MALAGASY NATIONAL CULTURE AND WORK MOTIVATION

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ABSTRACT

Based on studies conducted on the actual behaviors of employees of companies located in Madagascar and particularly in Antananarivo, the article presents the importance of the role that the national culture plays in the foundation of their personalities which are sources of their motivation at work. The aim is to demonstrate to human resource managers the importance of this symbiosis, which currently remains unstudied, in the best way to make workers more productive in order to achieve the performance of the company. Our work thus leads to the development of a model perspective of symbiosis between national culture and motivation of men at work.

Key words: culture, national culture, workers, business environment, motivation.

INTRODUCTION

In recent years, the concept of people in the company has evolved very rapidly under the influence of several factors, some of which are internal to the company (size, age, sector), but also under the pressure of external forces (trade union struggles, human rights, economic and social situation, etc.). The human being is now considered as the main resource of the company since it covers all the other functions. According to Theodore Schlutz (1961), winner of the Nobel Prize in Economics, "There is no wealth but men". Indeed, the skills of human resources constitute a precious capital since, according to Vermot-Gaud (1986), "what differentiates a successful company from a non-performing one is above all the people, their enthusiasm, their creativity. Everything else can be bought, learned or copied.

It is therefore important to have competent human resources, but it is difficult to keep them in the company if one does not know their main motivations. According to Dolan et al (1996), motivation is "the set of forces that motivate an individual to engage in a given behavior, and is therefore a concept that refers to both internal (cognitive) and external (environmental) factors that motivate an individual to adopt a particular behavior. Among these external environments, one of the motivating factors that remains unexamined is that of national culture. The question that arises is, "What role does national culture play in shaping the personality of men who take part in the world of work? "

Therefore, this article describes how to help company managers to know the influence that the national culture can have on the motivation of men at work, sources of performance. In order to better appreciate this strategy, it would be wise to first determine what the national culture is and to identify the main factors that motivate workers and their behavior.

National culture is a concept that refers to a country, a state in the sense of the United Nations, to beliefs, habits and ways of thinking, as well as to values shared by its citizens. The forms of institutions that each country gives

itself reflect its culture. The dictionary l'internaute gives a broad definition such as: "the body of knowledge that is shared by the inhabitants of a nation".[1]. The nation, on the other hand, is essentially defined as a society with its own culture as a society, not as a collection of people with similar cultural traits as individuals. Nationhood is based on the tacit will to live together, to form a real society, to share common institutions and to have common norms for living in society. In a normal situation, this tacit will is manifested by the common habitation of the same territory (defined according to the common culture on which it is based)[2].

Hellriegel, Slocum and Wood Man (2010)[3], propose a definition of the concept in the sense that for them, "the term motivation is used to designate the forces that act on a person or in himself, to push him to behave in a specific way, directed towards a goal". Koontz and O'Donnel believe that motivation should be viewed from a systemic and situational perspective. For them, the organizational climate is an important factor that can drive people to want to achieve their goals whether it is a need for power, achievement or affiliation.

METHODOLOGICAL FRAMEWORK

As far as documentation is concerned, we adopted Hofstede's five dimensions, the documents concerning Malagasy values, practices, habits and customs by Edouard RALAIMIHOATRA and DEZ, and for motivation, we based ourselves on the work of Koontz and O'Donnel. The framing of the regulations required the consultation of the Malagasy labor code and the research reports and reviews of articles on culture and motivation allowed us to focus the research.

In addition, the study and analysis of the employee's motivations relates globally on their behavior thus requiring the direct observation of these last ones in their places of work even in the street. The use of observation materials such as cameras and videos allowed for a better analysis of their behavior.

Also, a questionnaire composed of 75 questions that develop behaviors, dimensions of the Malagasy national culture and motivational factors is submitted to 500 employees, a sample built on the probabilistic method justifying the fact that all employees can have their own culture and different behaviors in terms of activity in a company. Most of the questions are Likert type with five (5) measures. The analysis of the results was based in a first time on the study of reliability of the items through the value of Cronbach's alpha, then the demonstration of the links that can exist between the main variables by the tests of independence of opinion (or items) of Chi2, to continue the analyses, we quantified the main variables of studies by the principle of scoring, the analysis of the scores of the main variables of the national culture and those of the variables of the motivation In a second step, Correspondence Factor Analysis (CFA) was also used to better identify the dependencies or correspondences between the different national culture behaviors and the employees' motivation indicators.

