

# CHAPTER IV

## RESULTS OF QUESTIONNAIRE

Total 300 questionnaires were asked in Thailand and Japan and could be collected 116 effective answers from Thailand and 125 effective answers from Japan. Sampled firms are manufacturing companies which manufacture various electronic products or parts. They are Japanese based companies near Bangkok in Thailand and their parents companies in Japan. Following is the results of answers.

### 4-1. Statistical Analysis

I did statistical analysis to the result of questionnaire. I did T-test to compare differences of average between Thai and Japanese people. These two samples are independent and sampled at random. These two distributions are equal and normal.

These are procedures of T-test.

1. Calculate data quantities
2. Calculate average
3. Calculate sum of square deviation
4. Calculate free degree. Free degree is sum of data minus 2.
5. Calculate pooled dispersion, which is sum of square deviation / free degree.
6. Calculate statistical quantity  $t$  by difference of average and pooled dispersion.
7. Do T-test

T-test can judge whether two averages are equal or not by P value. If P value is smaller than 1%, we deny hypothesis which average is equal. If P value is bigger than 1%, and we cannot say there is a difference between two averages.

This is the sample of T-Test.

A	B
3	2
3	2
2	1
2	2
3	1
3	1
3	2
2	2
2	2

	A	B
Data Q'ty	9	9
Average	2.56	1.67
Sum of square deviation	2.22	2.00
Free degree	16	
Pooled dispersion	0.26	
Statistical quantity : t	3.67	
P value (double side)	0.21%	Different
P value (one side)	0.10%	Different

Figure 9: T-Test and P-value

- Both data quantities are 9. (Excel : sum)
- Average of A is 2.56, Average of B is 1.67. (Excel : average)
- Sum of square deviation is 2.22, 2.00 respectively. (Excel : devsq)
- Free degree is calculated as sum of both data quantities minus 2.  
Hence,  $9+9-2 = 16$
- Pooled dispersion is calculated as sum of square deviation divided by free degree. Hence,  $(2.22+2.00)/16 = 0.26$
- Statistical quantity, or t is calculated as follows.

$$t = \frac{|AverageA - AverageB|}{\sqrt{PooledDispersion \times \left( \frac{1}{DataQ'tyA} + \frac{1}{DataQ'tyB} \right)}}$$

$$\text{Hence, } t = \frac{|2.56 - 1.67|}{\sqrt{0.26 \times \left( \frac{1}{9} + \frac{1}{9} \right)}} = 3.67$$

- P value of double side is 0.21%, and one side is 0.10%. (Excel : tdist)  
These values are less than 1%, so these averages are different.

## 4-2. Detail of results : Background

## A) Are you a male or a female?

## Thailand

Male: 25 (21.6%)  
 Female: 91 (78.4%)

## Japan

Male: 41 (32.8%)  
 Female: 84 (67.2%)

## B) How old are you?

## Thailand

Twenties: 95 (81.9%)  
 Thirties: 21 (18.1%)

## Japan

Twenties: 95 (76.0%)  
 Thirties: 30 (24.0%)

## C) Are you single or married?

## Thailand

Single: 108 (93.1%)  
 Married: 8 (6.9%)

## Japan

Single: 110 (88.0%)  
 Married: 15 (12.0%)

## D) What is your last educational background?

## Thailand

High school: 97 (83.6%)  
 Technical school: 19 (16.4%)

## Japan

High school: 106 (84.8%)  
 Technical school: 16 (12.8%)  
 University: 3 (2.4%)

## E) How many years have you worked in your company?

## Thailand

~5years: 95 (81.9%)  
 ~10years: 21 (18.1%)

## Japan

~5years: 99 (79.2%)  
 ~10years: 26 (20.8%)

## F) What division of the company do you work in?

Thailand	Japan
Manufacturing: 90 (77.6%)	Manufacturing: 73 (58.4%)
Engineering: 17 (14.7%)	Engineering: 31 (24.8%)
Staff: 9 (7.8%)	Staff: 11 (8.8%)

G) What is your position in your company?

Thailand	Japan
Worker: 96 (82.8%)	Worker: 95 (76.0%)
Leader: 18 (15.5%)	Leader: 25 (20.0%)
Supervisor: 2 (1.7%)	Supervisor: 5 (4.0%)

Main respondents are people who are twenties, single, and do not have long experiences of working in both countries. And they work in various manufacturing companies.

4-3. Detail of results : order by satisfaction and dissatisfaction

These are results of putting in order by satisfaction and dissatisfaction. No.1 is 3 points, no.2 is 2 points, and no.3 is 1 point. And total points of satisfaction and dissatisfaction are 516 points of Thai people, and 540 points of Japanese people. These values are ratio by rounding off the numbers to two decimal places.

Thai people

① Salary	satisfaction: 22.6%,	dissatisfaction: 32.0%
② Company policies	satisfaction: 20.4%,	dissatisfaction: 13.6%
③ Human relationships	satisfaction: 20.3%,	dissatisfaction: 8.9%
④ Working contents	satisfaction: 10.3%,	dissatisfaction: 24.9%
⑤ Achievement	satisfaction: 22.8%,	dissatisfaction: 14.4%
⑥ Recognition	satisfaction: 3.6%,	dissatisfaction: 6.2%

Japanese people

① Salary	satisfaction: 23.3%,	dissatisfaction: 17.6%
----------	----------------------	------------------------

- ② Company policies      satisfaction: 6.4%,      dissatisfaction: 12.7%
- ③ Human relationships    satisfaction: 21.7%,      dissatisfaction: 16.7%
- ④ Working contents      satisfaction: 24.4%,      dissatisfaction: 35.6%
- ⑤ Achievement          satisfaction: 20.1%,      dissatisfaction: 13.2%
- ⑥ Recognition          satisfaction: 4.0%,      dissatisfaction: 4.3%

These are the graphs of results.

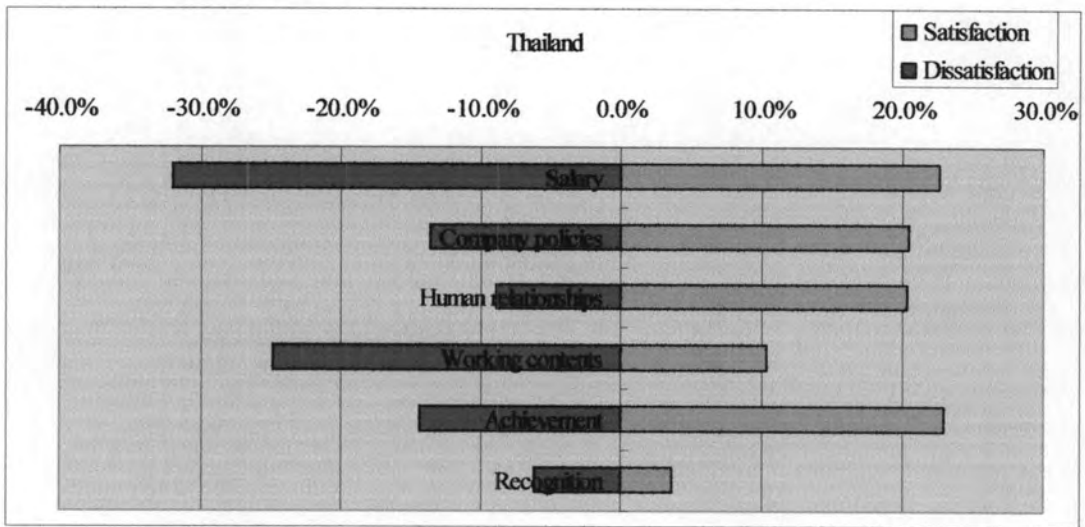


Figure 10: Results of Satisfaction/Dissatisfaction (Thailand)

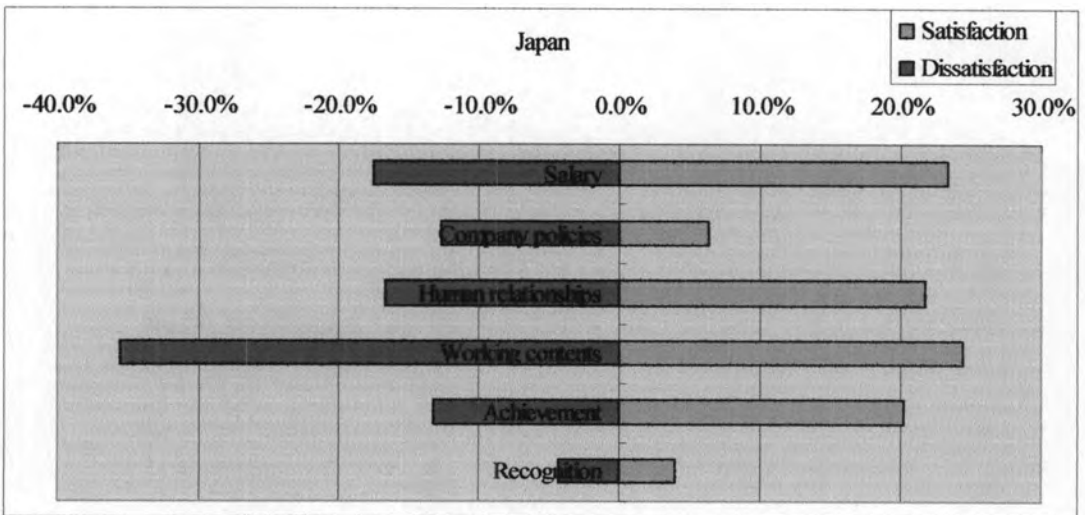


Figure 11: Results of Satisfaction/Dissatisfaction (Japan)

From ① to ③ are hygiene factors and from ④ to ⑥ are motivators defined by Herzberg. He said that people seemed to feel dissatisfaction if there was no hygiene factors, but they did not seem to feel satisfaction if there were any. And people did not seem to feel dissatisfaction if there was no motivators, but they feel strong satisfaction if they could get them.

However, different result was gotten in this case. For Thai people, they feel strong satisfaction if they can get proper salary, working contents, company policies, human relationships, and achievement. And they feel dissatisfaction if they cannot get all factors except for human relationship.

For Japanese people, they feel strong satisfaction if they can get proper salary, working contents, human relationships, and achievement. And they feel dissatisfaction especially about working contents and human relationship.

The ratio which Thai people feel satisfaction from hygiene factors and motivators is 63.2% and 36.8% respectively. The ratio which Thai people feel dissatisfaction from hygiene factors and motivators is 54.6% and 45.4% respectively. On the other hand, the ratio which Japanese people feel satisfaction from hygiene factors and motivators is 51.5% and 48.5% respectively. The ratio which Japanese people feel dissatisfaction from hygiene factors and motivators is 46.9% and 53.1% respectively.

### ① Salary

About salary, both Thai and Japanese people think it important. And Thai people feel more dissatisfaction than Japanese people if they cannot get high salary. Salary is not the most important factor, but it is without saying that one of the most essential factors.

### ② Company policies

Japanese people are not so interested in the company policies. It means that they can work for themselves if they cannot agree with the company policies. But Thai people are interested in them. This is related with loyalty to their company.

