so that liner regression analysis can detect the significant factors for motivation factors. At the same time, other analysis such as One way ANOVA to sustain the fact that researcher found in the fact in the regression analysis and factor analysis.

## 3.1 Research Design

This is a survey research with questionnaire based on literature reviews regarding of Japanese employee. The study will be conducted by using a quantitative analysis employing both descriptive and inferential statistics to collect and gain better understanding in Japanese employees' motivation.

The reason why using quantitative method is because it is a research approach that useful and easy to compare the differences in impacts of each motivation which influence Japanese employees' motivation. This study design is expected to get appropriate and valid answers about the most influential factors which impact Japanese employees who is more than 20 years old.

## 3.2 Sample Size

The sample for this study is gathered from Japanese employees who live in Bangkok and Japan. The researcher will use the published tables by Yamane which provide the sample size for a given set of criteria to determine the sample (Yamane, 1967). According to Ministry of Internal Affairs and Communications, work age population is 65million. (Ministry of Internal Affairs and Communications, 2016)

**Table 2.1  Sample size of the research**

| Size of Population | Sample Size (n) for Precision (e) of | | |
| --- | --- | --- | --- |
| | ±3% | ±5% | ±10% |
| 500 | 345 | 220 | 80 |
| 1,000 | 525 | 285 | 90 |
| 3,000 | 810 | 350 | 100 |
| 5,000 | 910 | 370 | 100 |
| 10,000 | 1,000 | 385 | 100 |
| 100,000+ | 1,100 | 400 | 100 |

According to the sample size table above, the researcher will conduct 100 sets of questionnaires during July 18th to 26th, on 2017 by using Google form.

## 3.3  Questionnaire Design

The research questions in this study are developed based on literature review related wit hMaslow hierarchy's need and Job Characteristic Model. Respondant is J

apnese employee who work in Japanese company. In this questionnaire, the scope of q

uestions covers demographic, Maslow's herarchy needs, Job characteristic model and

motivation, which are those 4 sections below:

**Table 3.1  Questionnarie list**

**Section 1**: Personal demographic information for first 6 questions

| # | Questions |
|---|-----------|
| 1 | What is your sex? |
| 2 | How old are you? |
| 3 | How long have you been working in your company? |
| 4 | How about your company size? |
| 5 | What is your job title? |
| 6 | How much do you earn salary? |

**Section 2**: 11 Questsionns to clarify Maslow's hierarchy needs

| # | Questions |
|---|-----------|
| 1 | You are satisfied with your salary |
| 2 | Your job security is high |
| 3 | Challenging job is difficult for you |
| 4 | You feel belonging to your company |
| 5 | You have been promoted well so far |
| 6 | There is an unfair gap for promotion opportunity between generation |
| 7 | Your market value is high in the labor market |
| 8 | Your company provides good reward/bonus for your job |
| 9 | Your company gives a chance to improve your skill |
| 10 | You can control your career by yourself in your company |
| 11 | You have an ownership of your job |

**Section 3**: 10 Questions to clarify Job characteristic situation

| # | Questions |
|---|-----------|
| 1 | The job requires you to do many different things at work |
| 2 | Your job is significant or important |
| 3 | Your job involves doing "whole and identified piece of work"" |
| 4 | Managers or co-workers let you know how well you are doing your job |

**Section 3**: 10 Questions to clarify Job characteristic situation (cont.)

| | |
|---|---|
| 5 | The job itself provides you with information about your work performance |
| 6 | You are satisfied with the job |
| 7 | You feel responsible for the work you are doing |
| 8 | You think you want to quit the job |
| 9 | There is autonomy on your job |
| 10 | The job gives you an opportunity for promotion |

**Section 4**: 8 Questions to clarify employees' motivation

| # | Questions |
|---|-----------|
| 1 | Wage is the important factor for your working motivation |
| 2 | The best benefit is the important factor for your working motivation |
| 3 | Good relationship with your coworkers is the important factor for your working motivation |
| 4 | Learning new skills is the important factor for your working motivation |
| 5 | Promotion opportunity is the important factor for your working motivation |
| 6 | Challenges for your significant project is the important factor for your working motivation |
| 7 | Good feedback or recognition for your work is the important factor for your working motivation |
| 8 | The responsibility in your work is the important factor for your working motivation |

## 3.4 Data Analysis

All collected data is analyzed by using the Statistical Package for Science Software program (SPSS). Several statistical methods will be utilized to test the hypotheses related to the topic of factor affecting Japanese employees' motivation.

The measurement for this study comprises Cross tabulation and regression analysis.

1: Mean value of employees' motivation to see the actual situation of respondents

2: Regression analysis between employee's motivation and demographic factors to see the relation between demographic information and employees' motivation.

3: Cross Tab analysis between the fact that employee promoted well or not and job satisfaction. To see the significance of the motivation for promotion.

4: Cross Tab analysis between the fact that employee promoted well or not and the wish whether employees want to quit job or not. To see the significance of the motivation for promotion.

5: Regression analysis between employees' motivation and factors under Maslow's hierarchy needs and Job characteristic model to see which factor have strong influence on employees' motivation.

In next chapter, findings and analysis are mentioned and inspect the hypothesis that shown in previous chapter.

# CHAPTER IV
# FINDINGS

## 4.1 Result and Analysis

The result of data analysis is conducted from questionnaire answers of 118 respondents who are 20 – 40+ years old, working in a Japanese company. In fact, a total of 123 respondents' data was collected first, but some of the questionnaire don't have any answer. As a result, 5 respondents' data were deleted from the study.'

The first section starts with the result of Mean value of employees' motivation. Then analyze the relation between motivation and demographic factors. And analyze how promotion motivation is important for Japanese company. After that, move on to second analysis about regression analysis between employees' motivation and framework, which are Maslow's hierarchy needs and Job characteristic model.

## 4.2  Analysis of Motivation for Promotion

### 4.2.1 Mean value of Japanese employees' motivation

Respondents were asked to evaluate motivation how important it is with 1-5 value (5 is the highest). From the result, we can observe the wage is the most important motivation for Japanese employees. On the other hand, Promotion opportunity is listed at the bottom of the table.

**Table 4.1  Motivation factor ranking**

| # | Employees' Motivation | Mean Value |
|---|---|---|
| 1 | Wage is the important factor for your working motivation | 4.559 |

**Table 4.1  Motivation factor ranking (cont.)**

| 2 | Good relationship with your coworker is the important factor for your working motivation | 4.347 |
|---|---|---|
| 3 | Good feedback or recognition for your work is the important factor for your working motivation | 4.314 |
| 4 | Learning new skills is the important factor for your working motivation | 4.127 |
| 5 | The best benefit is the important factor for your working motivation | 4.008 |
| 6 | Challenges for your significant project is the important factor for your working motivation | 4.000 |
| 7 | The responsibility in your work is the important factor for your working motivation | 3.754 |
| 8 | Promotion opportunity is the important factor for your working motivation | 3.718 |

### 4.2.2 Regression analysis for each motivation and demographic factors

Regression analysis of wage and demographic analysis tells that Job title is the most significant factor for the motivation for wage. The higher job title, the less m otivation for wage.