Similarly, interviews with Malagasy language specialists, historians, and school administrators were important in order to obtain information about the specificities of the Malagasy national culture on the one hand, and on the other hand, with company managers, members of Malagasy unions, and labor inspectors in order to identify the main motivating factors of Malagasy workers.

THE NATIONAL CULTURE IS BASED ON THE MOTIVATION OF MEN AT WORK

The existence of the relationship between national culture and motivation is verified if all the components and dimensions of national culture are in relation with each other. Indeed, the results of the analysis obtained allowed us to make this verification.

Connection between the fundamental elements of the national culture

The analysis of the appreciation of Malagasy values in relation to variables such as beliefs, hierarchical distance (HD) in the family, hierarchical distance (HD) at school, the degree of collectivism, the control of uncertainty and gender that can act on them allowed us to obtain the results on the descriptive statistics presented in the table below

Table n°1: Descriptive statistics of the Malagasy value and the components of the national culture

	Moyenne	Ecart type	N
Values	4,0780	,84656	391

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[1] http://www.linternaute.com/dictionnaire/fr.

[2] Henri LABERGE, Culture nationale et cultures ethniques : l'inter culturalisme québécoise, *L'Action nationale* Volume LXXXII, numéro 7, septembre 1992 consulté le 15 février 2017 sur https://vigile.quebec/archives/pol/culture/labergeethnie.html.

[3] Don Hellriegel, John Slocum et Wood Man, "Organizational Behavior", Cengage Learning, 2010, p.65.

Beliefs	2,8670	,90736	391
DH family	3,9678	,66851	391
DH school	4,4284	,74247	391
Collectivism	4,5132	,46013	391
Uncertainty	2,0061	,51596	391
Genre	4,2526	,57734	391

Source: 2017 Personal Investigation.

The survey of 391 employees revealed that they gave an average of 4.08 out of 5 to Malagasy values, a score that is considered high. However, we note that the score obtained on the degree of uncertainty is quite low and suggests that it does not contribute to the creation of Malagasy value.

The analysis of the interactions taken two by two on the variables influencing the respect of the values carried out with SPSS provides the table of correlations in the following page by which we obtain a value of p-value smaller than 0,05 which means the existence of significant dependence between the two variables. This property being verified in the line of the value allows us to confirm that the sources of variation are based on the belief, the DH in the family, the DH in school, the uncertainty and the gender.

The correlation coefficients presented in the table below being all positive, express a uniform variation of the Malagasy value thus these sources of variations influence positively except for the uncertainty what shows that people with a weak control of the uncertainty tend to allot a great place to the Malagasy values being generally manifested by the carelessness of the Malagasy of the uncertainty in their daily lives, justified by the concern, by the satisfaction of the vital and current needs.

Table n°2: Matrix of correlations between Malagasy value and components of the national culture

		Values	Beliefs	DH family	DH school	Collectivism	uncertainty	Gender
Pearson correlation	Values	1,000	,377	,529	,448	,397	-,192	,291
	Beliefs	,377	1,000	,600	,425	,222	-,126	,354
	DH family	,529	,600	1,000	,509	,470	-,250	,461
	DH school	,448	,425	,509	1,000	,398	-,096	,415
	Collectivism	,397	,222	,470	,398	1,000	-,209	,334
	uncertainty	-,192	-,126	-,250	-,096	-,209	1,000	-,081
	Gender	,291	,354	,461	,415	,334	-,081	1,000
Sig. (one-tailed)	Values	.	,000	,000	,000	,000	,000	,000
	Beliefs	,000	.	,000	,000	,000	,006	,000
	DH family	,000	,000	.	,000	,000	,000	,000
	DH school	,000	,000	,000	.	,000	,029	,000
	Collectivism	,000	,000	,000	,000	.	,000	,000
	uncertainty	,000	,006	,000	,029	,000	.	,054
	Genre	,000	,000	,000	,000	,000	,054	.

Source: 2017 Personal Investigation.

The further analysis of the relationship between national culture and work motivation required a Principal Component Analysis, PCA. This analysis makes it possible to identify the interdependence between the components and dimensions of national culture with the main factors of motivation on the factorial map presenting the results of the contributions of the variables to the factorial axes and the percentage of variance explained on the one hand. On the other hand, it also allows us to segment the population of employees or workers according to the determinants of national culture and the indicators of motivation, i.e. it establishes the correlations between the variables and identifies the groups of individuals who have taken close values on certain variables.

