

Abstracts

Employee Motivation in Strategic Human Resource Management Research: A Review of the Literature and Directions of Future Research

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This article systematically reviews the literature on strategic human resource management (SHRM) that seeks to investigate the relationship between HRM and firm performance via the mediating effects of employee motivation. My review of the literature identified two research streams; i.e., "motivation-as-construct" and "motivation-as-process" perspectives adopted in SHRM research. Through reviewing this literature, this article proposes four possible research directions. These are: (1) more research on clarifying the role and effectiveness of "extrinsic motivation" (as opposed to intrinsic motivation) in the SHRM research context, (2) development of motivation constructs incorporating contextual/strategic information, (3) introduction/examination of alternative theories that can explain new attitudinal and behavioral outcomes affected by HRM practices, and (4) investigation of alternative resources that are substitutable to high-performance work systems (HPWS) and their effects on employee motivation. Limitations of this article and some possible areas for future review works are also discussed.

Work Motivation in Organization: Work Motivation Theories on the Task Execution Process

Hiroshi Ikeda (Kyushu University)

Work motivation has been an important topic in the context of employee and organizational performance for more than a century. As organizations and employees have changed through the years, many theories of work motivation have been proposed. However, it is not always clear in what ways each theory focuses on the mechanisms of work motivation, and what function those mechanisms play. Of necessity, this article, first of all, examines work motivation in relation to recent changes in organizational environments. In particular, because of declining working populations and increased reforms in workplace culture, employees are required to work more and more autonomously. Secondly, this article presents a new framework in which each theory of work motivation is positioned at the beginning, middle, and results stages in the task execution process. This framework clarifies the theoretical and practical implications. Finally, this study describes three promising directions for future theoretical and practical research.

Monetary and Non-Monetary Rewards and Motivation in Firms

Munetomo Ando (Nihon University)

In this paper, we study the role of monetary and non-monetary rewards in employment relationships. Traditional contract theory has discussed how monetary compensation works as a tool for drawing out the appropriate efforts in a moral hazard environment. On the other hand, there is a large body of literature that explains the limitation of monetary compensation, including the multitask principal-agent theory and the crowding out effect of non-monetary or intrinsic motivations. So we introduce some recent papers on the role of non-monetary rewards and the optimal combination of monetary and non-monetary incentives.

The Legal Issues of Employee Motivation in Japan

Michio Tsuchida (Doshisha University)

It is important for employer to enhance employee motivation, because this determine their personal work performance and then can have the serious impact on their employer's corporate earnings. In this regard, employer can take a two type of measures, that is "monetary reward" enhancing their employee motivation directly or "non-monetary reward" reinforcing it indirectly through organising their comfortable working environment. This paper conducts a legal research for this issues focusing on pay, working time, employee development, career, personnel system, dismissal, and invention of employee. As result, it is revealed that Japanese labour law basically

focuses on non-monetary reward (working time etcetera) and recently treats monetary reward (performance-based pay, stock option etcetera) as important. In addition, Japanese strict dismissal restriction can promote employee motivation, considering recent trends of case-law judging that the dismissals of employees not effort to enhance their work performance or to fulfil their outcome is effective. Furthermore, the recently strengthened discrimination restriction serve as facilitate “diversity management” which is the crucial barometer of comfortable working environment. This paper concludes that “employer” shall grasp these legal rules not as the mere curtailment against their management discretion but as the beneficial tools for reinforcing their employee motivation which can ultimately enhance their corporate earnings and shareholder’s benefit.

Long-Term Trends of Work Values in Japan

Yusuke Tanabiki (Rikkyo University)

This article examines long-term trends of work values in Japanese society in the 1970s and the 2000s using longitudinal and cross-sectional data. We assess the relative priorities that workers assign to intrinsic values such as “expertise and skill” and extrinsic values like “job security.” It seems reasonable to suppose that the priority of intrinsic values steadily increased over these 30 years. However, after the 1990s, this trend has become weaker, and the priority of extrinsic work values has risen, especially among young workers. We suggest that the rising priorities of job security reflect the destabilization of the economy and labor market situation after the 1990s. Male, non-manual and regular employees emphasize the importance of expertise. On the other hand, for non-regular employees, such intrinsic values are not so important. Young and middle age workers, regular employees and workers in large firms are apt to place a high priority on job security.

Meaning of Work Motivation: Work Engagement and Workaholism

Yasumasa Otsuka (University of Tsukuba)

This article discusses the association of work engagement and workaholism with work motivation and mental health. Work engagement and workaholism have similar aspects because positive association was repeatedly found by several preceding studies. Both work engagement and workaholism can enhance work motivation and boost many behaviors in the workplace. However, having a high tendency to work compulsively leads to difficulty in achieving a psychological detachment regarding non-working times and quitting long working hours, and these may finally cause mental ill-health. Although employees who work hard may be important people in the organization, supervisors should instruct them to go home early or take paid vacation if their source of work motivation is based on a compulsive tendency.

Decomposition Analysis of Increases in Non-Regular Workers in Japan

Isao Ohashi (Hitotsubashi University)

This paper aims to analyze what factors are behind most of the increases in non-regular workers in Japan, using decomposition methods. Many researches statistically ascertain the effects of various factors, for example, the need of adjusting for workload fluctuations and staff absences or the development of information and communication technologies, on increases in non-regular workers. But they do not quantify the contribution of each factor including the unexplained variables over the period. The subject of this study is the employees who work in the secondary or third industry and are not on the board of directors, and the period of analysis is between 2002 and 2012. The increase in the ratio of non-regular workers in this period is 0.075. The data from the Basic Survey of Employment Structure (Ministry of internal affairs and Communications) is used. There are two types of decomposition method, that is, Solow’s and Oaxaca-Blinder type. This paper uses the two types to decompose and compare the results, making clear how the two are different in specification. In addition, we quantify the composition and the unexplained effects of sex, age and industry separately. I here interpret the unexplained effect as the effect of policy changes by firms.