### ③ Human relationships



Human relationships are very vital factor for both Thai and Japanese people. They feel satisfaction or dissatisfaction by relationships with others. It is interesting that Thai people do not feel dissatisfaction by poor relationships with others. This is thought that they change companies if they dislike others in company. Human relationships are very important like that.

#### ④ Working contents

About working contents, Japanese people think them very important and they are strong motivators. Japanese people do not like boring jobs at all and they want worthwhile jobs strongly. This is the most important factor for Japanese. This can make strong satisfaction and dissatisfaction. So managers should consider thoroughly when they give jobs to subordinates. Japanese people do not want to do simple or boring jobs.

Manufacturing industries of Japan are more matured than those of Thailand. Japanese workers were forced to work like machines a few decades ago. These days, such simple jobs are automated or moved to foreign countries. So the day will come in near future when working contents become the most important factor in Thailand or other developing countries.

#### ⑤ Achievement

The achievement is very important factor for both people. They feel strong satisfaction if they make successes, and feel dissatisfaction if they make mistakes.

#### ⑥ Recognition

It is an interesting result that both people are not so interested in the recognition from their boss. They work not for boss or company, but for themselves. Both people do not mind so much if their boss does not recognize them.

Thai people feel satisfaction by hygiene factors, it accounts for over 60%. They feel dissatisfaction by both hygiene factors and motivators. And Japanese people feel satisfaction and dissatisfaction by both factors. Herzberg defined that people felt satisfaction by motivators and dissatisfaction by hygiene factors mainly. So my results are different very much. There are various reasons why results are

different. For example, time, place, and people are quite different. In addition, there is a satisfaction line.

There is an animal and human desire for people. For instance, food, clothing and shelter are the former, and ambition is the latter. Maslow defined that the animal desire is the low level desire, and human desire is the high level desire. If people are satisfied with the low level desire, they try to get the high level desire, which is no next step. So they continue to run after it forever. His idea was that there was a satisfaction line in the animal desire. If people exceed this line, satisfaction to stimulus becomes lower. However, this satisfaction line is different and vague by individuals.

#### 4-4. Five stages of satisfaction

Now the five stages of satisfaction are defined by getting results. In this chapter, the satisfaction in relation to enhance productivity is focused.

1. Dissatisfaction
2. Tolerance
3. Unconcern
4. Compromise
5. Satisfaction

Dissatisfaction is the state which is not satisfied at all, and Satisfaction is the state which is completely satisfied. Satisfaction of people change from no.1 to no.5 by acquired results. Tolerance is the state which people are not so satisfied, but they understand and do against their will. Unconcern is the state which people are not so interested in results, but they do it again. Compromise is the state which people are satisfied and understand present condition a little. Generally speaking, people feel dissatisfaction and their motivation becomes lower if their result is not enough. To get more satisfaction, it is necessary to repeat again to get good results, or change how to think about work and working environment. This satisfaction state of people is always moving.



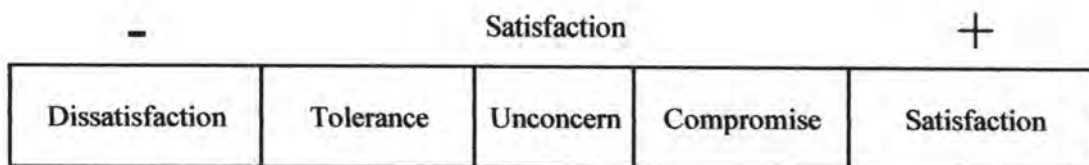


Figure 12: Five stages of Satisfaction

For example, if their salary is more than they think or their target, they can feel satisfaction. There is no clear satisfaction line about salary because it is limitless that people want money. However, if salary does not increase for a long time or it's lower than colleagues, they start to move to dissatisfaction and their motivation decreases. Dissatisfaction line of salary can be expressed as a specific number. Dissatisfaction line of some people is 100, but actual amount is 90. Then they feel dissatisfaction and some counterparts should be done.

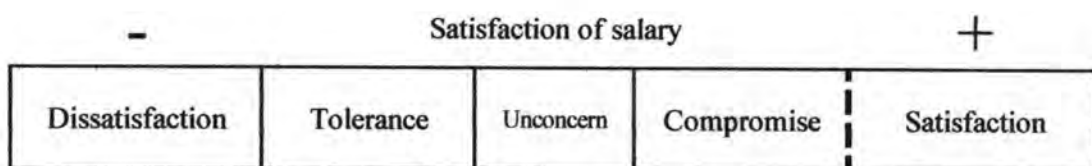


Figure 13: Satisfaction of Salary

To break down this situation which is in the dissatisfaction or tolerance stage, people should change their idea about work or solve problems fundamentally. When people feel dissatisfaction, some of them compare with others, especially more dissatisfied people. They know that there are a lot of people whose salary is lower than theirs. At last they can lower their dissatisfaction line. However, their motivation keeps going down after this.

The best way is to solve problems fundamentally. Actually, it needs not only their own efforts but also cooperation of others. If they can do them, they do not have to lower compromise line and can get strong satisfaction. They can recover their motivation.

Regarding hygiene factors, it is difficult to solve problems basically because it needs a lot of cooperation of others. It is almost impossible to solve by them. For example, some people feel dissatisfaction about their salary. Some of them can lower their compromise line by comparing with much lower people or admitting their disability. It is not real solution and their motivation is not going up. They can

lower their compromise line a little but they force to repeat this action. It is clear that they feel dissatisfaction again. To solve this problem, a lot of cooperation of companies is necessary. But there is no limit to their ambition about money. So many companies give other solutions which are other hygiene factors such as paid holidays or good working conditions.

Salary is the base of motivation. Only salary by itself should be over dissatisfaction line at least. However, people do not attract only salary. It is necessary to join other factors such as human relationships and working contents.

#### 4-5. Detail of results : General image of your company

Points are as follows.

- 3 points : agree/think so
- 2 points : agree a little
- 1 points : disagree a little
- 0 point : disagree

As a whole, Japanese people made lower points than Thai people. The reasons seem to originate from the differences of national character. Japanese do not appeal and express their feelings a lot. They tend to express their opinions clearly. They choose “moderate” or “neither agree nor disagree”. This is called the center tendency. If a lot of respondents choose “moderate”, the analysis cannot be done. So I omit “moderate” in my questionnaire. But Japanese have stronger center tendency. They are severe for themselves.

While Thai people appeal themselves more than Japanese. They believe and have confidence in themselves. So in comparing with both, these points should be considered.

## 1. We work hard

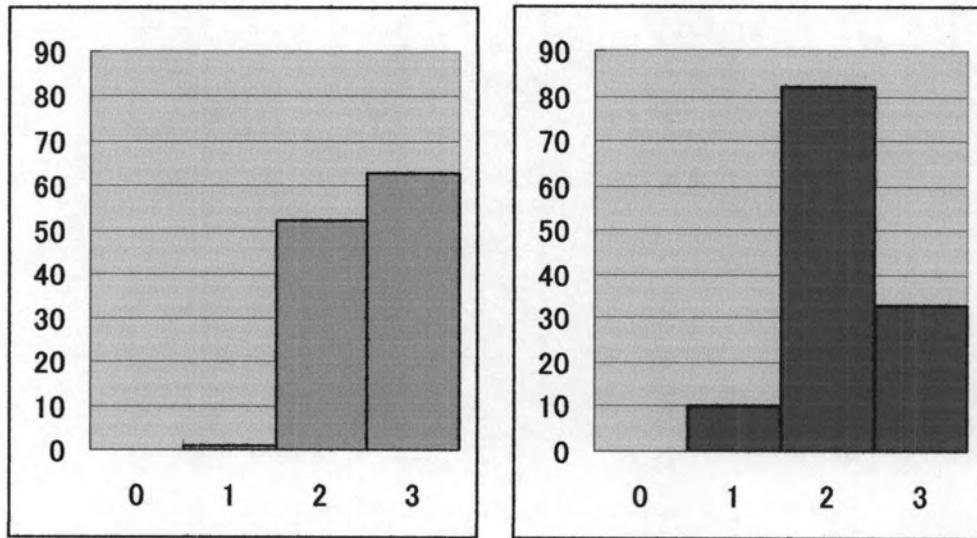
Thailand: 2.53 ( $\sigma$ :0.52)P value : 0.00% < 1%  $\Rightarrow$  DifferentJapan: 2.18 ( $\sigma$ :0.56)

Figure 14: Graph of hard work

Both people think that they work hard. Especially, Thai people think they work very hard. But it may be just self-satisfaction. Anyway, it is good trend.

2. We have strong sense of responsibility

Thailand: 2.38 ( $\sigma$ :0.52)

Japan: 2.23 ( $\sigma$ :0.71)

P value : 6.91% > 1%  $\Rightarrow$  Indifferent

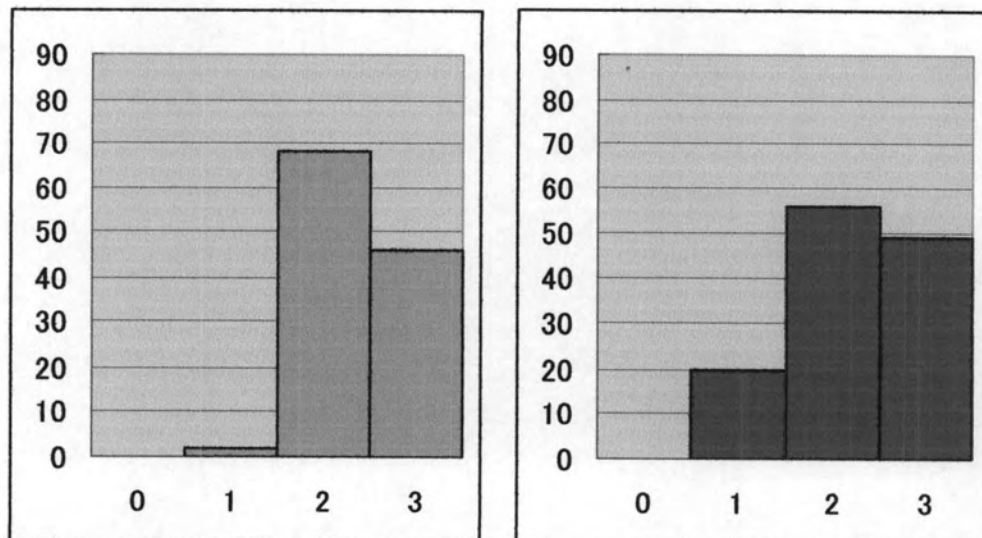


Figure 15: Graph of Responsibility

Both people think that they have strong sense of responsibility. If they get some work from customer or boss, they will do their best to fulfill them.

