JOB MOTIVATION OF CANADIAN ANGLOPHONE AND FRANCOPHONE HOSPITAL EMPLOYEES

By

HARISH C. JAIN, Ph.D.
McMaster University

and

JACQUES NORMAND & RABINDRA N. KANUNGO, Ph.D.
McGill University

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FACULTY OF BUSINESS
McMASTER UNIVERSITY
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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 medi¬
ated job factors (Lawler, 1973). All the job factors were listed in random order in the questionnaire. The question¬naire 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>
<thead>
<tr>
<th></th>
<th>Importance</th>
<th>Satisfaction</th>
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<tbody>
<tr>
<td></td>
<td>Francophone</td>
<td>Anglophone</td>
</tr>
<tr>
<td><strong>Organizationally Controlled</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comfortable working condition</td>
<td>8.63</td>
<td>10.66***</td>
</tr>
<tr>
<td>Adequate earnings</td>
<td>5.33</td>
<td>6.71**</td>
</tr>
<tr>
<td>Fair pay</td>
<td>9.10</td>
<td>8.87</td>
</tr>
<tr>
<td>Sound hospital policies</td>
<td>9.16</td>
<td>8.06*</td>
</tr>
<tr>
<td>Security</td>
<td>4.18</td>
<td>7.11***</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>6.70</td>
<td>8.80***</td>
</tr>
<tr>
<td>Promotion opportunity</td>
<td>9.63</td>
<td>8.64**</td>
</tr>
<tr>
<td><strong>Interpersonally Mediated</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Considerate Supervisor</td>
<td>9.53</td>
<td>10.72*</td>
</tr>
<tr>
<td>Technically competent supervisor</td>
<td>10.14</td>
<td>10.37</td>
</tr>
<tr>
<td>Interpersonal relations</td>
<td>7.45</td>
<td>7.07</td>
</tr>
<tr>
<td>Respect and recognition</td>
<td>6.59</td>
<td>6.20</td>
</tr>
<tr>
<td><strong>Internally Mediated</strong></td>
<td></td>
<td></td>
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<tr>
<td>Responsibility and independence</td>
<td>6.90</td>
<td>4.35***</td>
</tr>
<tr>
<td>Achievement</td>
<td>9.25</td>
<td>5.33***</td>
</tr>
<tr>
<td>Interesting nature of work</td>
<td>4.27</td>
<td>2.80**</td>
</tr>
<tr>
<td>Overall</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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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8. Rowe, P. "Choosing the most satisfied (sic) job, or the evaluation of own needs and of opportunities for need satisfaction." Paper presented at Canadian Psychological Association Convention, Victoria, B.C., 1973.


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