First, let's look at the factor map constructed below on the two components or the two factorial axes.

Figure 1: Factor map of the components of national culture and motivation
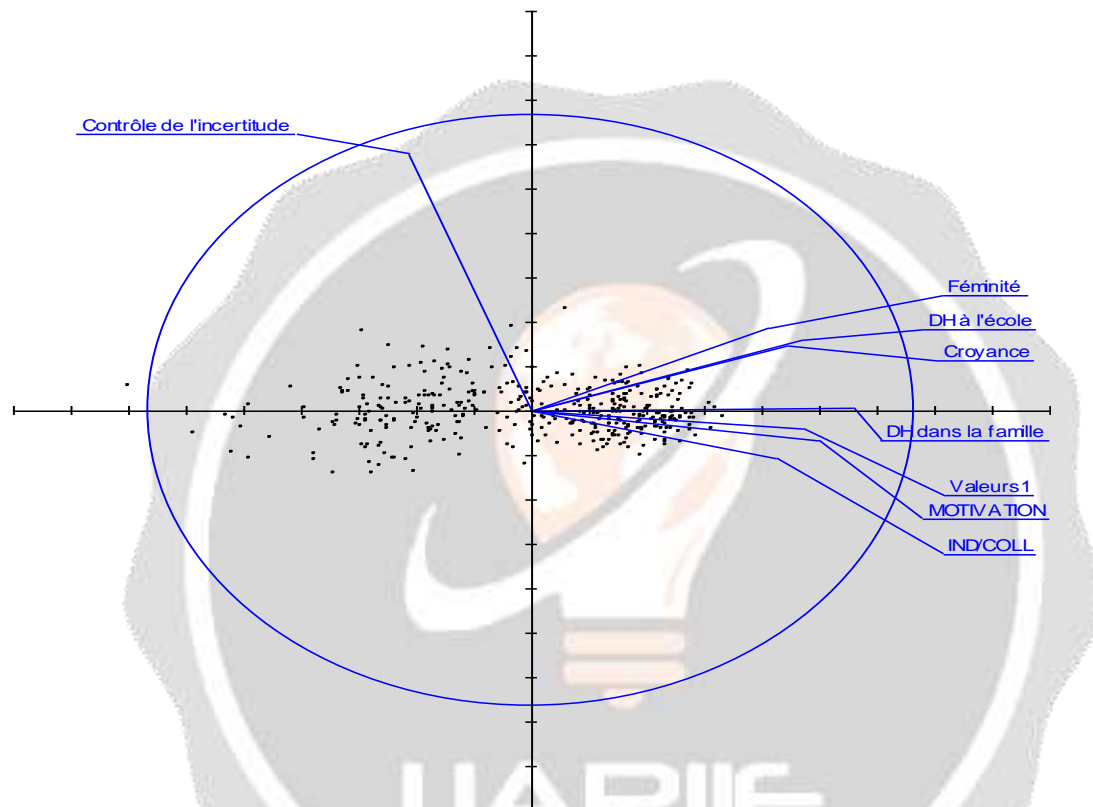
Source: Personal Investigation 2017

Firstly, we can see that it shows a form effect, as there are two groups of opposite variables on the axes. On the first horizontal axis there are two correlated groups of variables, the first consisting of four variables combines hierarchical distance in the family, value, motivation and collectivism while the second group is defined by femininity, hierarchical distance in school and belief.

We are mainly interested in the well represented points i.e. the points located far from the center. If two points are close to each other, it is likely that the responses of the individuals they represent are very similar.

From this factorial map, we can deduce that:

      - In axis 1, on the one hand, the variable points femininity, hierarchical distance to school and belief that make the social organization appear in general, have a strong mutual attraction given that the angles formed by their respective lines are very close to 0° (acute angle). These results indicate that these variables weakly determine the explained variable motivation. In other words, this first group is made up of latent factors on the influence of motivation. On the other hand, the hierarchical distance in the family, the values, the motivation and the degree of collectivism are close since the angles formed between these variable points are close to 0° i.e. the cos is close to 1 so they are well represented. In other words, these variables are positively correlated with each other and reveal individual and mutual competences. These competences create value which becomes a source of

individual or collective motivation. We can therefore conclude that hierarchical distance, Malagasy values and the degree of collectivism are the fundamental elements that determine motivation.