### 3. We love our company

Thailand: 2.50 ( $\sigma$  :0.58)

Japan: 1.91 ( $\sigma$  :0.72)

P value : 0.00% < 1%  $\Rightarrow$  Different

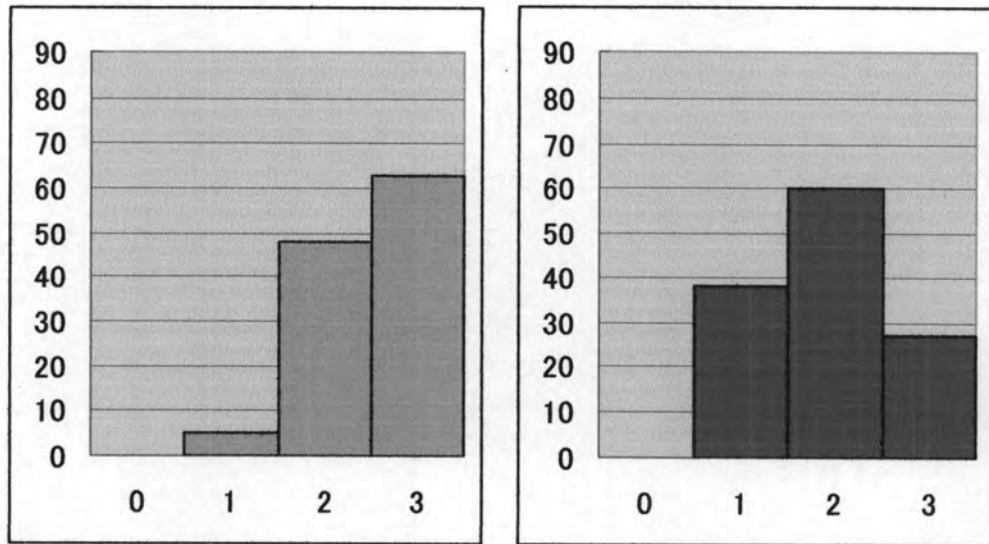


Figure 16: Graph of love company

Thai people love their company more than Japanese people. For example, Thai people commute with uniforms, sometimes wear in their private hours. It is one of the examples of loving their company. If all members wear same uniform, they feel that they are members of the same group. Generally, the uniform of manufacturing companies is out of fashion because it emphasizes on only function. The uniform with good design is one of the good examples to recruit and improve motivation.

4. We work according to the plan

Thailand: 2.12 ( $\sigma$ :0.48)

P value : 0.00% < 1%  $\Rightarrow$  Different

Japan: 1.69 ( $\sigma$ :0.65)

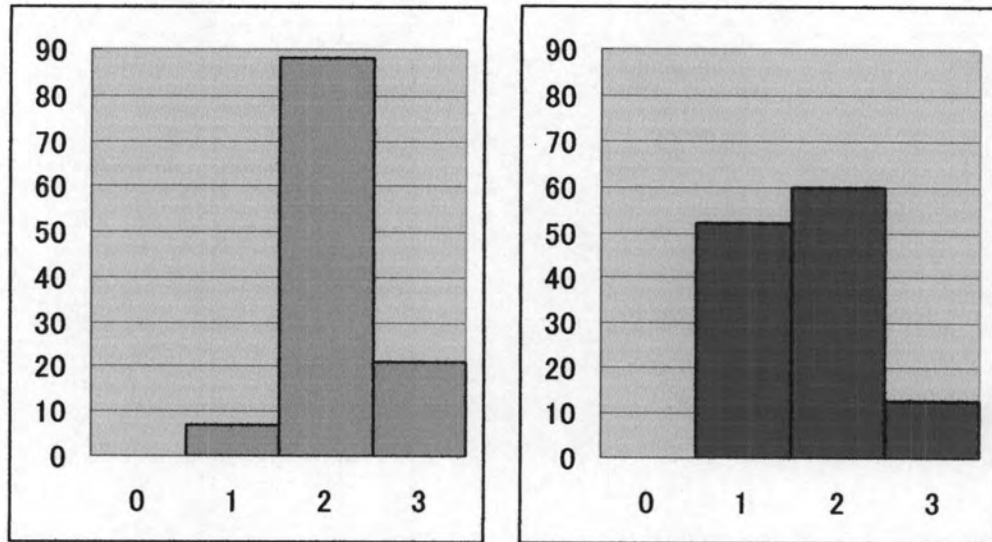


Figure 17: Graph of work by plan

Thai people think they work according to the plan rather than Japanese people. Many companies use PDCA circle, which means plan, do, check, and action. It is very useful to work systematically. Japanese people think that they work according to not the plan, but circumstances.

## 5. We act quickly after problems

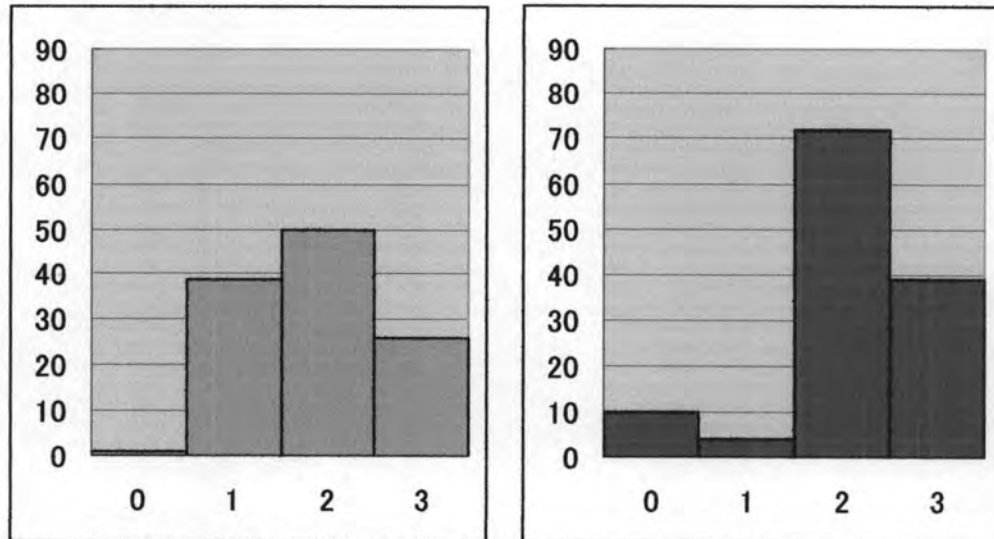
Thailand: 1.87 ( $\sigma$ :0.76)Japan: 2.12 ( $\sigma$ :0.81)P value : 1.48% > 1%  $\Rightarrow$  Indifferent

Figure 18: Graph of quick action

Thai and Japanese people feel that they act quickly after problems, but Japanese people feel more than Thai people. Japanese companies tend to find out where the responsibility lies clearly. Their organization also expresses which division has the responsibility about each matter. However, Thai people seem to make where the responsibility lies more ambiguously. After problems happen, they try to lay the blame on others. If they admit their blame once, they may lose their salary or be dismissed. To say often "I'm sorry" is one of the Japanese cultures. If they say so, it is not to admit their fault, but just polite manner to others. Therefore, Japanese people try to settle problems soon. If it is late, it is the fault of boss of concerned group. But Thai people try to put off in the future because the responsibility is ambiguous and no one wants to admit their faults.

## 6. We keep time and promise

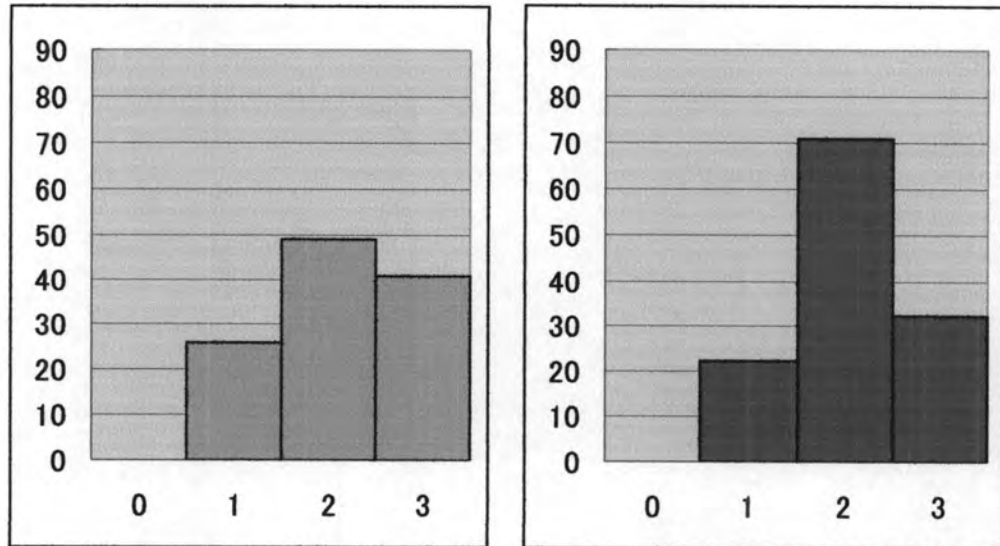
Thailand: 2.13 ( $\sigma$  :0.75)Japan: 2.08 ( $\sigma$  :0.66)P value : 58.71% > 1%  $\Rightarrow$  Indifferent

Figure 19: Graph of keep promise and time

Generally, Japanese people are very punctual, but Thai people are said that they are not punctual. They sometimes come late at meeting time because of the heavy traffic jam or their easy-going character. But this result says that both people keep time and promise. This means that their behaviors or thoughts got better than before. This also relates with the development of traffic network. However, some Japanese bosses say that Thai people still come late.



## 7. We have good relationships in the office

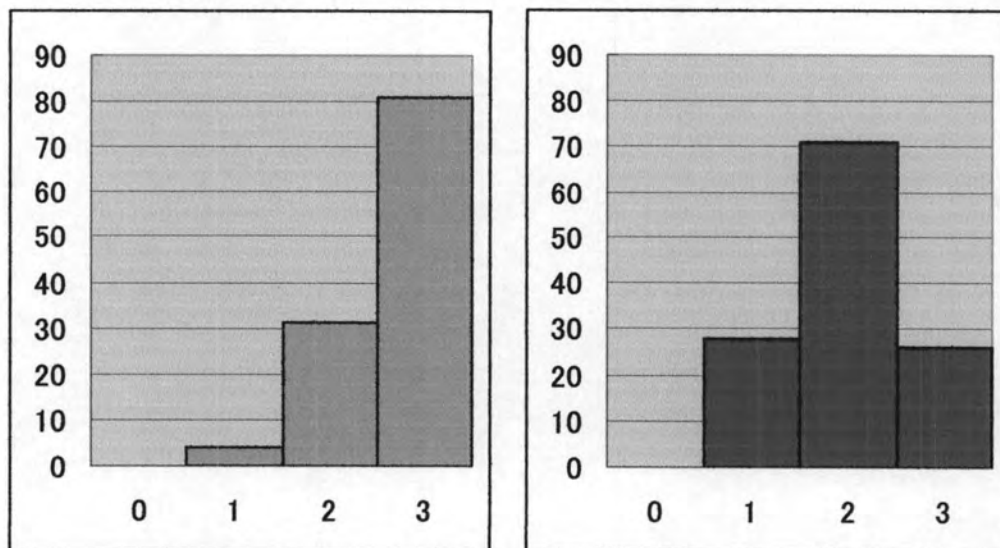
Thailand: 2.66 ( $\sigma$ :0.54)Japan: 1.98 ( $\sigma$ :0.66)P value : 0.00% < 1%  $\Rightarrow$  Different

Figure 20: Graph of good relationships

Thai people feel they have better relationships in the office than Japanese people. Japanese people do not talk with people who are not involved. Some of them have not talked with many people in the same office. The relationships between boss and subordinates are also businesslike. They only talk about business, not including private topics. On the other hand, Thai people talk many people around them. Communication with others in office is more important for Thai people.