**Table 4.2 Regression Wage motivation vs Demographic factors**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.543 | .353 | | 15.684 | .000 |
| | Sex | -.222 | .141 | -.143 | -1.573 | .119 |
| | Age | -.095 | .090 | -.111 | -1.046 | .298 |
| | WorkYear | -.107 | .063 | -.182 | -1.709 | .090 |
| | CompanySize | .074 | .046 | .169 | 1.631 | .106 |
| | JobTitle | -.125 | .064 | -.202 | -1.944 | .054 |
| | Earning | .004 | .077 | .006 | .046 | .963 |

a. Dependent Variable: WageMotivation

Regression analysis of Good relationship and demographic factors shows age is the most significant factor for the motivation of Good relationship with coworker. Higher age group employee has higher motivation for good relationship with coworker.

**Table 4.3 Regression Good Relation motivation vs Demographic factors**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.775 | .406 | | 9.292 | .000 |
| | Sex | -.086 | .162 | -.051 | -.530 | .597 |
| | Age | .278 | .104 | .301 | 2.679 | .009 |
| | WorkYear | -.095 | .072 | -.148 | -1.314 | .191 |
| | CompanySize | .052 | .053 | .108 | .987 | .326 |
| | JobTitle | .071 | .074 | .105 | .958 | .340 |
| | Earning | -.066 | .088 | -.097 | -.749 | .456 |

a. Dependent Variable: GoodRelationMotivation

Regression analysis of Good feedback or recognition for work and demographic factors says that age is the most important factor for this motivation. Higher age group are motivated for good feedback.

**Table 4.4  Regression Good Feedback motivation vs Demographic factors**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.122 | .424 | | 7.372 | .000 |
| | Sex | .100 | .169 | .056 | .590 | .557 |
| | Age | .249 | .108 | .258 | 2.296 | .024 |
| | WorkYear | .031 | .075 | .046 | .412 | .681 |
| | CompanySize | .078 | .055 | .156 | 1.428 | .156 |
| | JobTitle | .060 | .077 | .085 | .778 | .438 |
| | Earning | -.116 | .092 | -.163 | -1.260 | .210 |

a. Dependent Variable: FeedbackMotivation

Regression analysis of learning new skill and demographic factor indicate that men are more motivated than women to learn new skill.

**Table 4.5  Regression Learning new skill motivation vs Demographic factors**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.130 | .410 | | 10.069 | .000 |
| | Sex | .446 | .164 | .256 | 2.729 | .007 |
| | Age | -.022 | .105 | -.023 | -.213 | .832 |
| | WorkYear | -.112 | .073 | -.169 | -1.540 | .126 |
| | CompanySize | -.058 | .053 | -.118 | -1.099 | .274 |
| | JobTitle | .003 | .075 | .004 | .038 | .970 |
| | Earning | -.053 | .089 | -.076 | -.598 | .551 |

a. Dependent Variable: NewSkillLearningMotivation

Regression analysis of the best benefit and demographic factor shows that Job title and Earning have significant relation between the motivation. Both factor works negatively on this motivation, which means higher job title and earning employees have less motivation for good benefit from a company.

**Table 4.6  Regression Benefit motivation vs Demographic factors**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 4.928 | .508 | | 9.707 | .000 |
| | Sex | -.050 | .202 | -.023 | -.250 | .803 |
| | Age | .064 | .130 | .053 | .496 | .621 |
| | WorkYear | -.113 | .090 | -.133 | -1.253 | .213 |
| | CompanySize | .032 | .066 | .051 | .488 | .626 |
| | JobTitle | -.185 | .093 | -.207 | -1.998 | .048 |
| | Earning | -.227 | .110 | -.251 | -2.055 | .042 |

a. Dependent Variable: BenefitMotivation

With regression analysis of other motivations and demographic factors, there is no significant factor.

### 4.2.3 Promotion Vs Job satisfaction

With Cross Tab analysis of Promoted so far and Job satisfaction, there is trend that employees who don't get promoted well so far are dissatisfied with their job. On the other hand, well promoted employees tend to satisfy with job.

One way ANOAVA analysis clearly show the relation between Job satisfaction and promotion. If employees evaluate their career as well promoted, their satisfaction is going to be higher.

**Table 4.7  Cross Tab Analysis Promotion so far VS Job satisfaction**

**Crosstab**

| | | | SatisfiedWithJob very low | low | moderate | SatisfiedWithJob high | very high | Total |
|---|---|---|---|---|---|---|---|---|
| PromotionSoFar | so bad | Count | 4 | 4 | 6 | 2 | 0 | 16 |
| | | % within PromotionSoFar | 25.0% | 25.0% | 37.5% | 12.5% | .0% | 100.0% |
| | | % within SatisfiedWithJob | 44.4% | 25.0% | 17.1% | 4.1% | .0% | 13.7% |
| | | % of Total | 3.4% | 3.4% | 5.1% | 1.7% | .0% | 13.7% |
| | bad | Count | 3 | 5 | 3 | 7 | 1 | 19 |
| | | % within PromotionSoFar | 15.8% | 26.3% | 15.8% | 36.8% | 5.3% | 100.0% |
| | | % within SatisfiedWithJob | 33.3% | 31.3% | 8.6% | 14.3% | 12.5% | 16.2% |
| | | % of Total | 2.6% | 4.3% | 2.6% | 6.0% | .9% | 16.2% |
| | moderate | Count | 1 | 3 | 13 | 20 | 1 | 38 |
| | | % within PromotionSoFar | 2.6% | 7.9% | 34.2% | 52.6% | 2.6% | 100.0% |
| | | % within SatisfiedWithJob | 11.1% | 18.8% | 37.1% | 40.8% | 12.5% | 32.5% |
| | | % of Total | .9% | 2.6% | 11.1% | 17.1% | .9% | 32.5% |
| | good | Count | 0 | 3 | 10 | 15 | 0 | 28 |
| | | % within PromotionSoFar | .0% | 10.7% | 35.7% | 53.6% | .0% | 100.0% |
| | | % within SatisfiedWithJob | .0% | 18.8% | 28.6% | 30.6% | .0% | 23.9% |
| | | % of Total | .0% | 2.6% | 8.5% | 12.8% | .0% | 23.9% |
| | very good | Count | 1 | 1 | 3 | 5 | 6 | 16 |
| | | % within PromotionSoFar | 6.3% | 6.3% | 18.8% | 31.3% | 37.5% | 100.0% |
| | | % within SatisfiedWithJob | 11.1% | 6.3% | 8.6% | 10.2% | 75.0% | 13.7% |
| | | % of Total | .9% | .9% | 2.6% | 4.3% | 5.1% | 13.7% |
| Total | | Count | 9 | 16 | 35 | 49 | 8 | 117 |
| | | % within PromotionSoFar | 7.7% | 13.7% | 29.9% | 41.9% | 6.8% | 100.0% |
| | | % within SatisfiedWithJob | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 7.7% | 13.7% | 29.9% | 41.9% | 6.8% | 100.0% |
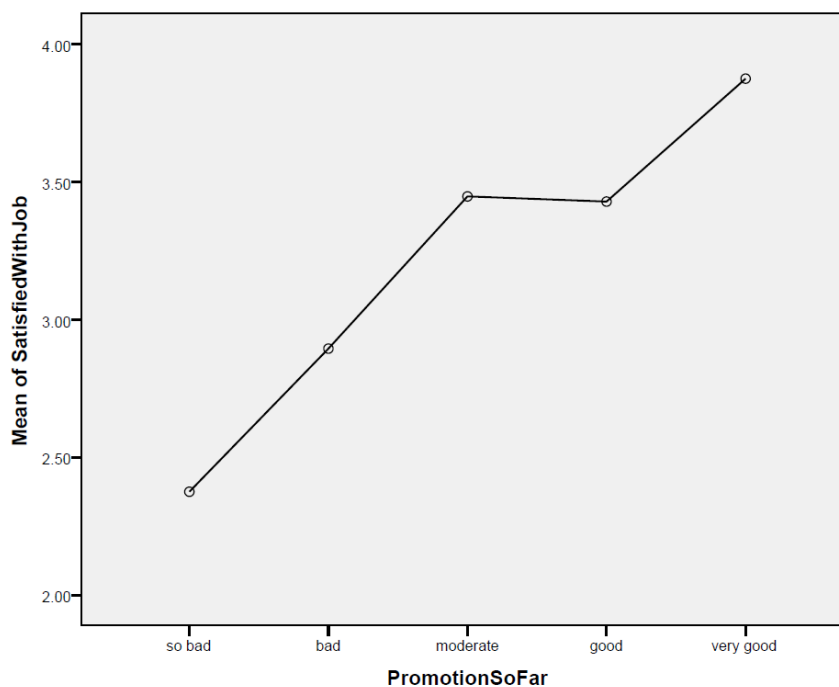


