



JOB MOTIVATION OF CANADIAN ANGLOPHONE AND FRANCOPHONE HOSPITAL EMPLOYEES

By

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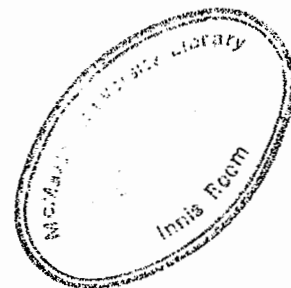
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LETTERS TO THE EDITOR

Work ethic reports distorted, Jain says

I would like to correct certain erroneous impressions created by the two reports that appeared in your paper on Feb. 27 and March 2. These reports were related to our paper on job motivation of Canadian anglophone and francophone hospital employees. The paper was written by me in collaboration with Prof. Rabindra Kamungo of McGill University and Jaques Normand (now at the Illinois Institute of Technology).

Before the Feb. 27 news report (Study Finds Francophone Employee Lacks Anglo's Passion For Work Ethic) appeared in your paper, I was contacted by two reporters several days apart. The first question posed by the first of the two reporters was whether the results of the present study were generalizable. In response, I pointed out to him that several studies have previously come up with results that have uncovered differences in the two cultural groups. For instance, our book on Behavioral Issues in Management: The Canadian Context (edited by me and Prof. Kamungo and published by McGraw-Hill Ryerson, 1977) cites several such studies. These studies were conducted in a variety of organizations in the public and private sectors. Therefore, I pointed out that the results in our present study are to be interpreted in this wider context rather than as

an isolated phenomenon.

At this time, I might also have indicated that these studies, in addition to demonstrating the culturally different phenomena also attempt to explain the phenomena in terms of socio-cultural variables such as the effects of family, religion, educational institutions and industrial experiences of the workers.

In spite of my cautionary remarks, the Feb. 27 story provided many inaccurate and misleading pieces of information.

Following this story, William Johnson came up with another report on our study on March 2. His column (Data on Work Ethic Study Misread) contoured the issue even further.

First, he misleads the reader into believing that our results are based on one study only.

Second, it is quite possible that Mr. Johnson's expertise in translating "statistically significant" to "socially significant" is greater than mine. However, as a social scientist, I was trying to understand some socio-cultural differences between two groups of people utilizing some conservative statistical tools.

Third, Mr. Johnson raised the issue whether our study observed some differences which are real but perhaps trivial.

Whether such differences are trivial or of fundamental importance for the understanding of work behavior in a bicultural context is a matter of individual opinion. Evidence from research by other scholars in this area since at least 1966 suggest that the phenomenon is not as trivial as Mr. Johnson makes it out to be.

Fourth, Mr. Johnson refers to the Le Devoir editorial by Lise Bissoneffe. Anyone reading that editorial can easily find that there was an attack on the reported study. But unfortunately it represented an angry response to the original erroneous news report of Feb. 27 in your paper.

(This news report made an error in confusing our present study on job motivation in two hospitals located in Hamilton and Trois-Rivieres with an earlier (1975) study done by us at Ottawa General Hospital. The latter study conducted by a team of researchers was not on job motivation at all. It had to do with internal communications in a bicultural context.) I only wish she had checked the facts before accusing me of being an incompetent racist.

She was so angry she attacked not only me but also the Canadian Journal of Behavioral Science without even investigating the contents of the study. Our study simply does not contain any racial overtones.

The Feb. 27 story was put together by a series of misplaced and out-of-context quotations. These statements left a definite impression that the anglophones' work ethic is superior to that of francophones and the training and other programs are to be directed at francophones only. It gave a one-sided treatment. This is most unfortunate. The value system held by one cultural group is not necessarily superior to that of another.

To dispel the notion that the findings of the present study are weak and just an isolated phenomenon, I would like to bring to the attention of your readers a few citations based on the work of other researchers. In 1966 Anclair and Read in a national cross-cultural study of industrial leadership for the Royal Commission on Bilingualism and Biculturalism pointed out that "the French Canadian much more than English Canadian valued his role in life as being the "breadwinner", and that being a good provider for his family constituted one of the most important motives for his aspirations to succeed in an industrial organization. Success in history, in

other words, was not something in itself as a means of self-fulfillment, but as a way of fulfilling his role as a good family man." (Vol. II, page 564).

More recently, in a conference paper on Culture and Management: the Case of Quebec, Prof. Allaire of the University of Quebec made the following statement based on his review of the literature in this area. "Only one result is consistent enough across many studies to be accepted as a difference with managerial consequence. The need structure of French-Canadian management students and managers indicates a higher need for affiliation and a lower need for achievement than their English-speaking counterparts. That is, French-speaking managers and management students have a stronger need to belong to, and work with a small friendly group of people. Now, it should not be concluded that French Canadians do not have achievement motivation; quite the contrary, but overall, relative to English-speaking managers, they exhibit a different pattern of need." (June 3, 1975).