4-6. Detail of results : Working environment about you

8. I'm satisfied with salary

Thailand: 1.06 (  $\sigma$  :0.90)

Japan: 1.42 (  $\sigma$  :0.84)

P value : 0.17% < 1%  $\Rightarrow$  Different

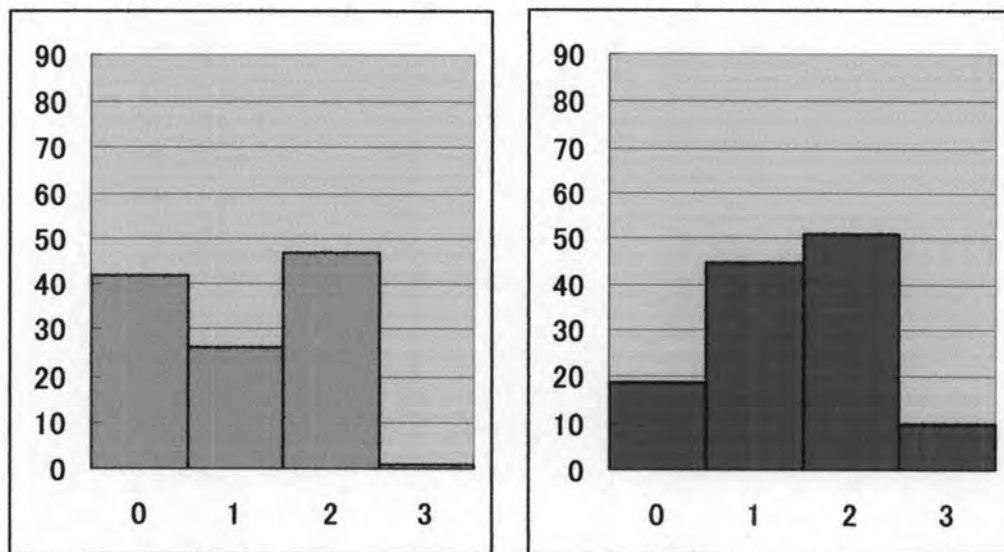


Figure 21: Graph of satisfaction to salary

This question is about salary. The point of Thai people is 1.06, and that of Japanese people is 1.42. Japanese people feel more satisfaction than Thai people about salary. This seems to come from the comparison with others or price level. The price is rising but their salary is going down or same. Especially the price of oil became over double. Their lives are not so easy. Thai people are almost in the dissatisfaction line and companies have not given other solutions yet. Japanese people also feel dissatisfaction and endure, but they accept the present situation.

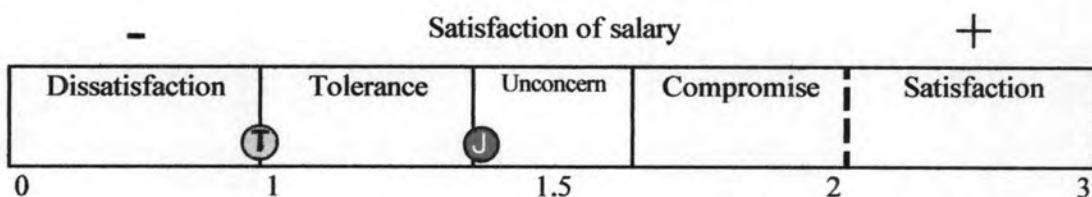


Figure 22: Satisfaction to salary

9. Salary should depend on the results of work

Thailand: 2.37 ( $\sigma$  :1.13)

Japan: 2.26 ( $\sigma$  :0.62)

P value : 32.55% > 1%  $\Rightarrow$  Indifferent

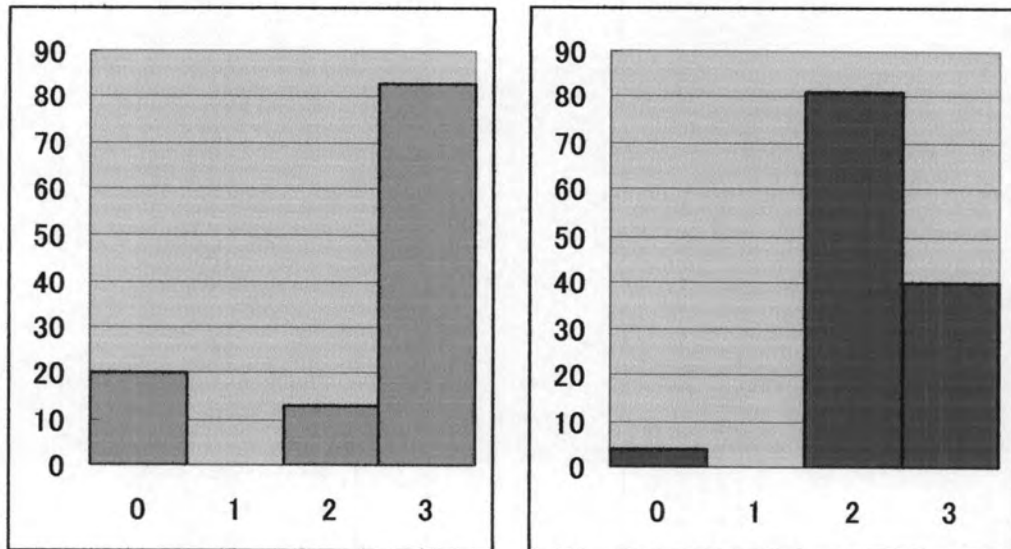


Figure 23: Graph of importance to results

Both people think that salary should depend on the results of work. Many respondents are young people. So they think it is not proper that senior people who do not work hard get higher salary. And they think that they have some abilities and get good results. They have never felt frustrated because of the lack of experiences. Some of them may be overconfident.

10. I'm satisfied with the number of holidays

Thailand: 2.16 ( $\sigma$  :0.96)

Japan: 2.01 ( $\sigma$  :0.81)

P value : 17.30% > 1%  $\Rightarrow$  Indifferent

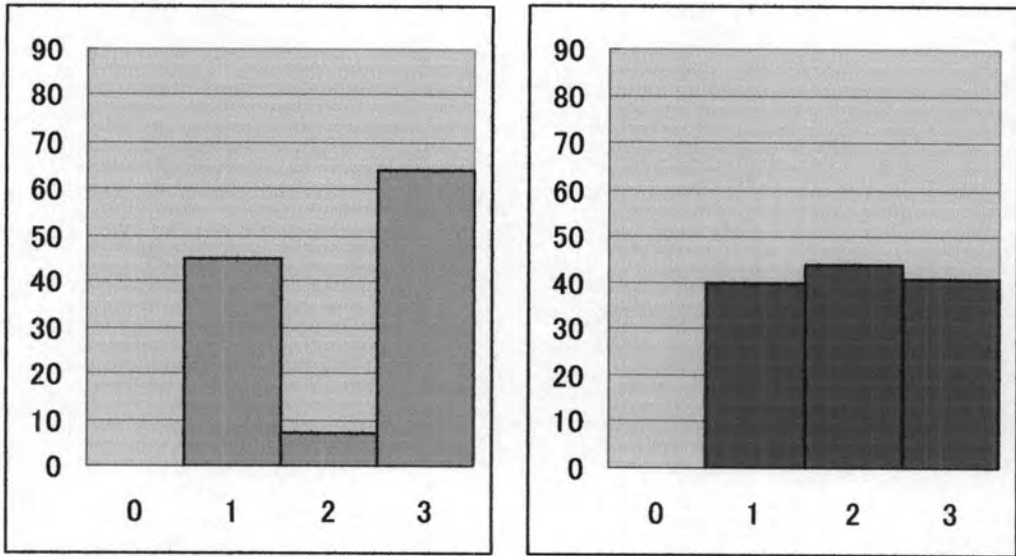


Figure 24: Graph of satisfaction to holiday

This question is about the number of holidays. The point of Thai people is 2.16, and that of Japanese people is 2.01. Both people are satisfied with the number of holidays. By the way, many people are on a five-day week.

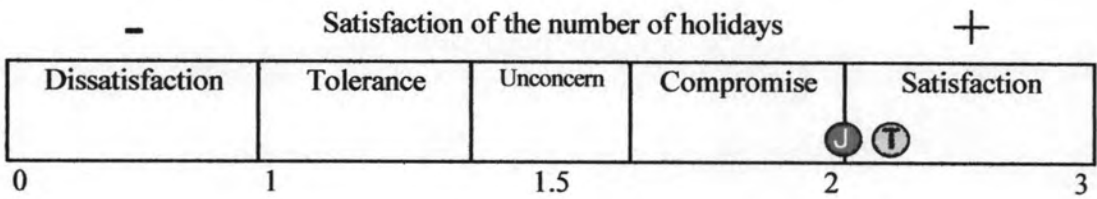


Figure 25: Satisfaction of the number of holidays

11. I take a moderate break during my work

Thailand: 2.52 ( $\sigma$ :0.55)

Japan: 1.95 ( $\sigma$ :0.67)

P value : 0.00% < 1%  $\Rightarrow$  Different

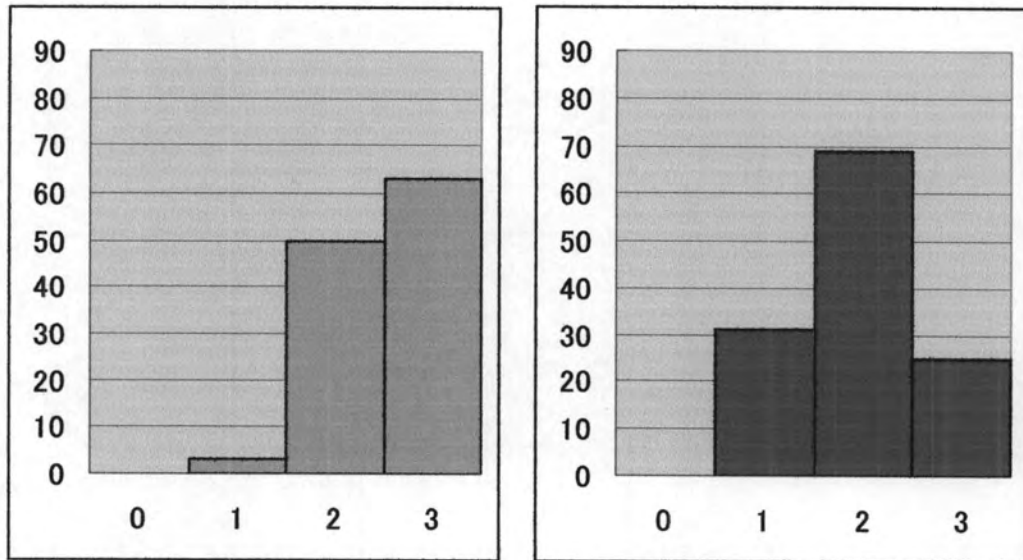


Figure 26: Graph of often break

Many Thai people take a moderate break during their work, but some Japanese people do not. Thai people sometimes chat with friends and eat snacks during their work. But Japanese people must not do so. Thai people can relax moderately when they work.