**Figure 4.1  One way ANOVA analysis Promotion so far VS Job satisfaction**

### 4.2.4 Cross Tab Promotion Vs Quit job

Cross Tab analysis of Promotion so far vs Quit job analyze the relation between the factor of employee who evaluate themselves get promoted well or not so far and employee who want to quit their job. "very low" mean don't want to quit the job.

The result shows the trend that employees who could not get promoted well so far tend to think they want to quit the job while well promoted employee don't think they want to quit.

One way ANOAVA analysis clearly show the relation between promotion and how much extent employees want to quit a job. If employees could not have promoted well so far, they tend to want to quit a job.

**Table 4.8  Cross Tab Analysis Promotion so far VS Want to quit the job**

Crosstab

| | | | WantQuitJob | | | WantQuitJob | | Total |
|---|---|---|---|---|---|---|---|---|
| | | | very low | low | moderate | high | very high | |
| PromotionSoFar | so bad | Count | 0 | 3 | 6 | 1 | 6 | 16 |
| | | % within PromotionSoFar | .0% | 18.8% | 37.5% | 6.3% | 37.5% | 100.0% |
| | | % within WantQuitJob | .0% | 12.5% | 14.6% | 5.9% | 50.0% | 13.6% |
| | | % of Total | .0% | 2.5% | 5.1% | .8% | 5.1% | 13.6% |
| | bad | Count | 4 | 2 | 9 | 4 | 0 | 19 |
| | | % within PromotionSoFar | 21.1% | 10.5% | 47.4% | 21.1% | .0% | 100.0% |
| | | % within WantQuitJob | 16.7% | 8.3% | 22.0% | 23.5% | .0% | 16.1% |
| | | % of Total | 3.4% | 1.7% | 7.6% | 3.4% | .0% | 16.1% |
| | moderate | Count | 9 | 9 | 12 | 4 | 4 | 38 |
| | | % within PromotionSoFar | 23.7% | 23.7% | 31.6% | 10.5% | 10.5% | 100.0% |
| | | % within WantQuitJob | 37.5% | 37.5% | 29.3% | 23.5% | 33.3% | 32.2% |
| | | % of Total | 7.6% | 7.6% | 10.2% | 3.4% | 3.4% | 32.2% |
| | good | Count | 7 | 7 | 7 | 7 | 1 | 29 |
| | | % within PromotionSoFar | 24.1% | 24.1% | 24.1% | 24.1% | 3.4% | 100.0% |
| | | % within WantQuitJob | 29.2% | 29.2% | 17.1% | 41.2% | 8.3% | 24.6% |
| | | % of Total | 5.9% | 5.9% | 5.9% | 5.9% | .8% | 24.6% |
| | very good | Count | 4 | 3 | 7 | 1 | 1 | 16 |
| | | % within PromotionSoFar | 25.0% | 18.8% | 43.8% | 6.3% | 6.3% | 100.0% |
| | | % within WantQuitJob | 16.7% | 12.5% | 17.1% | 5.9% | 8.3% | 13.6% |
| | | % of Total | 3.4% | 2.5% | 5.9% | .8% | .8% | 13.6% |
| Total | | Count | 24 | 24 | 41 | 17 | 12 | 118 |
| | | % within PromotionSoFar | 20.3% | 20.3% | 34.7% | 14.4% | 10.2% | 100.0% |
| | | % within WantQuitJob | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 20.3% | 20.3% | 34.7% | 14.4% | 10.2% | 100.0% |
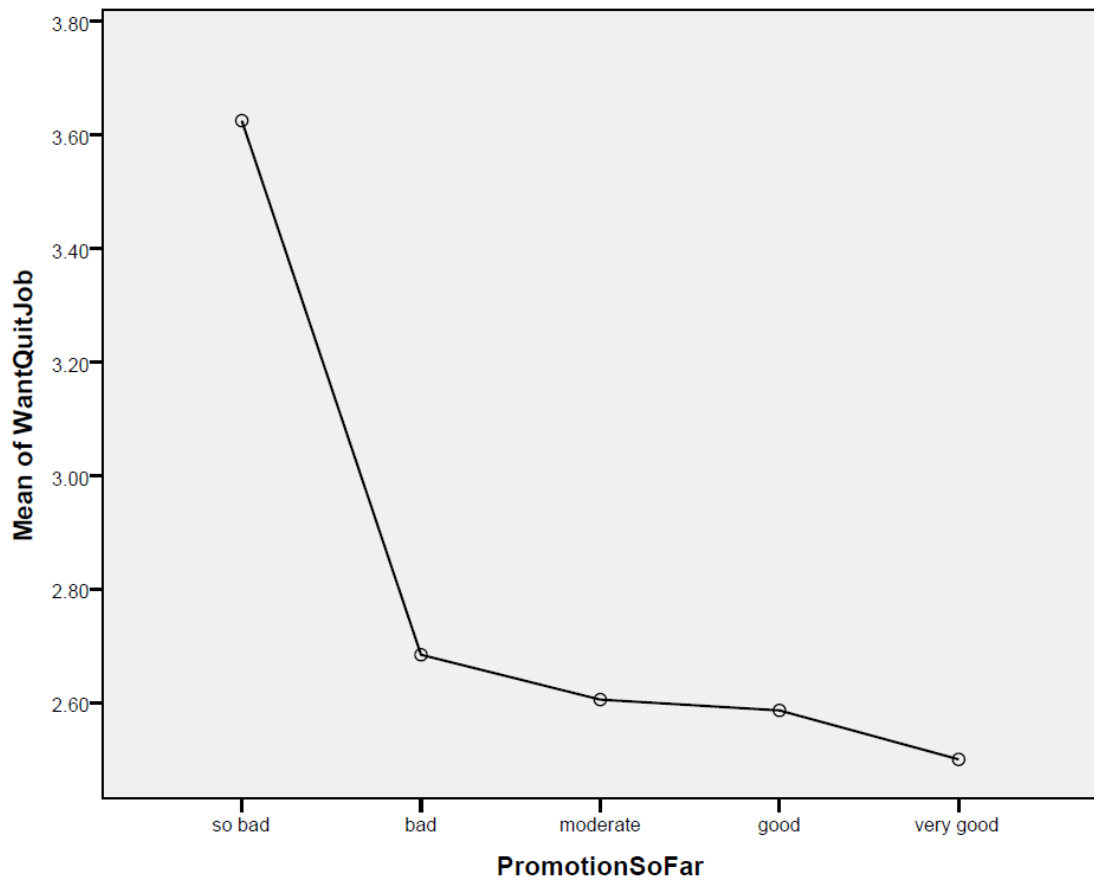
**Figure 4.2  One way ANOVA analysis Promotion so far VS Want to quite the job**