    - In axis 2, we can draw that it is defined only by the control of uncertainty. This variable forms a right angle (90°) with the variables of both the first and the second group (social organization and individual and mutual skills), so we can deduce the independence of this group with the control of uncertainty. In other words, the IC is never influenced by DH, belief and femininity. We can thus notice that some individuals with a high DH have a low control of uncertainty. It is important to note the large number of people who have had a low control of uncertainty but who have nevertheless succeeded in what they are currently doing. This is the case of artists who have neglected the importance of studies but who, through motivation, manage to reach a precise objective and face their life. This supports the empirical research that says that uncertainty control and motivation are not dependent on each other.

Since the factorial axes are virtual axes resulting from a synthesis between the variables of the analysis, they do not necessarily have a precise meaning, even though they can often be found with the help of the representation of the variables on the circle of correlations, which is why the numerical analyses presented in the following table are maintained.

Table 3: Correlation matrix between motivation and the different elements of the national culture

	Valeurs1	Croyance	DH dans la famille	DH à l'école	IND/COLL	Féminité	Contrôle de l'incertitude	MOTIVATION
Valeurs1	1,00							
Croyance	0,38	1,00						
DH dans la famille	0,53	0,60	1,00					
DH à l'école	0,45	0,43	0,51	1,00				
IND/COLL	0,40	0,22	0,48	0,40	1,00			
Féminité	0,29	0,35	0,46	0,42	0,33	1,00		
Contrôle de l'incertitude	-0,19	-0,13	-0,25	-0,10	-0,21	-0,08	1,00	
MOTIVATION	0,50	0,40	0,58	0,41	0,42	0,40	-0,24	1,00

Source: survey results, 2017

The values in the table are the correlation coefficients between the criteria. These values justify what the factorial map has made appear, indeed, we can retain that the variables that are strongly related with the motivation are:

    - The hierarchical distance with a correlation coefficient r equal to 0.58

    - The Malagasy values which obtained a correlation coefficient r equal to 0.50,

    - followed by the degree of collectivism at 0.42.

As for the other components of national culture, Malagasy belief, r =0.40, hierarchical distance from school with r = 0.41, and Madagascar's femininity with r = 0.40, they contribute but weakly.

On the other hand, the degree of individualism is literally opposed to motivation with a negative correlation coefficient r equal to -0.24 which may mean that the strong control of uncertainty does not influence motivation, they are negatively related.

As for the Malagasy values, the variables that have an affinity with them are hierarchical distance with a correlation coefficient of 0.53 followed by hierarchical distance to school with a correlation of 0.45 and the degree of individualism or collectivism with a coefficient of 0.40, however, they are at the opposite of the control of uncertainty with negative coefficients which means that there is an indifference between them. These results maintain what the factorial map has evoked.

As far as beliefs are concerned, we can conclude that there is a mutual attraction between them and the hierarchical distance in the family justified by the correlation coefficient at 0.60 (the highest in the correlation table of these eight variables), a result that differs from the factorial map that shows that the variable that is on the same line as it is the hierarchical distance in the school. In fact, the correlation obtained between these variables is only 0.43, which is low compared to that of the hierarchical distance in the family. This can be interpreted by the fact that the absence of the belief leads to a decrease in the hierarchical distance index.

For the hierarchical distance in the family, the variables that have more affinity with them are the motivation with a correlation coefficient of 0.58 and the hierarchical distance in school with 0.51. A result showing the dependence between these two variables which explains that the change of the hierarchical distance to school mutually leads to the change of the motivation to work.

For the hierarchical distance to school, femininity had the highest correlation coefficient for this value, after motivation with r = 0.58 and the degree of collectivism with a coefficient of 0.40. This reflects that there is a positive correlation between these three variables. In other words, hierarchical distance and the degree of collectivism are interdependent.

With regard to the control of uncertainty, none of the variables have an attraction with it, which translates that there is a repulsion between individualism and all the other variables, since all the correlation coefficients between them are negative. Therefore, with the existence of uncertainty control, there is no motivation, nor hierarchical distance and everything else and vice versa.

CONCLUSION

From the results and analyses in this article, we can draw that the national culture influences the motivation of men at work and these different elements allow us to establish the model presented in the following page.