12. I keep my own pace when I work

Thailand: 2.68 (  $\sigma$  :0.50)

Japan: 2.05 (  $\sigma$  :0.61)

P value : 0.00% < 1%  $\Rightarrow$  Different

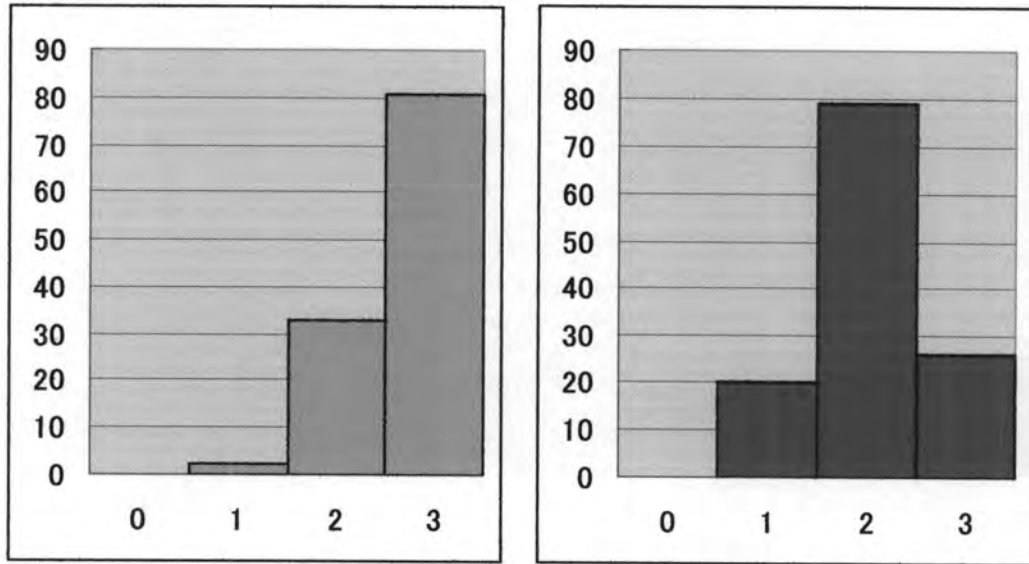


Figure 27: Graph of own pace

More Thai people keep their own pace during working than Japanese. Japanese people always mind boss and others. For example, they go home after boss does. If their boss must have lunch late, they also do so. But Thai people do not mind others so much. They do not feel stress so much.

The question no.11 and 12 are about the working condition whether they work in their own paces or not. The average point of Thai people is 2.60, and that of Japanese people is 2.00. Thai people work in their own paces and Japanese people are also satisfied to some extent.

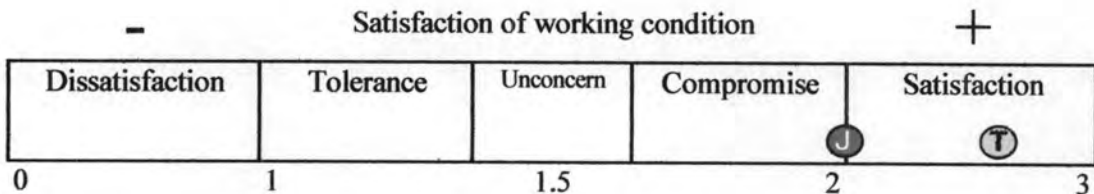


Figure 28: Satisfaction of working condition

13. I understand the policy of my company and boss

Thailand: 2.47 (  $\sigma$  :0.60)

Japan: 1.78 (  $\sigma$  :0.60)

P value : 0.00% < 1%  $\Rightarrow$  Different

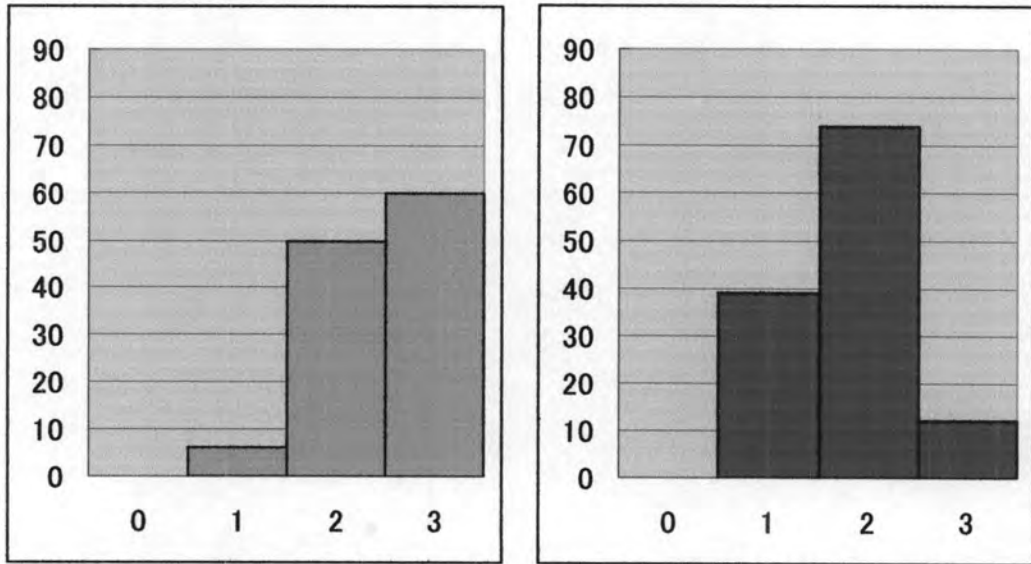


Figure 29: Graph of understanding policy

This question is about the understanding of management policy. The point of Thai people is 2.47, and that of Japanese people is 1.78. Thai people feel more satisfaction about the idea of company or boss than Japanese people. Japanese people are not so interested in this management policy. Thai people understand the policy of their company and boss, but Japanese people do not so much. Thai people often communicate with boss and exchange their opinion or worry. But Japanese people are not interested in the company policy. Individuals are the most important for Japanese people.

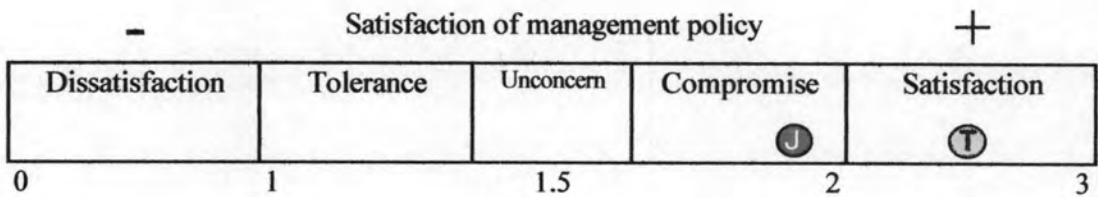


Figure 30: Satisfaction of management policy

14. I have a lot of opportunities to talk with my boss

Thailand: 2.15 ( $\sigma$  :0.75)

Japan: 1.82 ( $\sigma$  :0.68)

P value : 0.04% < 1%  $\Rightarrow$  Different

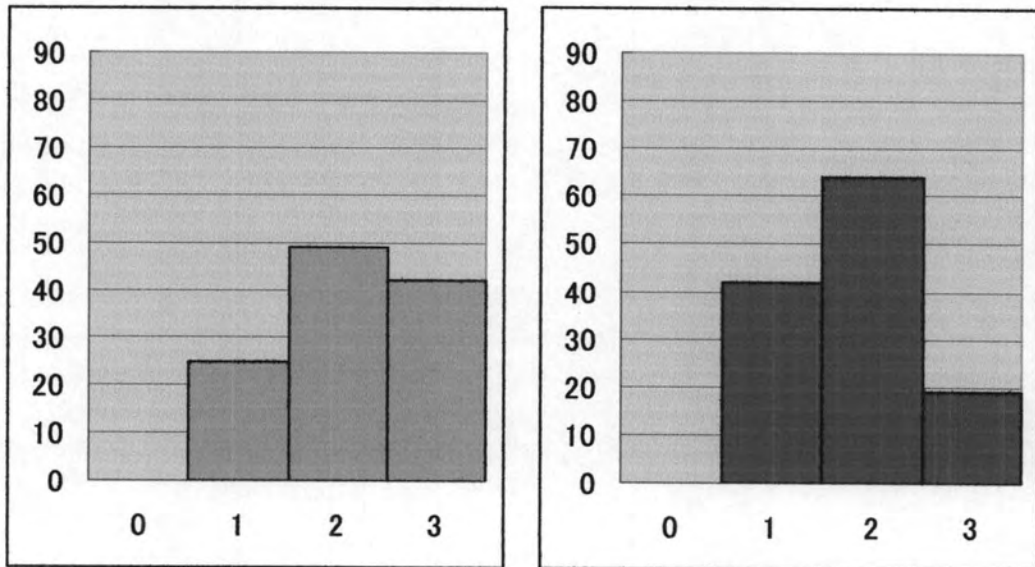


Figure 31: Graph of conversation

Thai people have more opportunities to talk with their boss than Japanese people. The relationship between boss and subordinate of Thai people is closer than that of Japanese people.



15. I can work for my company or boss

Thailand: 2.20 ( $\sigma$ :0.74)

Japan: 1.09 ( $\sigma$ :0.93)

P value : 0.00% < 1%  $\Rightarrow$  Different

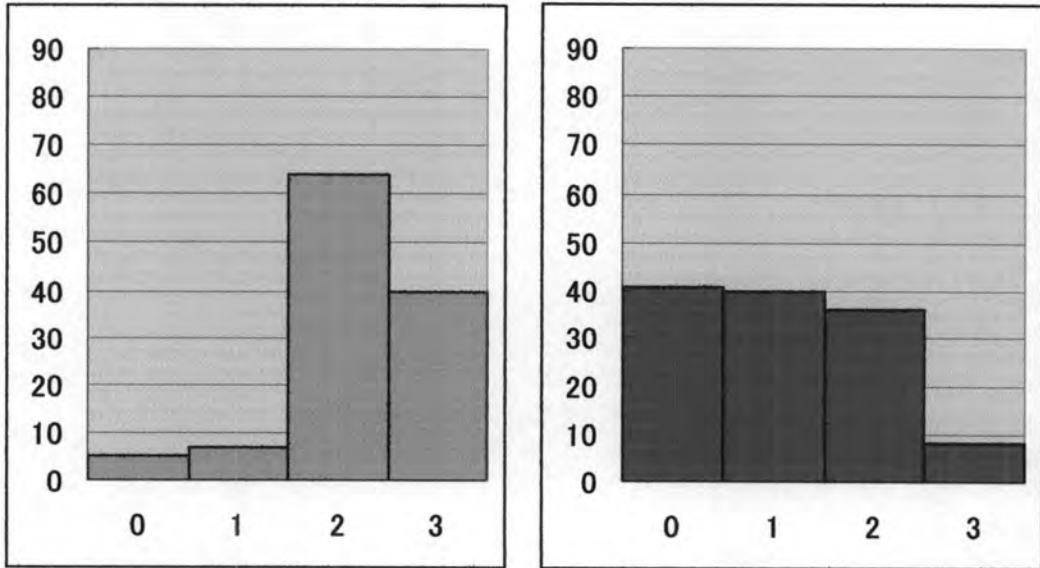


Figure 32: Graph of work for company

Thai people can work for their company or boss, but Japanese people cannot. Thai people love and trust their company and boss, but Japanese people do not. Japanese people work only for themselves.