## 4.3  Regression Analysis of Motivation Vs Frameworks

### 4.3.1 Wage

Regression analysis of the motivation for wage and Maslow's needs, there is no significant factor except salary satisfaction. When employee satisfied with their salary, their motivation for wage is going to be lower. This fact seems reasonable but nothing new.

**Table 4.9  Regression Wage motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.711 | .507 | | 9.290 | .000 |
| | SalarySatisfaction | -.150 | .080 | -.242 | -1.870 | .064 |
| | JobSecurity | .043 | .065 | .066 | .662 | .509 |
| | ChangingJob | .023 | .062 | .038 | .374 | .709 |
| | BelongingToCompany | -.093 | .072 | -.141 | -1.296 | .198 |
| | PromotionSoFar | .035 | .069 | .060 | .510 | .611 |
| | UnfairPromotionGap | -.054 | .055 | -.095 | -.976 | .331 |
| | LaborMarketValue | -.061 | .085 | -.084 | -.718 | .474 |
| | GoodRewards | .013 | .080 | .021 | .159 | .874 |
| | ImproveSkill | .043 | .069 | .071 | .615 | .540 |
| | ControlCareerChance | .052 | .068 | .086 | .761 | .448 |
| | JobOwnership | .055 | .096 | .064 | .575 | .567 |

a. Dependent Variable: WageMotivation

Regression analysis of the motivation for wade and Job characteristic factors shows Job identity have significant relation with the motivation for wage. Higher job identity leads to high motivation for wage.

**Table 4.10  Regression Wage motivation vs Job characteristics model**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.707 | .548 | | 8.596 | .000 |
| | ManyDifferentSkill | -.147 | .113 | -.144 | -1.301 | .196 |
| | JobSignificant | .101 | .088 | .134 | 1.153 | .252 |
| | JobIdentity | .199 | .082 | .283 | 2.417 | .017 |
| | ColleagueFeedback | .034 | .087 | .054 | .392 | .696 |
| | JObFeedback | .035 | .091 | .051 | .383 | .702 |
| | SatisfiedWithJob | -.109 | .088 | -.156 | -1.237 | .219 |
| | JobResponsibility | -.012 | .091 | -.013 | -.129 | .897 |
| | WantQuitJob | -.034 | .064 | -.057 | -.533 | .595 |
| | JobAutonomy | -.115 | .103 | -.147 | -1.123 | .264 |
| | PromotionOpportunity | .018 | .083 | .028 | .218 | .828 |

a. Dependent Variable: WageMotivation

For a company, the motivation for wage is not the one they want employees to be motivated. There are some factors which can reduce the motivation for wage even though those have less significant relation. In Maslow's needs belonging to company is the one. In job characteristic model, the job which require many skills is the one.

### 4.3.2 The best benefit

Regression analysis of the motivation for benefit and Maslow's needs shows that salary satisfaction, belonging to company, control career and job ownership have significant relation with the motivation.

**Table 4.11 Regression Benefit motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.184 | .624 | | 9.914 | .000 |
| | SalarySatisfaction | -.218 | .099 | -.243 | -2.203 | .030 |
| | JobSecurity | .003 | .079 | .003 | .036 | .971 |
| | ChangingJob | .117 | .077 | .133 | 1.523 | .131 |
| | BelongingToCompany | -.220 | .088 | -.231 | -2.492 | .014 |
| | PromotionSoFar | -.113 | .085 | -.133 | -1.326 | .188 |
| | UnfairPromotionGap | -.058 | .068 | -.072 | -.861 | .391 |
| | LaborMarketValue | -.166 | .105 | -.159 | -1.583 | .116 |
| | GoodRewards | .161 | .098 | .187 | 1.648 | .102 |
| | ImproveSkill | -.062 | .085 | -.071 | -.730 | .467 |
| | ControlCareerChance | .199 | .084 | .230 | 2.378 | .019 |
| | JobOwnership | -.257 | .118 | -.205 | -2.171 | .032 |

a. Dependent Variable: BenefitMotivation

Regression analysis of the motivation for benefit and job characteristic factors shows that Job significance and Job satisfaction have significant relation with the motivation.

**Table 4.12  Regression Benefit motivation vs Job characteristics model**

Coefficients<sup>a</sup>

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.616 | .744 | | 7.544 | .000 |
| | ManyDifferentSkill | -.233 | .154 | -.158 | -1.518 | .132 |
| | JobSignificant | .332 | .120 | .304 | 2.776 | .007 |
| | JobIdentity | .129 | .112 | .127 | 1.152 | .252 |
| | ColleagueFeedback | .116 | .119 | .128 | .981 | .329 |
| | JObFeedback | .009 | .124 | .009 | .069 | .945 |
| | SatisfiedWithJob | -.335 | .120 | -.329 | -2.781 | .006 |
| | JobResponsibility | -.154 | .124 | -.118 | -1.245 | .216 |
| | WantQuitJob | .048 | .086 | .056 | .551 | .583 |
| | JobAutonomy | -.161 | .139 | -.142 | -1.154 | .251 |
| | PromotionOpportunity | -.196 | .113 | -.205 | -1.728 | .087 |

a. Dependent Variable: BenefitMotivation

Key factors for this motivation are belonging to company and job ownership in Maslow's needs, job satisfaction in job characteristic model. Those factors can reduce the motivation for the benefit, which means company can attract employees other than good benefit.