This model indicates the existence of the relationship between the national culture and the motivation of workers even in the presence of intermediaries. Indeed, the fundamental elements of the national culture are formed by the basic elements which are the territory, the language, the beliefs and the religions and those of influence such as the components of the national culture namely the value, the rites, the myths and the symbols and the measures of the national culture such as the DH, the collectivism/individualism and the femininity/masculinity. Thus defined, national culture is transmitted through the elements of socialization which are family, school and the media. Transmitted to each person, it shapes his personality by specifying the importance he gives to his job and by determining his needs, it translates in an indirect way to the motivation and behavior of the person. The assessment or scientific validation of the model should be the subject of empirical research.

Figure 2: Model perspective of the influence of national culture on worker motivation
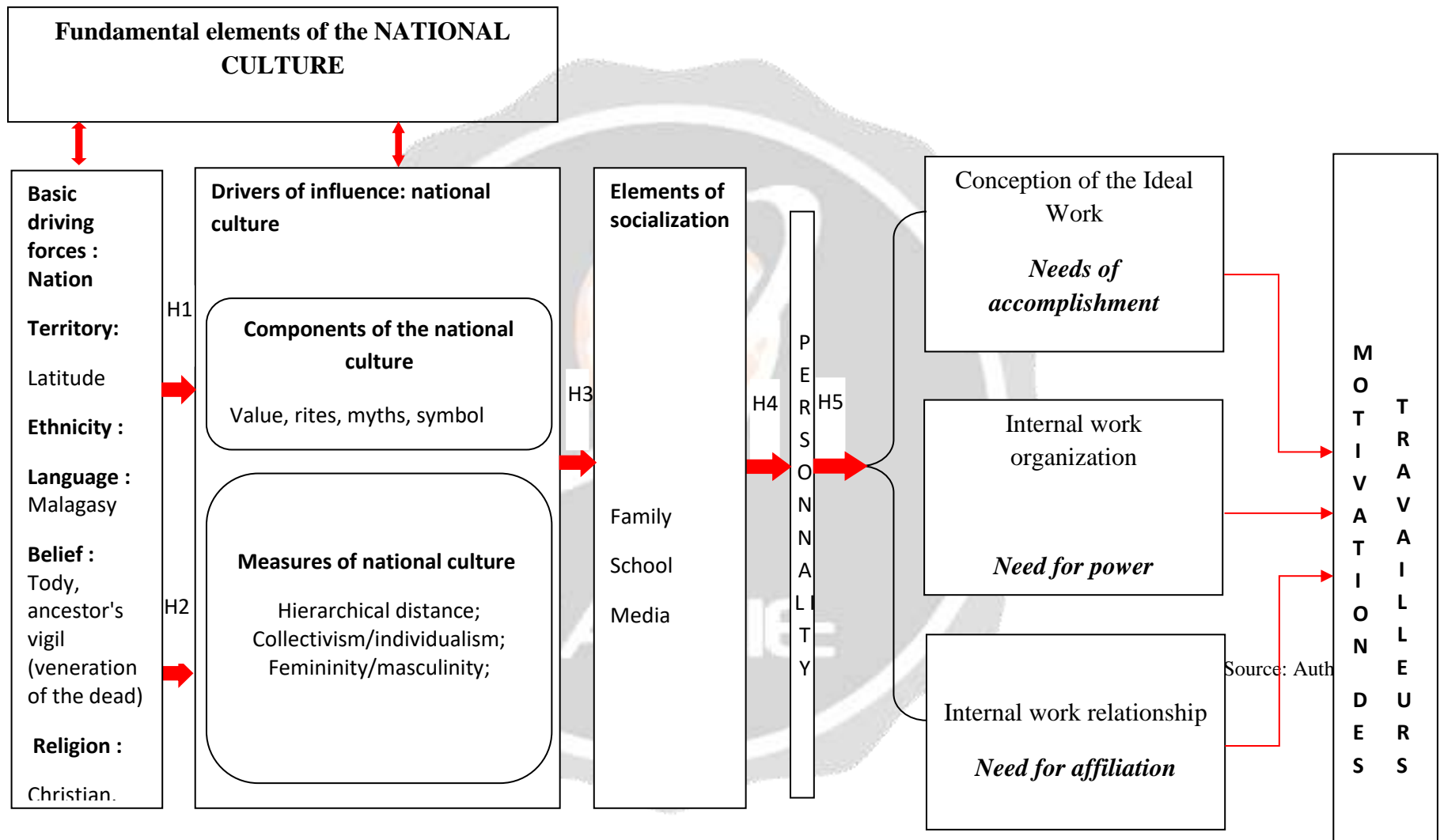
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