People cannot solve problems of human relationships by their efforts. It needs cooperation of boss or colleagues. The average point of question no.14 and 15 of Thai people is 2.17, and that of Japanese people is 1.45. Japanese people feel more dissatisfaction than Thai people about human relationships. Japanese people are near the tolerance stage and have not solved yet. On the other hand, Thai people are satisfied with their human relationships in their environment.

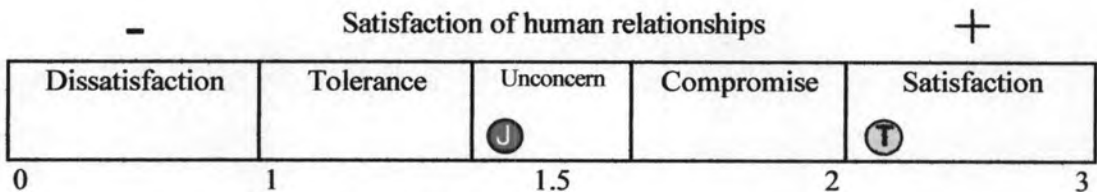


Figure 33: Satisfaction of human relationships

16. I have a rival or a target person

Thailand: 2.11 ( $\sigma$ :0.57)

Japan: 1.58 ( $\sigma$ :0.94)

P value : 0.00% < 1%  $\Rightarrow$  Different

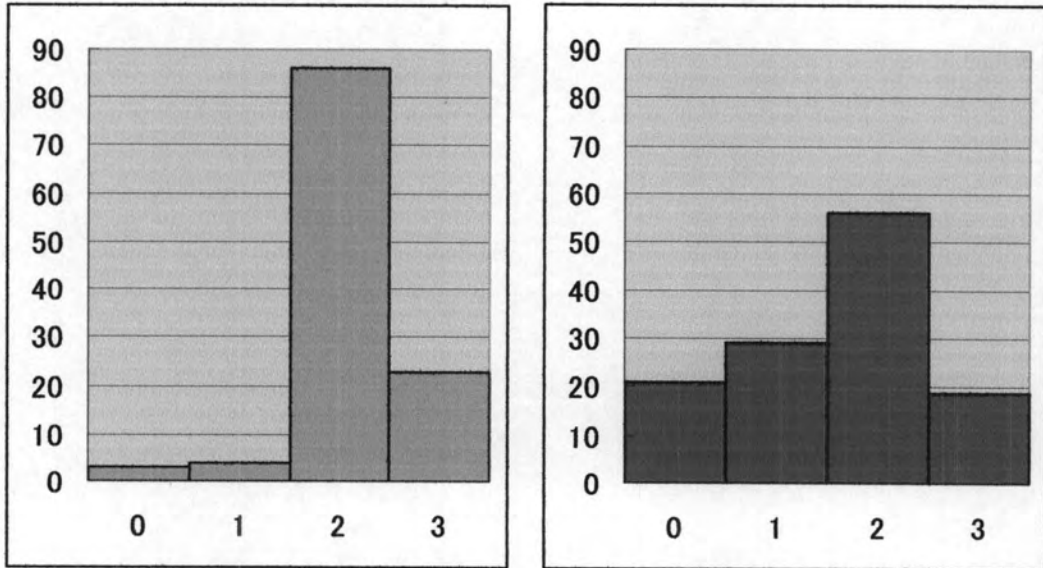


Figure 34: Graph of having rival

More Thai people have rivals or target people than Japanese people. Thai people compare with others about various things, but Japanese people do not compare and think only themselves.

17. I want to work in my company for a long time

Thailand: 2.09 ( $\sigma$  :1.01)

Japan: 1.55 ( $\sigma$  :0.98)

P value : 0.00% < 1%  $\Rightarrow$  Different

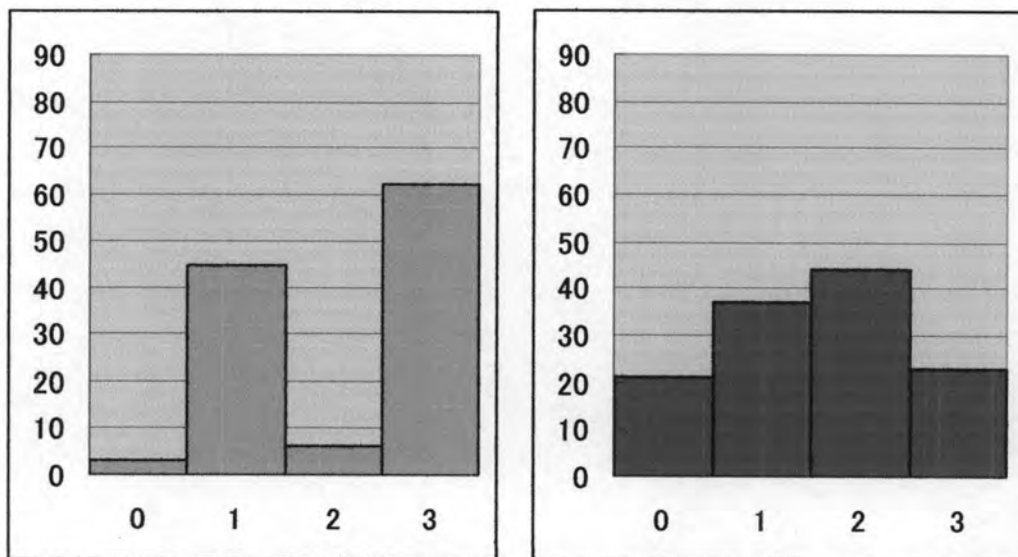


Figure 35: Graph of royalty to company

This question is the total question about working environment. If they feel totally, they will work in this company for a long time. The point of Thai people is 2.09, and that of Japanese people is 1.55. Thai people think they want to work in their company for a long time, but Japanese people do not. Thai people feel more satisfaction about the company than Japanese people. Japanese people are in the unconcern stage. However, Thai people change companies more often than Japanese people. So Thai people are satisfied with present condition, but they will quit if they do not want to keep working in their company. Japanese people put up with present condition though they are not satisfied.

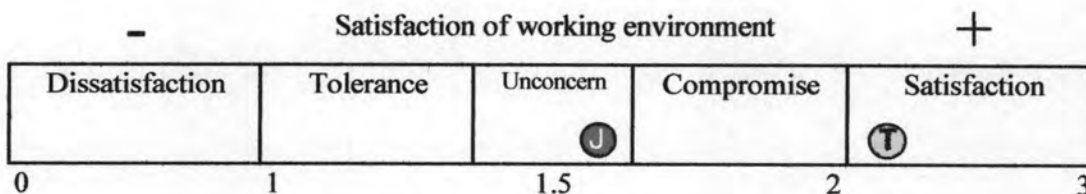


Figure 36: Satisfaction of total working environment

## 18. Which is the most important?

Thailand		Japan
Salary	0.54	0.19
Work condition	1.63	1.03
Management policy	0.05	0.26
Human relationship	0.78	1.51

Thai people the work condition is the most important factor among hygiene factors. On the other hand, Japanese people think the human relationship is the most important factor. Both people think that the salary and the management policy are less important than the work condition and the human relationship. So managers should make the good atmosphere to work with pleasure for employees. This is the first priority and salary is next to it.

## 4-7. Detail of results : Your work

Regarding working contents, it is easier to solve problems because some of them can be solved by themselves and get the cooperation from companies or boss more easily. If they feel dissatisfaction, it may be solved by changing their idea a little. If they think more positively, they may enjoy working. And companies and boss are easy to cooperate to solve such problems. For example, boss has only to change assigning jobs. Some people can make a working group and share successful results and satisfaction. By repeating these actions, people can keep and improve their motivation.

19. I'm satisfied with the result of my work

Thailand: 2.45 (  $\sigma$  :0.68)

Japan: 1.70 (  $\sigma$  :0.87)

P value : 0.00% < 1%  $\Rightarrow$  Different

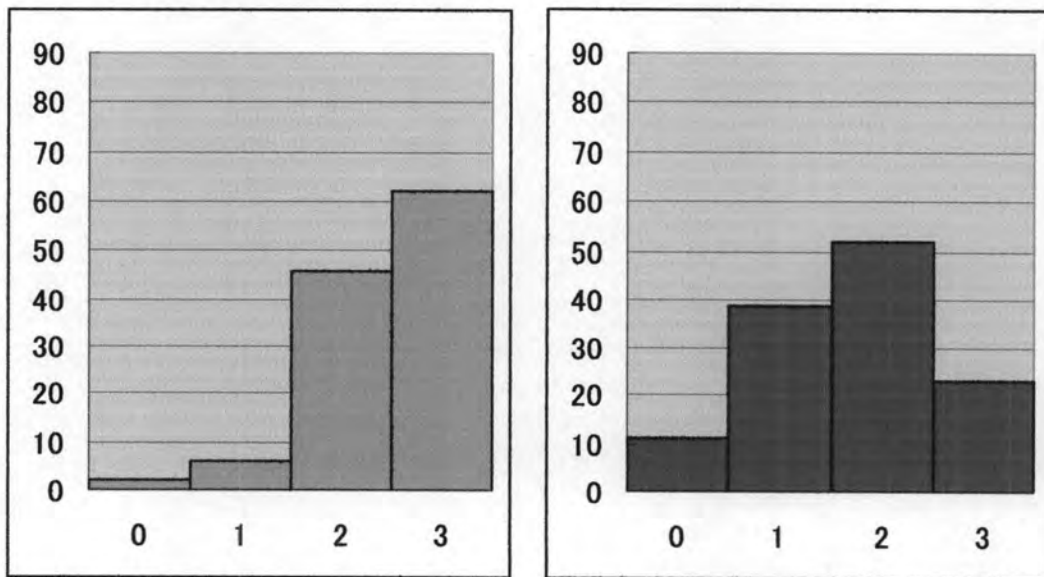


Figure 37: Graph of satisfaction to my work

This question is about the satisfaction of working results. The point of Thai people is 2.45, and that of Japanese people is 1.70. Thai people are satisfied with the result of their work, but Japanese people compromise them. Thai people feel that they do their best and get satisfaction. Japanese people feel that they do their best but do not get satisfaction. Japanese people may have some worries about work, and have not solved yet by themselves. Or they have some ambition to improve better.