### 4.3.3 Good relation with coworker

Regression analysis of the motivation for good relationship and Maslow's needs indicate that job ownership have significant relation between the motivation.

**Table 4.13 Regression Good Relation motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.606 | .550 | | 6.554 | .000 |
| | SalarySatisfaction | -.117 | .087 | -.172 | -1.337 | .184 |
| | JobSecurity | -.111 | .070 | -.155 | -1.578 | .118 |
| | ChangingJob | .076 | .068 | .114 | 1.126 | .263 |
| | BelongingToCompany | .091 | .078 | .126 | 1.167 | .246 |
| | PromotionSoFar | .003 | .075 | .005 | .039 | .969 |
| | UnfairPromotionGap | .000 | .060 | -.001 | -.005 | .996 |
| | LaborMarketValue | .006 | .092 | .008 | .068 | .946 |
| | GoodRewards | -.002 | .086 | -.003 | -.025 | .980 |
| | ImproveSkill | -.077 | .075 | -.116 | -1.020 | .310 |
| | ControlCareerChance | .063 | .074 | .096 | .847 | .399 |
| | JobOwnership | .251 | .104 | .265 | 2.405 | .018 |

a. Dependent Variable: GoodRelationMotivation

Regression analysis of the motivation for good relationship and job characteristic model shows there is no significant factor for the motivation.

**Table 4.14 Regression Good Relation motivation vs Job characteristics model**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.910 | .570 | | 5.107 | .000 |
| | ManyDifferentSkill | .212 | .118 | .200 | 1.803 | .074 |
| | JobSignificant | .090 | .092 | .115 | .983 | .328 |
| | JobIdentity | -.071 | .086 | -.098 | -.833 | .407 |
| | ColleagueFeedback | .001 | .091 | .001 | .007 | .995 |
| | JObFeedback | .064 | .095 | .091 | .676 | .500 |
| | SatisfiedWithJob | -.002 | .092 | -.003 | -.023 | .981 |
| | JobResponsibility | .033 | .095 | .036 | .353 | .725 |
| | WantQuitJob | -.047 | .066 | -.076 | -.706 | .482 |
| | JobAutonomy | .076 | .107 | .093 | .712 | .478 |
| | PromotionOpportunity | -.008 | .087 | -.011 | -.089 | .929 |

a. Dependent Variable: GoodRelationMotivation

As for the motivation for good relationship with coworker, job ownership c an be the a good factor to enhance the motivation.

### 4.3.4 Learning new skills

Regression analysis of the motivation for learning new skill and maslow's needs doest not show significant relation. It is relatively not significant but high job sec urity tend leads to less motivation for learning new skills.

**Table 4.15 Regression Good Relation motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.163 | .566 | | 7.359 | .000 |
| | SalarySatisfaction | -.059 | .090 | -.084 | -.653 | .515 |
| | JobSecurity | -.133 | .072 | -.182 | -1.847 | .067 |
| | ChangingJob | -.046 | .070 | -.067 | -.658 | .512 |
| | BelongingToCompany | -.005 | .080 | -.007 | -.060 | .952 |
| | PromotionSoFar | -.029 | .077 | -.043 | -.369 | .713 |
| | UnfairPromotionGap | .071 | .061 | .112 | 1.157 | .250 |
| | LaborMarketValue | .105 | .095 | .129 | 1.108 | .270 |
| | GoodRewards | -.038 | .089 | -.057 | -.433 | .666 |
| | ImproveSkill | -.041 | .077 | -.061 | -.536 | .593 |
| | ControlCareerChance | .064 | .076 | .095 | .844 | .400 |
| | JobOwnership | .092 | .107 | .094 | .853 | .396 |

a. Dependent Variable: NewSkillLearningMotivation

Regression analysis of the motivation for learning new skill and job charac teristic factors says that emoployees who want to quit the job tend to have high motiva tion for learning new skills.

**Table 4.16  Regression Good Relation motivation vs Job characteristics model**

Coefficients<sup>a</sup>

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.701 | .629 | | 4.295 | .000 |
| | ManyDifferentSkill | .029 | .130 | .025 | .226 | .822 |
| | JobSignificant | .082 | .101 | .096 | .812 | .419 |
| | JobIdentity | .012 | .095 | .015 | .128 | .899 |
| | ColleagueFeedback | -.114 | .100 | -.160 | -1.136 | .258 |
| | JObFeedback | .143 | .105 | .187 | 1.373 | .173 |
| | SatisfiedWithJob | .031 | .102 | .040 | .309 | .758 |
| | JobResponsibility | -.031 | .105 | -.030 | -.296 | .768 |
| | WantQuitJob | .169 | .073 | .253 | 2.309 | .023 |
| | JobAutonomy | .108 | .118 | .122 | .915 | .362 |
| | PromotionOpportunity | -.004 | .096 | -.006 | -.044 | .965 |

a. Dependent Variable: NewSkillLearningMotivation

In this analysis, learning new skill eagaly can work as a kind of indicator how employee feel job security is low and they want to quit the job.

### 4.3.5 Promotion opportunity

Regression analysis of the motivation for promotion opportunity and maslow's needs shows that good rewards reduce the motivation for promotion. And employee who don't want to change the job have high motivation.

**Table 4.17  Regression Promotion motivation vs Maslow's hierarchy of needs**

Coefficients<sup>a</sup>

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.555 | .618 | | 5.752 | .000 |
| | SalarySatisfaction | -.015 | .098 | -.018 | -.151 | .880 |
| | JobSecurity | -.025 | .078 | -.029 | -.318 | .751 |
| | ChangingJob | .204 | .075 | .254 | 2.721 | .008 |
| | BelongingToCompany | -.089 | .087 | -.102 | -1.025 | .308 |
| | PromotionSoFar | .151 | .083 | .194 | 1.811 | .073 |
| | UnfairPromotionGap | -.096 | .066 | -.129 | -1.448 | .151 |
| | LaborMarketValue | .071 | .102 | .075 | .697 | .487 |
| | GoodRewards | -.338 | .097 | -.428 | -3.498 | .001 |
| | ImproveSkill | -.012 | .084 | -.016 | -.148 | .882 |
| | ControlCareerChance | .041 | .082 | .052 | .502 | .617 |
| | JobOwnership | .113 | .120 | .096 | .940 | .349 |

a. Dependent Variable: PromotionOpportunityMotivation

Regression analysis of the motivation for promotion opportunity and job characteristic model shows that employees who have high job responsibility have higher motivation for promotion.