In an article by Prof. Don Nightingale of Queen's University, based on his joint study with Prof. Toulouse of the University of Montreal, he cites the following finding: "English-Canadian employees at all levels value freedom more highly than French-Canadian employees, and English-Canadian top managers desire advancement opportunities and (surprisingly) time for their families more than French-Canadian top managers." (Financial Post, June 28, 1975).

In my view every person has a set of needs, and under specific situations, such as work, some needs are more salient in him/her than other needs. If social and security needs are relatively strong among francophones at work, it is not an offence, and if autonomy and responsibility needs are relatively strong among anglophones, it is not a blessing either. If there are cultural differences in need patterns, there is no harm in understanding them and their implications for management practice. If effective management of organizations depends on understanding both cultural differences and similarities between the two cultural groups, we as management researchers have a responsibility to throw light on the issue.

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ABSTRACT

Motivational orientations of the Canadian Anglophone employees in hospitals were compared. The results revealed that certain culture based differences in job motivation of the two groups found in earlier studies and observed mainly among industrial managers are also found among hospital employees.

Work motivation and job satisfaction among employees are largely determined by the interaction between the characteristics of the job and those of the employees. The job characteristics refer to several job factors or outcomes that organizations provide for their employees. The job factors have been broadly divided into two categories, intrinsic and extrinsic (Lawler, 1973). The intrinsic job factors refer to certain "internally mediated rewards" that an employee experiences while doing his job, such as responsibility and independence, a sense of achievement, and interesting nature of the work. Herzberg (1966) considers these outcomes as job-content factors. They tend to be more abstract in nature and satisfy mainly growth needs as proposed by Alderfer (1972) and Maslow (1954). The extrinsic job factors, on the other hand, refer to more tangible externally mediated job outcomes. These factors are characterized by Herzberg (1966) as environmental job-context factors. Lawler (1973), however, distinguishes two groups of extrinsic factors: (a) those that are organizationally controlled, such as salary and fringe benefits, job security, job status, working conditions, etc.; and (b) those that are interpersonally mediated, such as nature of supervision and peer group relations. The organizationally controlled extrinsic job factors are mainly responsible for satisfying lower level existence type needs, whereas the interpersonally mediated job factors tend to satisfy social and relatedness type needs (Alderfer, 1972; Maslow, 1954).

The employee characteristics refer to the orientations

and values held by the employees towards the job factors. Two groups of employees holding the same job within an organization, or holding similar jobs in different organizations, may have very different orientations. One group may value more or attach greater importance to extrinsic job factors. On the other hand, the other group may attach relatively greater importance to intrinsic job factors. Because of such differences, the two groups may derive different levels of satisfaction from what the job offers them and thus be motivated differently on the job. Thus, assessment of work motivation of employees not only requires finding out what the job offers to an employee, but also requires an assessment of employee orientation and values towards the job outcomes (Rowe, 1973; Vroom, 1964). It has been suggested that differences among employees with respect to their orientations towards job factors may primarily stem from the influence of the reference group to which they belong (Korman, 1971).

There are several lines of existing evidence in Canada that suggest the possibility of finding some interesting differences between Anglophone and Francophone managers' job orientation and job satisfaction. For instance, Tremblay (1953) characterizes the French-Canadian social environment as an environment that discourages the development of the "work ethic." English Canadians, on the other hand, are very much influenced by an environment of the "Protestant work ethic," and tend to promote it. Taylor (1964) in his study of the French-Canadian entrepreneur found "family orientation" to be the keynote of his behaviour. The Francophone entrepreneur comes from a

familial society and most of his actions on the job are guided by considerations for his family security and happiness. Such evidence would suggest that Francophone and Angolphone managers in Quebec perhaps preserve different orientations to life goals because of the influence of different cultural environments (Lambert, Yackley, & Hein, 1971; Yackley & Lambert, 1971). Within an industrial context, Francophone managers may be working primarily to live a materially and socially comfortable and secure life outside the organization. For them, "living" is perhaps the primary goal and "working" is perceived as secondary and instrumental to their attainment of the primary goal. The opposite may be true for the Anglophone manager. For instance, in a recent study, Kanungo, Gorn and Dauderis (1976) compared job motivation of two culturally distinct groups of Francophone and Anglophone managers. The study revealed some interesting similarities and differences between the two groups with respect to both the perceived importance of job outcomes and level of satisfaction with these outcomes. On the basis of the results, Kanungo et al concluded that the Francophone managers show greater concern for getting security and affiliative needs satisfied on the job whereas the Anglophone managers show greater concern for achieving personal success and getting more autonomy on the job. However, Kanungo et al (1976) noted that the study was conducted in two industrial organizations in Montreal and "hence one should exercise great caution when generalizing these results to other organizations at other locations" (p. 119).

This comment raises the question whether the culture-based differences between the two groups observed in the study can be replicated in other organizations and at other locations? The present study was designed to answer this question. The generalizability of the findings of Kanungo et al (1976) study was tested in two hospital organizations (non-industrial settings) located outside Montreal.