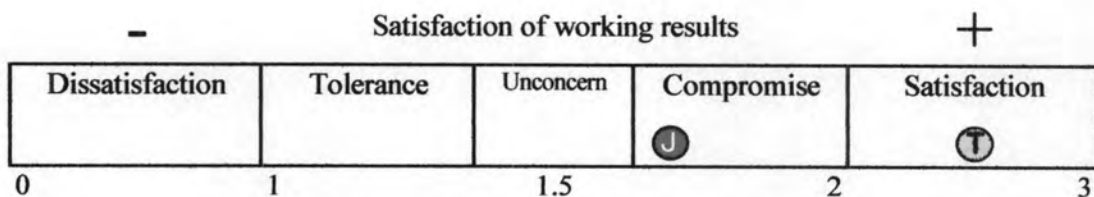


Figure 38: Satisfaction of working results

20. I'm often praised by my boss

Thailand 2.23 ( $\sigma$ :0.65)

Japan 1.35 ( $\sigma$ :0.72)

P value : 0.00% < 1%  $\Rightarrow$  Different

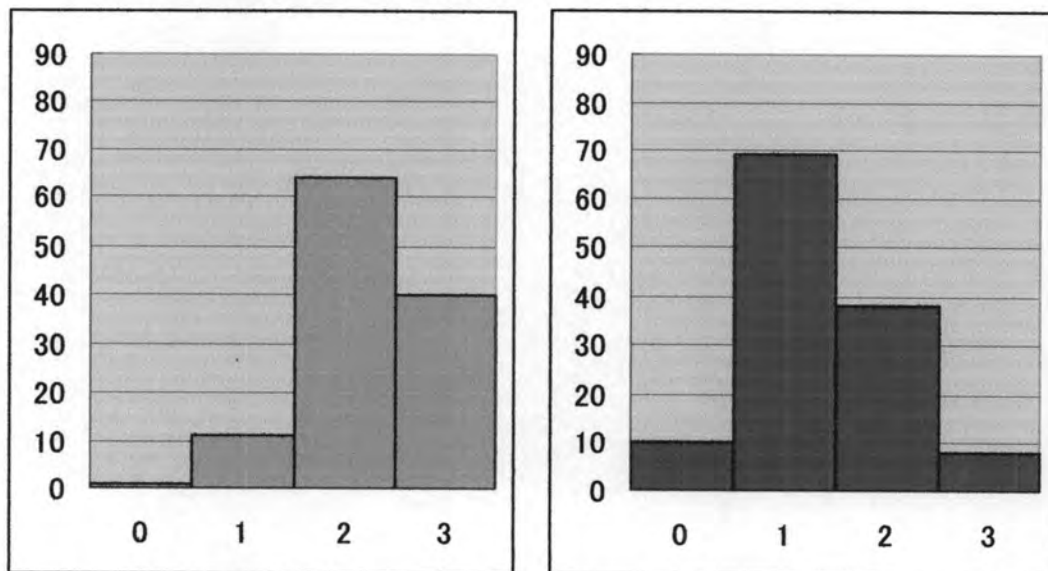


Figure 39: Graph of praise

This question is about the satisfaction of praise. The point of Thai people is 2.23, and that of Japanese people is 1.35. Japanese people are not often praised by their boss. They think that scolding can bring up people. But it is a big mistake. On the other hand, Thai people are more often praised by boss than Japanese. It is one of the Thai cultures or their favorite phrase to praise people. To praise can raise people.

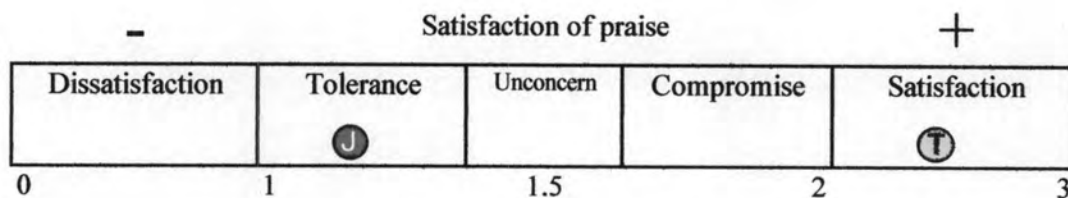


Figure 40: Satisfaction of praise

21. I'm an essential person for my company

Thailand: 1.56 ( $\sigma$ :0.50)

Japan: 1.38 ( $\sigma$ :0.49)

P value : 0.40% < 1%  $\Rightarrow$  Different

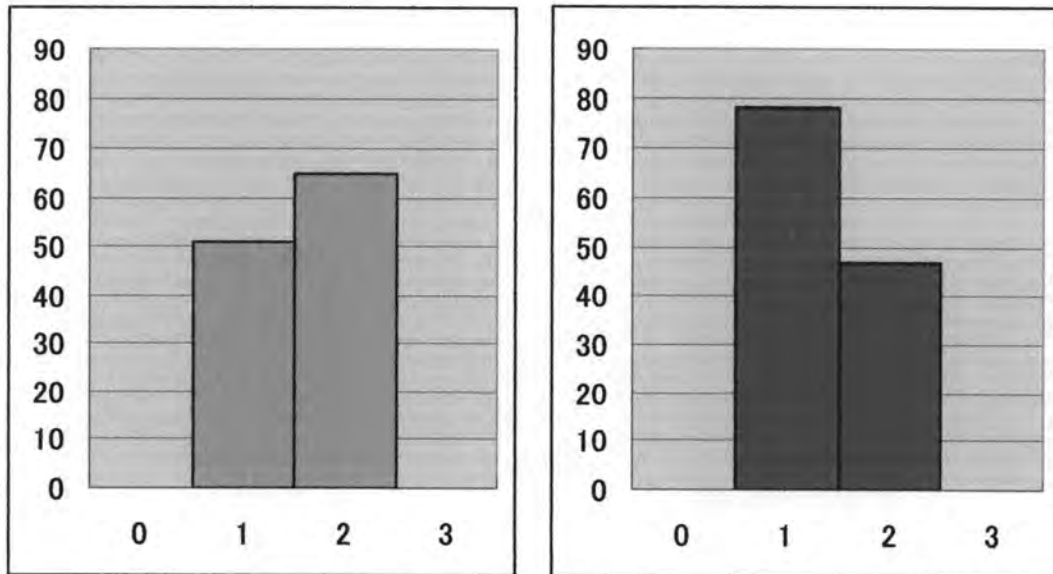


Figure 41: Graph of necessity for company

This question is about the value of existence or responsibility in the company. The point of Thai people is 1.56, and that of Japanese people is 1.38. Both people think that they are not essential people for their company. Thai people are not so concerned about that and Japanese people endure dissatisfaction a little. One of the reasons is that their jobs are not so important because they are still young. They sometimes do trivial jobs such as copying or make tea for boss. Their jobs are not so difficult and anyone can do it. Then they feel that they are not necessary people for their company.

Employees have to get some skill and have more confidence for their work. They are the fortune of the company and should be proud of it. At the same time, boss should consider the existence of subordinates and assignment of jobs. Some of them do not trust subordinate so much and do important works by themselves. It is quicker than others do. But it cannot bring up subordinates forever. Boss should believe the ability of subordinates and advise properly in case of troubles.

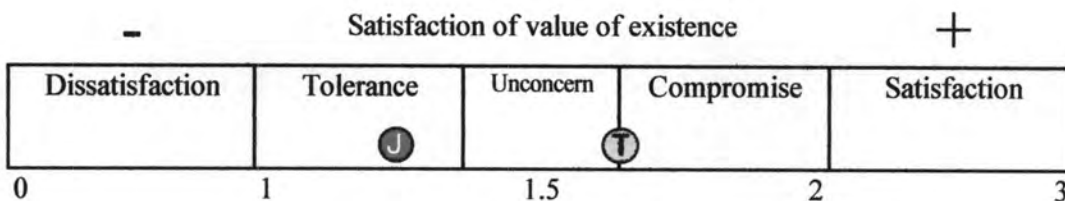


Figure 42: Satisfaction of value of existence

22. I do my best to finish assigned work

Thailand: 2.76 ( $\sigma$  :0.45)

Japan: 2.50 ( $\sigma$  :0.56)

P value : 0.01% < 1%  $\Rightarrow$  Different

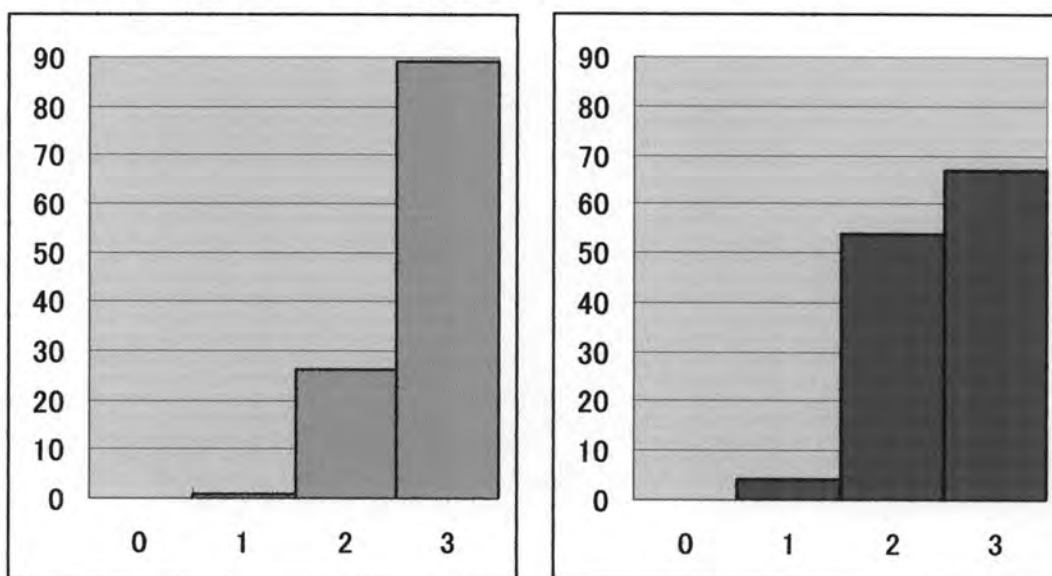


Figure 43: Graph of doing my best

This question is about the responsibility. The point of Thai people is 2.76, and that of Japanese people is 2.50. Thai people think that they do their best to finish assigned work more than Japanese people. It relates to the strong sense of responsibility. Their character is that they never satisfy if they do things by halves.