**Table 4.18  Regression Promotion motivation vs Job characteristics model**

Coefficients<sup>a</sup>

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.626 | .712 | | 3.687 | .000 |
| | ManyDifferentSkill | .071 | .146 | .053 | .487 | .627 |
| | JobSignificant | -.132 | .114 | -.134 | -1.159 | .249 |
| | JobIdentity | .098 | .107 | .106 | .917 | .361 |
| | ColleagueFeedback | -.029 | .115 | -.035 | -.254 | .800 |
| | JObFeedback | -.191 | .119 | -.215 | -1.614 | .110 |
| | SatisfiedWithJob | -.165 | .116 | -.179 | -1.421 | .158 |
| | JobResponsibility | .258 | .123 | .211 | 2.102 | .038 |
| | WantQuitJob | -.035 | .083 | -.045 | -.420 | .675 |
| | JobAutonomy | .259 | .133 | .252 | 1.950 | .054 |
| | PromotionOpportunity | .087 | .108 | .101 | .806 | .422 |

a. Dependent Variable: PromotionOpportunityMotivation

In this study, it is shown that good rewards can be a factor to reduce the m
otivation for promotion opportunity.

### 4.3.6 Chellenges for significant project

Regression analysis of the motivation for challenging a significant project
and maslow's needs shows that employee who evaluate themselves as valuable in labo
r market tend to have high motivation.

**Table 4.19  Regression Challenge project motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 3.319 | .561 | | 5.912 | .000 |
| | SalarySatisfaction | -.112 | .089 | -.155 | -1.259 | .211 |
| | JobSecurity | -.133 | .072 | -.175 | -1.855 | .066 |
| | ChangingJob | .079 | .069 | .111 | 1.141 | .256 |
| | BelongingToCompany | .086 | .080 | .112 | 1.077 | .284 |
| | PromotionSoFar | .055 | .077 | .081 | .720 | .473 |
| | UnfairPromotionGap | -.003 | .061 | -.005 | -.048 | .961 |
| | LaborMarketValue | .244 | .094 | .291 | 2.591 | .011 |
| | GoodRewards | -.074 | .088 | -.107 | -.841 | .402 |
| | ImproveSkill | -.070 | .077 | -.100 | -.914 | .363 |
| | ControlCareerChance | -.035 | .075 | -.051 | -.468 | .641 |
| | JobOwnership | .154 | .107 | .153 | 1.443 | .152 |

a. Dependent Variable: ChgallengeSignificantProjectMotivation

Regression analysis of the motivation for challenging a significant project
and job characteristic model shows that good feedback from colleagus reduce the moti
vation

**Table 4.20  Regression Challenge project motivation vs Job characteristics model**.

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.996 | .621 | | 4.827 | .000 |
| | ManyDifferentSkill | .171 | .128 | .144 | 1.336 | .185 |
| | JobSignificant | -.182 | .100 | -.208 | -1.829 | .070 |
| | JobIdentity | .139 | .093 | .170 | 1.492 | .139 |
| | ColleagueFeedback | -.239 | .099 | -.326 | -2.416 | .017 |
| | JObFeedback | .196 | .103 | .247 | 1.899 | .060 |
| | SatisfiedWithJob | -.102 | .100 | -.125 | -1.017 | .312 |
| | JobResponsibility | .062 | .103 | .059 | .600 | .550 |
| | WantQuitJob | -.009 | .072 | -.013 | -.120 | .905 |
| | JobAutonomy | .195 | .116 | .213 | 1.673 | .097 |
| | PromotionOpportunity | -.012 | .095 | -.016 | -.127 | .899 |

a. Dependent Variable: ChgallengeSignificantProjectMotivation

In this analysis, it is shown that lavor market value is improtant to increase the motivation. And , good feedback and recognition from colleague and manager ma y be substitute of the motivation.

### 4.3.7 Good feedback or recognition for work

Regression analysis of the motivation for good feedback or recognition and maslow's needs shows there is no significant factor.

**Table 4.21  Regression Feedback motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.625 | .580 | | 6.251 | .000 |
| | SalarySatisfaction | -.025 | .092 | -.035 | -.272 | .786 |
| | JobSecurity | -.032 | .074 | -.043 | -.429 | .669 |
| | ChangingJob | .001 | .071 | .001 | .014 | .989 |
| | BelongingToCompany | .051 | .082 | .067 | .615 | .540 |
| | PromotionSoFar | -.045 | .079 | -.067 | -.567 | .572 |
| | UnfairPromotionGap | .085 | .063 | .132 | 1.346 | .181 |
| | LaborMarketValue | .133 | .097 | .161 | 1.363 | .176 |
| | GoodRewards | -.015 | .091 | -.022 | -.163 | .871 |
| | ImproveSkill | -.124 | .079 | -.180 | -1.563 | .121 |
| | ControlCareerChance | .039 | .078 | .057 | .497 | .620 |
| | JobOwnership | .127 | .110 | .128 | 1.150 | .253 |

a. Dependent Variable: FeedbackMotivation

Regression analysis of the motivation for good feedback or recognition and job characteristic model shows there is not significant relation.

**Table 4.22  Regression Feedback motivation vs Job characteristics model**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.135 | .660 | | 6.266 | .000 |
| | ManyDifferentSkill | .063 | .136 | .053 | .459 | .647 |
| | JobSignificant | -.112 | .106 | -.130 | -1.055 | .294 |
| | JobIdentity | -.011 | .099 | -.013 | -.107 | .915 |
| | ColleagueFeedback | -.122 | .105 | -.170 | -1.161 | .248 |
| | JObFeedback | .093 | .110 | .119 | .847 | .399 |
| | SatisfiedWithJob | .049 | .107 | .062 | .463 | .644 |
| | JobResponsibility | .052 | .110 | .051 | .476 | .635 |
| | WantQuitJob | -.051 | .077 | -.076 | -.666 | .507 |
| | JobAutonomy | .017 | .124 | .019 | .141 | .888 |
| | PromotionOpportunity | .058 | .101 | .077 | .577 | .565 |

a. Dependent Variable: FeedbackMotivation

In this analysis there is not significant relation between the motivation for good feedback or recognition for work and Maslow's needs or Job characteristic model factors.

### 4.3.8 Responsibility in work

Regression analysis of the motivation for good feedback or recognition and job characteristic model shows that there is no significant relation. It is relatively not significant, but promotion opportunity is fair between generations, job responsibility motivation can be higher.

