



TAMING MOTIVES: CONNECTING AND DIFFERENTIATING INDIVIDUAL MOTIVE WITH ORGANIZATIONAL PURPOSE

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PURPOSE

This paper examines motives used in organizations (1-1, 1-2), and demonstrate how those usage can be understood theoretically (2).

1-1. How the concept of motives are involved in organizing team members and purpose of the project, i.e. motives which are ascribed to organizations.

1-2. How concept of motives are also used to ascribe ideas, or communication to person.

2. How 1-1 and 1-2 is understood consistently.

Although 1-1 and 1-2 both appears in same organization together empirically, in theory, there are no bridge or relationships concerned. Luhmann(2017) mentions, there are two main streams about the concept of motive. However, even Luhmann has not described how those two ways of ascription relate and effect organizational management.

THEORETICAL FRAMING

1. Vocabularies of motive (W. Mills, 1940)

Sees motive as socially situated communication or means of account, rather recognizing it as personal, internal ideas. However, if people communicate about person's thoughts, that also be recognized and discussed, as it is expressed and been communicated.

2. 4 types of motive in use

I sorted 4 type of motive to analyze. Motive in organizational studies are often regarded as retrospective-psychological concept. Here we add two features, one is time-scope of future and the other is sociological perspective.

see Table 1.

TABLE 1: TYPES OF PERSPECTIVE AND TIME SCOPE ON MOTIVE

| | | Time scope | |
|-----------------------|-----------------------------------|--|------------------------------------|
| | | Future - proposal | Past - retrospective |
| Perspective on motive | personal, internal | in-order-to motive (A-1) | because motive (A-2) |
| | constructed through communication | communicative in-order-to motive (B-1) | communicative because motive (B-2) |

* Although the name of “in-order-to motive” and “because motive” comes from Alfred Schütz, the perspective of this paper is based on N. Luhmann’s communication theory, that means, this paper only sees what is communicated, and do not include persons inner ideas unless it is communicated.

EMPIRICAL RESEARCH DESIGN

1. Ethnography

Observation is held for 10 months from June 2015 to March 2016, including focused interviews. And I have been working as an intern for 3 months, before research.

2. why Dailyco.

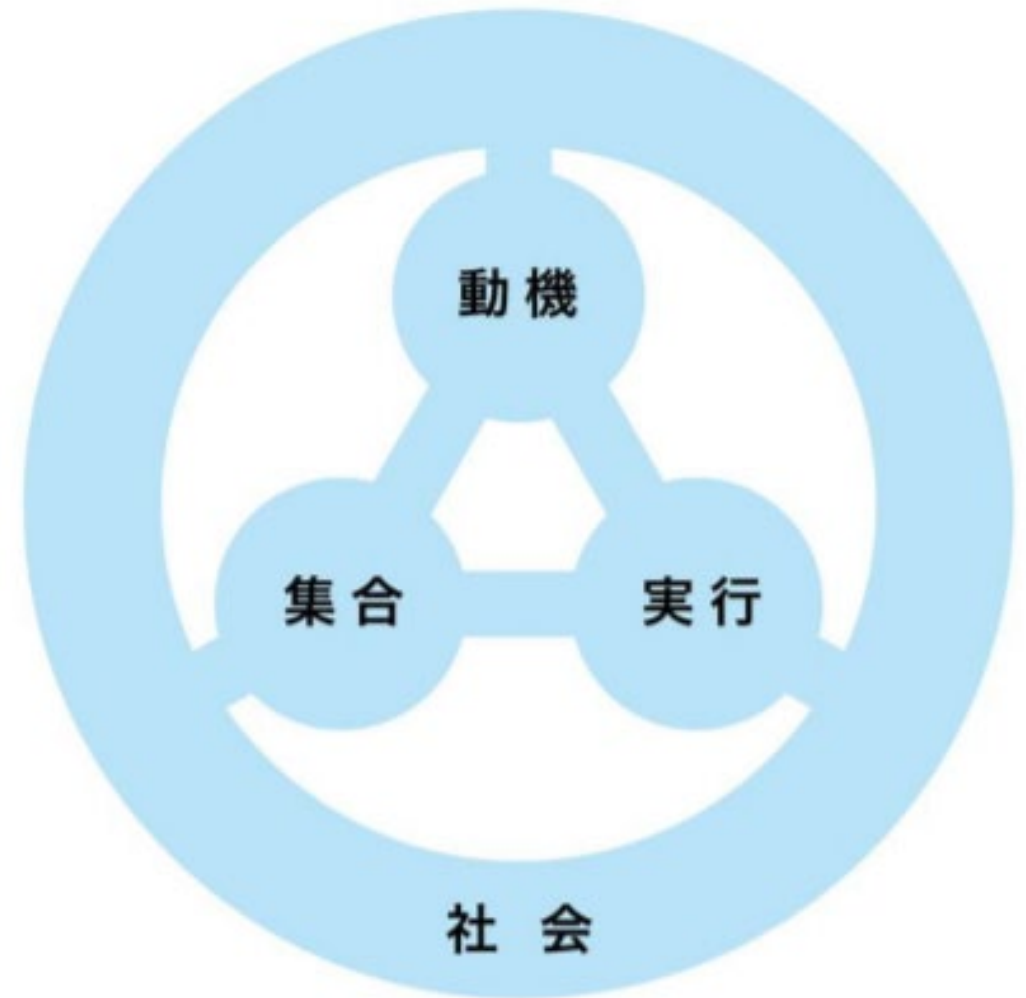
- Dailyco. uses its unique concept of “MOTIVE” to develop projects. Generally speaking, “MOTIVE” is fusion of person’s ideas and organizational purpose. Although, Dailyco. highly believes that project must start from individual passion, aspect as organizational purpose is often denied, forgotten or left ambiguous.

- It seems unique, but ambiguity about ascribing ideas to person/organization is rather general problem, especially for white color workers, and in creative industry. Therefore, we believe that there are some implications from one case ethnography.

A CANAL CHART OF DAILY CO.

A canal shaped chart is shared to show how they create products and projects in Daily co. There are three element; “MOTIVE”, “Gathering”, and “Action”. And surrounding these elements, there is a “society”.

Between these elements, water floats in, and it shows they influence each other, so that MOTIVE is not only decided by person intention or organization’s interest, but is always exists with interaction between its environment.



HOW “MOTIVE” IS USED IN DAILY CO.



1. “MOTIVE” is a source of planning projects or products for person



2. Resource of building project teams which make “MOTIVE” as socially structured concept.



3. Is a concept for evaluating projects retrospectively



4. Keeping beliefs in the organization that only person’s passion and idea is worth creating good projects

FINDINGS

As an ethnography,

1. the concept named “MOTIVE” in Daily co. is functioning as a kind of institution (and “paradox” in Luhmann’s technical term) that encourages individual to work with his/her originality, and at the same time, to make them to cooperate with others through accounting, since there are few situation to be assigning by command and control.

Theoretically,

2. in modern organization, it is conceivable that, by changing narratives, organizational members switch whether a persons’ behavior is conceived as individual conduct or it is depersonalized and attributed to the organization.

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