METHOD

Subject

The study was conducted in one Anglophone and one Francophone large community general hospital located in Hamilton, Ontario and Trois Rivières, Quebec respectively. Data were collected from 103 employees from the Anglophone hospital and from 108 employees from the Francophone hospital. These respondents were randomly selected from various job categories such as maintenance staff, nurses, technicians, department supervisors, and administrative staff.

The Questionnaire and Procedure

The questionnaire and the procedure used in Kanungo et al (1976) study were again used in the present study with a few minor modifications to fit the hospital context. The questionnaire was written both in French and in English. It has three parts, designed to elicit information on personal demographics, perceived importance of 14 job outcomes using a ranking procedure, and levels of satisfaction experiences with respect to each job outcome and the total job using a seven point scale. The 14 job outcomes included seven organizationally controlled extrinsic job factors,

four interpersonally mediated extrinsic job factors, and three internally mediated job factors (Lawler, 1973). All the job factors were listed in random order in the questionnaire. The questionnaire was administered during regular working hours to 150 employees in each of the two hospitals. However, only 104 employees from the Anglophone hospital and 120 employees from the Francophone hospital returned the questionnaire. Out of the returned questionnaires, one questionnaire from the Anglophone group and 12 from the Francophone group had to be discarded because of omissions on the part of the respondents.

RESULTS AND DISCUSSION

The chi-square tests of the frequency data for demographic variables revealed no difference among the French and English samples with respect to sex, education, marital status, job level and experience. However, chi-square tests revealed significant relationships with respect to age ($\chi^2 = 21.29, p < 0.001$), and income ($\chi^2 = 16.27, p < 0.001$). The Francophone group tended to have a greater portion of respondents who were younger in age and had a lower average income level.

Since the two groups initially differed with respect to age and income levels, analysis of co-variance was performed on the importance of job outcome and job satisfaction data in an attempt to eliminate the effects of the two co-variates. The adjusted means for the perceived importance and job satisfaction scores are presented in Table 1. In the case of both perceived importance and satisfaction, lower mean scores in Table 1 represent higher importance and satisfaction. (TABLE 1 ABOUT HERE)

Both Francophone and Anglophone employees attached high importance to "interesting nature of work" as a job outcome. However, relative to the

Francophones, the Anglophone employees attached significantly greater importance to this outcome. The Anglophones also considered job autonomy and achievement to be of greater importance than the Francophone. The Francophones relative to the Anglophones considered security, earnings, benefits and working conditions to be of greater importance to them.

With respect to satisfaction scores, results in Table 1 reveal that the Francophone employees expressed significantly greater satisfaction with all job outcomes except one, promotion opportunity. Their overall job satisfaction was also significantly greater than the overall satisfaction expressed by the Anglophones. On one item 'considerate supervisor', the satisfaction scores could not be compared because of the inadvertent omission of the item from the French questionnaire.

These results are similar to those of Kanungo et al (1976) study of industrial managers in many respects. First, both studies reveal that 'interesting nature of work' is the most important job outcome for both Anglophone and Francophone employees. Second, in both studies, Anglophone employees show greater concern for autonomy and achievement (second and third in order of importance) than Francophone employees. On the other hand, Francophone employees in both studies show greater concern for security (second in order of importance) and fringe benefits. Finally, in both studies, Francophones exhibit more job satisfaction than Anglophones. These similarities suggest that the culture based differences in the job motivation of Anglophone and Francophone employees are replicable and have generalizability beyond the industrial settings in which they were originally studied.

TABLE 1

Mean Importance and Satisfaction Scores of
Francophone and Anglophone Employees

	Importance		Satisfaction	
	Francophone	Anglophone	Francophone	Anglophone
<u>Organizationally Controlled</u>				
Comfortable working condition	8.63	10.66***	1.81	3.00***
Adequate earnings	5.33	6.71**	1.61	2.76***
Fair pay	9.10	8.87	1.69	2.84***
Sound hospital policies	9.16	8.06*	1.96	2.63***
Security	4.18	7.11***	1.79	2.16*
Fringe benefits	6.70	8.80***	1.62	2.35***
Promotion opportunity	9.63	8.64**	3.01	3.32
<u>Interpersonally Mediated</u>				
Considerate Supervisor	9.53	10.72*	-	-
Technically competent supervisor	10.14	10.37	1.77	2.43***
Interpersonal relations	7.45	7.07	1.62	1.94**
Respect and recognition	6.59	6.20	2.05	2.49**
<u>Internally Mediated</u>				
Responsibility and independence	6.90	4.35***	1.90	2.18*
Achievement	9.25	5.33***	2.01	2.57***
Interesting nature of work	4.27	2.80**	1.72	2.01**
<u>Overall</u>	-	-	1.65	2.31***

Note: *p < .05

**p < .01

***p < .001

F Ratios for each of the comparisons and other details of covariance analysis can be obtained from the authors.

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