**Table 4.23  Regression Responsibility motivation vs Maslow's hierarchy of needs**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.281 | .640 | | 5.130 | .000 |
| | SalarySatisfaction | -.001 | .101 | -.002 | -.013 | .990 |
| | JobSecurity | -.061 | .081 | -.074 | -.751 | .454 |
| | ChangingJob | .016 | .079 | .021 | .208 | .835 |
| | BelongingToCompany | -.054 | .091 | -.064 | -.591 | .556 |
| | PromotionSoFar | -.035 | .087 | -.047 | -.401 | .690 |
| | UnfairPromotionGap | .126 | .069 | .177 | 1.816 | .072 |
| | LaborMarketValue | .028 | .107 | .030 | .257 | .798 |
| | GoodRewards | -.090 | .100 | -.119 | -.901 | .370 |
| | ImproveSkill | -.112 | .087 | -.147 | -1.284 | .202 |
| | ControlCareerChance | .085 | .086 | .111 | .985 | .327 |
| | JobOwnership | .203 | .121 | .184 | 1.668 | .098 |

a. Dependent Variable: JobResponsibilityMotivation

Regression analysis of the motivation for job responsibility and job characteristic factors shows there is no significant relation. It is relatively not significant but good feedback from the job encourage employee to be motivated for job responsibility.

**Table 4.24  Regression Responsibility motivation vs Job characteristics model**

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.689 | .714 | | 3.765 | .000 |
| | ManyDifferentSkill | .168 | .147 | .129 | 1.138 | .258 |
| | JobSignificant | .174 | .115 | .182 | 1.518 | .132 |
| | JobIdentity | -.032 | .107 | -.036 | -.302 | .764 |
| | ColleagueFeedback | -.083 | .114 | -.104 | -.728 | .468 |
| | JObFeedback | .231 | .119 | .268 | 1.944 | .055 |
| | SatisfiedWithJob | -.105 | .115 | -.118 | -.907 | .366 |
| | JobResponsibility | .024 | .119 | .021 | .199 | .842 |
| | WantQuitJob | .016 | .083 | .021 | .189 | .850 |
| | JobAutonomy | -.068 | .134 | -.068 | -.505 | .615 |
| | PromotionOpportunity | -.086 | .109 | -.103 | -.793 | .429 |

a. Dependent Variable: JobResponsibilityMotivation

In this analysis, there is no significant relation between the motivation and frameworks of Maslow's needs and job characteristic model. But fair promotion opportunity between different generation and feedback from the job enhance the motivation a bit.

## 4.4 Summary of analysis

The motivation for promotion opportunity is evaluated as less important than other factors. On the other hand, the motivation has relation with job satisfaction and how seriously employee want to quit the job. In this sense, promotion opportunity is still important for Japanese company.

And there is some relation between motivation variety and demographic factors, such as job title and age. It indicates that when Japanese company develop a program to enhance employee's motivation, companies need to take demographic factor into their consideration.

There are some relations behind Maslow's need or Job characteristic model and employee's motivation. The table below shows the relation that this analysis found the significant relation between framework and motivation.

**Table 4.25  Relation between factors**

| Employees' motivation factor | Maslow's hierarchy of needs | Job characteristic model |
|---|---|---|
| **Wage** | - | Higher job identity |
| **The best benefit** | Lower satisfaction for salary<br>Lower belonging to company<br>High control over career<br>Lower job ownership | Higher job significance<br>Lower job satisfaction |
| **Good relationship** | Higher job ownership | - |
| **Learning new skill** | - | If employee want to quit the job |
| **Promotion opportunity** | Lower rewards | Higher job responsibility |
| **Challenge for project** | Higher labor market value | - |
| **Good feedback** | - | - |
| **Responsibility** | - | - |

Next chapter talk about the proposal for Japanese enterprises based on what the study found in this chapter.

# CHAPTER V
# RECOMMENDATION AND CONCLUSION

The purpose of this study is to understand the motivation factor for Japanese employees' working motivation and develop a proposal how to improve Japanese employees' motivation.

Maslow's hierarchy needs and Job characteristic model are applied as a framework to study a factor that affect Japanese employees' motivation. Overall, 118 respondents' questionnaire are analyzed in this study, which is focusing on employees who work in a Japanese company.

Regression analysis is applied to analyze the factor that contribute to a motivation. In this analysis, Promotion opportunity was evaluated as lower important item for employees' motivation. But employees who evaluate promotion opportunity as less important thing for their motivation tend to think they want to quite the job. Thus, Japanese company should recognize it as one of the important motivation factor for employees.

From Regression analysis between motivation and framework factors, older or higher level job title employee tend to be motivated by good relationship with coworkers and good feedback. And lower rewards and high job responsibility lead employee feel high motivation for promotion opportunity.

The relation between motivation and framework factor is different from each other. The best benefit motivation has relation with multiple factors, and Job ownership have relation with multiple motivation factor.
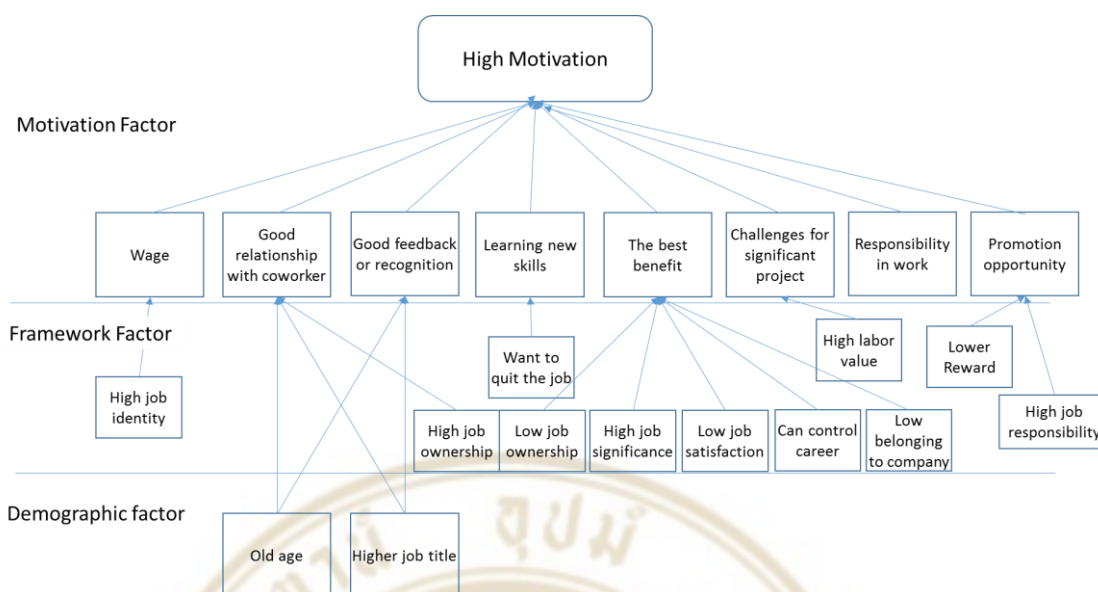
**Figure 5.1 Whole picture of the relation between factors in the survey**

## 5.1 Recommendation for Japanese company

Based on the analysis, Japanese employee tend to have high motivation wit h high salary. However, based on economic situation, it's not easy to increase wage. A ccording to the analysis, researcher develop 3 practical recommendations for Japanese companies to enhance employees' motivation.