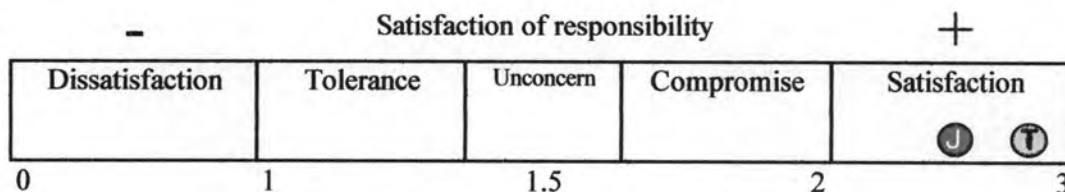


Figure 44: Satisfaction of Responsibility



## 23. I want to be a leader or manager soon

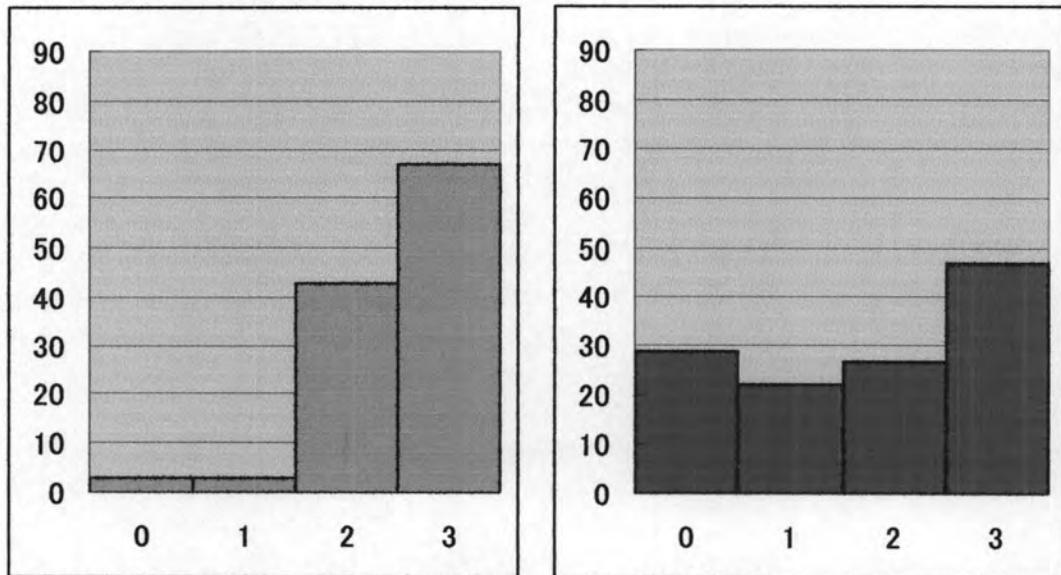
Thailand: 2.50 ( $\sigma$ :0.68)Japan: 1.74 ( $\sigma$ :1.19)P value : 0.00% < 1%  $\Rightarrow$  Different

Figure 45: Graph of promotion

Thai people want to be a leader or manager soon. But Japanese people do not want to promote but keep present jobs. If they promote and become managers, they can get authority, responsibility, honor, high salary, and so on. However, managers have to manage their subordinates and attend meetings. So Japanese people are not interested in managing people, but Thai people want to get various merits about promotion. It is a good trend for Thai people to have interests with promotion. Japanese people may lose eagerness and motivation to work. They are satisfied with keeping present condition.

## 24. I study to improve my skill

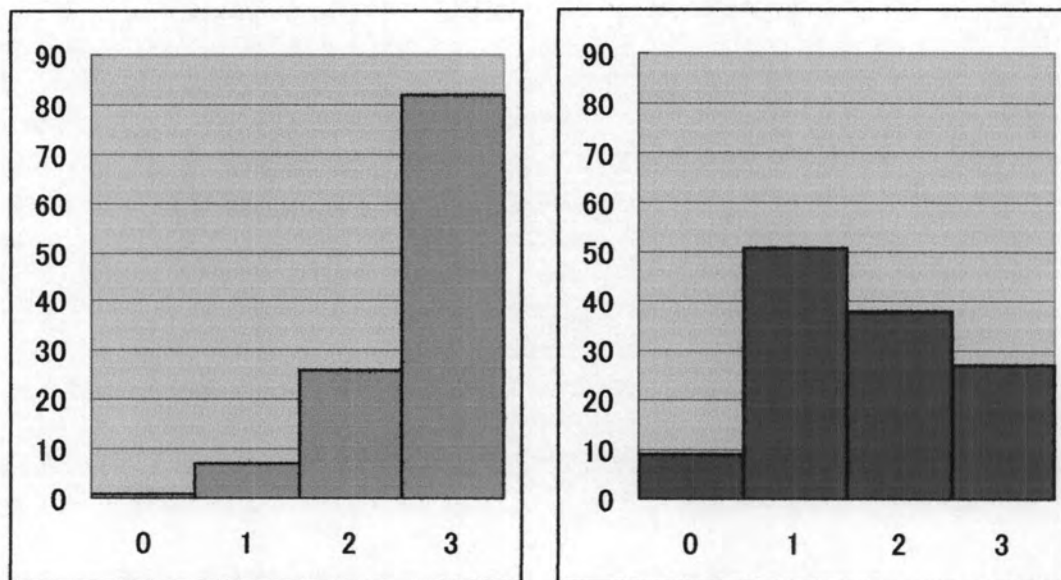
Thailand: 2.63 ( $\sigma$ :0.64)Japan: 1.66 ( $\sigma$ :0.90)P value : 0.00% < 1%  $\Rightarrow$  Different

Figure 46: Graph of study for myself

Thai people study to improve their skill, but Japanese people do not study. There is a deep relationship between skill or ability and salary for Thai people. The salary defers from their educational background. In Japan, skill is of course important but does not have deep relationship with salary. And Japanese people will not be dismissed. These are reasons of this.

## 25. I enjoy working

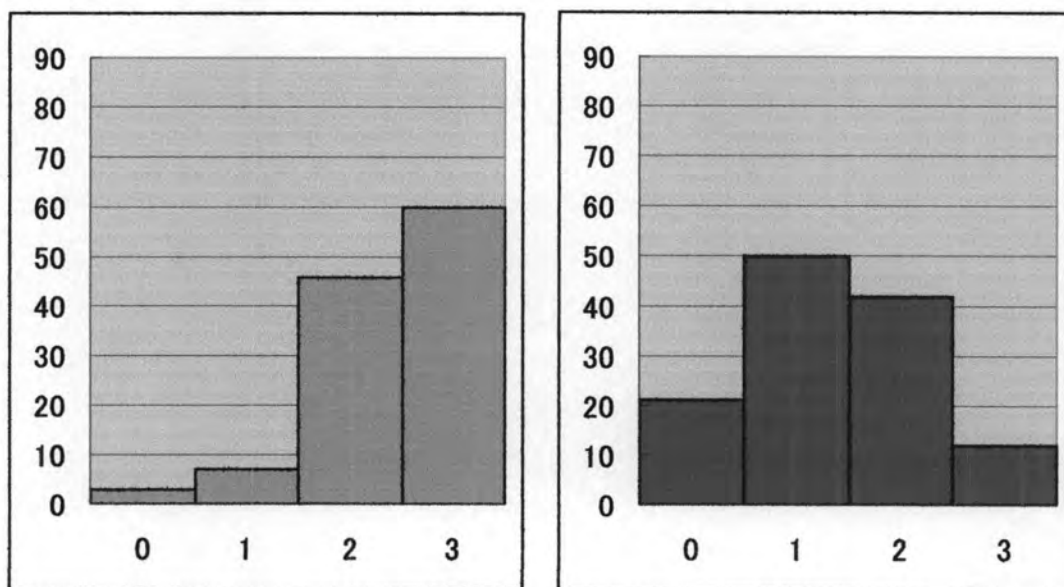
Thailand: 2.41 ( $\sigma$ :0.72)Japan: 1.36 ( $\sigma$ :0.87)P value : 0.00% < 1%  $\Rightarrow$  Different

Figure 47: Graph of enjoy work

This question is the total question about works. The point of Thai people is 2.41, and that of Japanese people is 1.36. Thai people really enjoy working, but Japanese people do not. Work cannot be helped for Japanese people to live with their family. And they cannot often quit or change company.

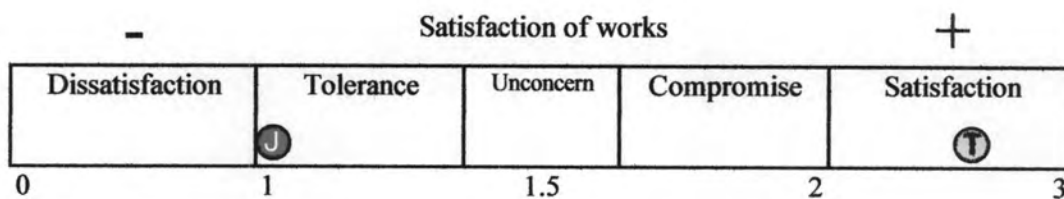


Figure 48: Satisfaction of works

## 26. Which is the most important in your work?

Thailand		Japan
Achievement	1.81	1.92
Recognition	0.05	0.19
Work itself	0.08	0.60
Responsibility	1.06	0.29

Both people think the achievement of work is the most important factor among motivators. It means that the experience of achievement make another satisfaction and improve motivation to work. To make many employees have experiences of achievement needs not only efforts of employees themselves, but also a lot of cooperation of boss. Boss should make opportunities to work as a group, whose members are an expert and beginner, and so on.

No.	Question	Thai Ave.	Japan Ave.	P Value	Different/ Indifferent
1	Hard work	2.53	2.18	0.00%	Different
2	Responsibility	2.38	2.23	6.91%	Indifferent
3	Love company	2.50	1.91	0.00%	Different
4	Work by plan	2.12	1.69	0.00%	Different
5	Quick action	1.87	2.12	1.48%	Indifferent
6	Keep promise and time	2.13	2.08	58.71%	Indifferent
7	Good relationships	2.66	1.98	0.00%	Different
8	Satisfaction to salary	1.06	1.42	0.17%	Different
9	Importance to results	2.37	2.26	32.55%	Indifferent
10	Satisfaction to holiday	2.16	2.01	17.30%	Indifferent
11	Often break	2.52	1.95	0.00%	Different
12	Own pace	2.68	2.05	0.00%	Different
13	Understanding policy	2.47	1.78	0.00%	Different
14	Conversation	2.15	1.82	0.04%	Different
15	Work for company	2.20	1.09	0.00%	Different
16	Having rival	2.11	1.58	0.00%	Different
17	Royalty to company	2.09	1.55	0.00%	Different
19	Satisfaction to my work	2.45	1.70	0.00%	Different
20	Praise by boss	2.23	1.35	0.00%	Different
21	My necessity for company	1.56	1.38	0.40%	Different
22	Doing my best	2.76	2.50	0.01%	Different
23	Promotion	2.50	1.74	0.00%	Different
24	Study for myself	2.63	1.66	0.00%	Different
25	Enjoy work	2.41	1.36	0.00%	Different

Figure 49: Summary of Questionnaire

#### 4-8. Conclusion of questionnaire

According to the questionnaires, indifferent results of questionnaires are only 5. These are the stereotype of Thai and Japanese people.

##### Thai people

They enjoy working and feel satisfaction from company policy, human relationships, and achievement of work. Important factor is working environment where they work. But they feel strong dissatisfaction from low salary.

##### Japanese people

They endure present situation and feel satisfaction from good salary, human relationships, working contents, and achievement of work. These are working environment and working contents. And they feel strong dissatisfaction from boring work.

Herzberg said that people seemed to feel dissatisfaction if there was no hygiene factors, but they did not seem to feel satisfaction if there were any. And people did not seem to feel dissatisfaction if there was no motivators, but they feel strong satisfaction if they could get them. However, my results are different.

Thai people feel satisfaction by hygiene factors rather than motivators. Japanese people feel satisfaction by both hygiene factors and motivators. Both of them feel dissatisfaction by both hygiene factors and motivators.

Thai people think immediate gain is very important. So they feel salary is first priority. However, Japanese people think not only working environment, but also work itself are important.

When Japanese companies start mass-production in foreign countries, especially developing countries, they have to prepare working condition first. Salary should be set up about average or above to recruit good people. However, they will need satisfaction by work content soon.

In next chapter, some idea to improve motivation for both Thai and Japanese people are explained in detail.