### 5.1.1 Develop higher Job ownership

From the analysis, if Job ownership get higher, employee evaluate Good re lationship as more important for their working motivation. And, higher Job ownership reduce the importance of the Best benefit for employees' motivation. To provide benef it to employees increase cost same as wage, this policy can strengthen company's com petitiveness as well as cost reduction.

In this process, Japanese company should involve older age or higher job ti tle employee. Because they are motivated with the good relationship with coworkers w hich is affected by High job ownership.

### 5.1.2 Provide Good Rewards

As mentioned before, Promotion opportunity is one of the important factor for companies. From the analysis, employees who get lower reward from company feel Promotion opportunity is more important for their motivation. In other ward, good reward from company can reduce the significance of the promotion opportunity for employees.

Compared with basic salary, reward is easy to control. And there can be variety of rewards, not only bonus but also temporary reward such as special prize money for the best sales achievement.

### 5.1.3 Provide Good Feedback or Recognition

Providing good feedback or recognition is the third important motivation factor after good relationship with coworker. In the analysis, there is no significant framework factor for this motivation factor. But as seen in demographic factors, older or higher level job title employees evaluate this motivation factor as important for their motivation,

## 5.2 Conclusion

The result of this research helps to answer the question of this study. Based on the mean value of questionnaire, Wage is the most imporatnt factor for Japanese employees. Then, Good relationship with coworker is the second, the thirs is Good feedback or recognition for work. Promotion opportunity is lowest mean value in the list.

Based on the regression analysis, the research found some relation with motivation factor and framework factors. Age and Job title are one key demographic factor when Japanese companies develop a program to improve employees' motivation. And high Job ownership can also work as significant factor for employees to be motivated with other factors than wage and promotion opportunity.

## 5.3 Limitation and Future research

The study explored the influencing factor in Maslow's hierarchy needs and Job characteristic model that affect Japanese employees working motivation. But as for some motivations such as Job responsibility, this analysis could not find significant relation between factors in framework and the motivation.

And in this analysis, it is focusing on the relation between framework and motivation. So, somehow it ignores the theory of framework. Take Maslow's needs for example, in this theory lower level needs should be fulfilled first then higher layer needs can be satisfied later. But in this study, those theoretical approaches are not applied.

One more thing, in this survey, respondents join from Japan and Thailand. There may be the gap on their salary based on the place they live and the type of employment. If respondent lives in Thailand and work as Head quarter employee, his salary is going up, compared with an employee working in Thailand as a local staff. This difference could cause significant impact on the result.

There are 2 proposals for future study as below. One is the way to dig issue deeper with interview and another is set more specific factors to observe real situation.

### 5.3.1 Conduct interview.

The study quantitative study just revealed the relation between motivation factor and other factors such as Maslow's hierarchy of needs. It does not say anything about the reason why the result come up. It helps to know which factor does affect motivation factors, but in a real situation, decision maker may seek the reason.

So, qualitative interview survey process helps to answer the expected questions from those who eager to know the exact reason why the relation has happened between factors.

### 5.3.2 Set more specific factors for survey

To be more realistic and practical survey, factors can be more specific. If a company wants to motivate employee, survey should be related with its actual job desc

ription such as commission system. In case actual factors are applied, the company can observe which factor are related with motivation factor and how it should be modified.

This approach enable researcher to focus on the actual situation actual com pany case and develop efficient proposal to improve employees' motivation.

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**APPENDICES**

**Appendix A** :**Questionnaire**

**Section 1**: Personal demographic information for first 6 questions

| # | Questions<br>Answer |
|---|---|
| 1 | What is your sex?<br>　1.　Woman<br>　2.　Man |
| 2 | How old are you?<br>　1.　20-24 years old<br>　2.　25-29<br>　3.　30-34<br>　4.　35-39<br>　5.　Above 40 |
| 3 | How long have you been working in your company?<br>　1.　Less than 1 year<br>　2.　1-3<br>　3.　4-6<br>　4.　7-9<br>　5.　More than 10 years |
| 4 | How about your company size?<br>　1.　Less than 100 employees<br>　2.　101-500<br>　3.　501-1,000<br>　4.　1,001-5,000<br>　5.　More than 5,001 |
| 5 | What is your job title?<br>　1.　Employee<br>　2.　Assistant Manager<br>　3.　Manager<br>　4.　Director<br>　5.　Other |
| 6 | How much do you earn salary?<br>　1.　Less than 500M yen<br>　2.　501M-700M yen<br>　3.　701M-900M yen<br>　4.　901M-1,100M yen<br>　5.　More than 1,101M yen |

**Section 2**: 11 Questsionns to clarify Maslow's hierarchy needs

Please indicate the extent to which you agree or disagree with the following statements.

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree

| # | Questions |
|---|---|

| 1 | You are satisfied with your salary |
|---|---|
| 2 | Your job security is high |
| 3 | Challenging job is difficult for you |
| 4 | You feel belonging to your company |
| 5 | You have been promoted well so far |
| 6 | There is an unfair gap for promotion opportunity between generation |
| 7 | Your market value is high in the labor market |
| 8 | Your company provides good reward/bonus for your job |
| 9 | Your company gives a chance to improve your skill |
| 10 | You can control your career by yourself in your company |
| 11 | You have an ownership of your job |

**Section 3**: 10 Questions to clarify Job characteristic situation

Please indicate the extent to which you agree or disagree with the following statements.

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree

| # | Questions |
|---|---|
| 1 | The job requires you to do many different things at work |
| 2 | Your job is significant or important |
| 3 | Your job involves doing "whole and identified piece of work"" |
| 4 | Managers or co-workers let you know how well you are doing your job |
| 5 | The job itself provides you with information about your work performance |
| 6 | You are satisfied with the job |
| 7 | You feel responsible for the work you are doing |
| 8 | You think you want to quit the job |
| 9 | There is autonomy on your job |
| 10 | The job gives you an opportunity for promotion |

**Section 4**: 8 Questions to clarify employees' motivation

Please indicate the extent to which you agree or disagree with the following statements.

| # | Questions |
|---|---|
| 1 | Wage is the important factor for your working motivation |
| 2 | The best benefit is the important factor for your working motivation |
| 3 | Good relationship with your coworkers is the important factor for your working motivation |
| 4 | Learning new skills is the important factor for your working motivation |
| 5 | Promotion opportunity is the important factor for your working motivation |
| 6 | Challenges for your significant project is the important factor for your working motivation |
| 7 | Good feedback or recognition for your work is the important factor for your working motivation |
| 8 | The responsibility in your work is the important factor for your working motivation |

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree