

**DIFFERENT WORK MOTIVATIONS OF THAI AND JAPANESE
WHITE-COLLAR EMPLOYEES**



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entitled
**DIFFERENT WORK MOTIVATIONS OF THAI AND JAPANESE
WHITE-COLLAR EMPLOYEES**

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Miss Amika Rungvanichkarn
Candidate

Asst. Prof. Astrid Kainzbauer,
Ph.D.
Advisor

Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Chairperson

Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

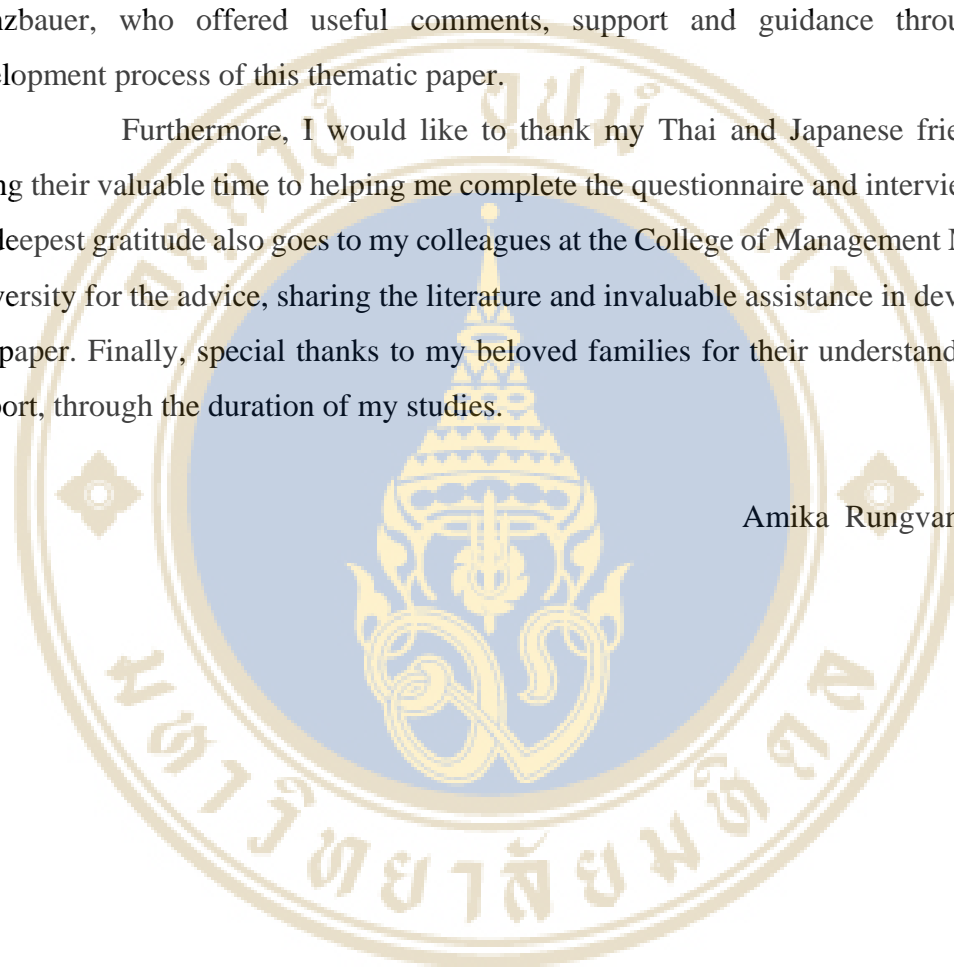
Assoc. Prof. Roy Kouwenberg,
Ph.D., CFA
Committee member

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Amika Rungvanichkarn



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AMIKA RUNGVANICHAKRN 5649280

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. ASTRID KAINZBAUER, Ph.D., ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF. ROY KOUWENBERG, Ph.D.,CFA

ABSTRACT

The scope of this study is to explore differences in work motivations of Thai and Japanese employees based on Herzberg's two factor theory (1987). As today globalization leads to intense competition among organizations, companies need to gain competitive advantages as much as possible. Japan is the potential country with a good relationship with Thailand suitable for investment. Doing business internationally, understanding works motivation of employees is required.

This study collected information about work motivations from Thai and Japanese employee group sample through questionnaire and interviewing method. The results show that, Japanese employees are mostly focused on intrinsic motivators while Thais are more focused on extrinsic motivators. In addition, salary is the factor that could motivate both of Thai and Japanese employees most. From the findings, managers can understand and adapt their company's policies and strategy in human resource management for better employee's motivation that would lead to better work performance, increase employee engagement, reduce turnover and greater company success.

KEY WORDS: Work Motivation/ Thai and Japanese Cross Cultural/

Herzberg's motivation theory/ Human resource management

37 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
2.1 Human Motivation	3
2.2 Herzberg's Motivators and Hygiene theory (Two factor theory)	3
2.3 The theory of cross cultural dimension	7
2.4 Conclusion	11
CHAPTER III METHODOLOGY	13
3.1 Questionnaire method	13
3.1.1 Respondents selection	13
3.1.2 Develop questionnaire	13
3.2 Interview method	16
CHAPTER IV DATA ANALYSIS	18
4.1 Thais questionnaire respondents' demographic profile	18
4.2 Thais questionnaire respondents' motivation factors	20
4.3 Japanese questionnaire respondents' demographic profile	21
4.4 Japanese questionnaire respondents' motivation factors	23
4.5 Motivation factors analysis comparing between Thais and Japanese	25
CHAPTER V DISCUSSION	31
CHAPTER VI RECOMMENDATIONS AND CONCLUSIONS	33
6.1 Recommendations	33

CONTENT (cont.)

	Page
6.2 Conclusions	34
REFERENCES	35
BIOGRAPHY	37



LIST OF TABLES

Table	Page
2.1 Component of Satisfiers Motivators and Hygiene Factors	4
3.1 Work motivation factors and description	15
4.1 Motivation factors of Japanese and Thai ranked by average score from questionnaire	25
5.1 Motivation factors relationship (From interviewing)	32



LIST OF FIGURES

Figure	Page
2.1 Two Factor theory – Herzberg (Procedure)	7
2.2 Hofstede’s cultural index in 6 dimension of Thailand and Japan	8
2.3 National wealth, social security, cultural individualism, and cultural power distance as moderators of the relationship between intrinsic job characteristics and job satisfaction	12
4.1 Gender of Thais group sample by percentage	19
4.2 Ages of Thais group sample by percentage	19
4.3 Education of Thais group sample by percentage	19
4.4 Salary of Thais group sample by percentage	20
4.5 Working industry of Thais group sample by percentage	20
4.6 Motivators Average score of Thais group sample	21
4.7 Gender of Japanese group sample by percentage	22
4.8 Ages of Japanese group sample by percentage	22
4.9 Education of Japanese group sample by percentage	22
4.10 Japanese group sample salary by percentage	23
4.11 Working industry of Japanese group sample by percentage	23
4.12 Motivators Average score of Japanese group sample	24
4.13 Intrinsic and extrinsic motivators average score of Japanese and Thais	25
4.14 Comparison of Japanese and Thais intrinsic motivators	27
4.15 Comparison of Japanese and Thais extrinsic motivators	27

CHAPTER I

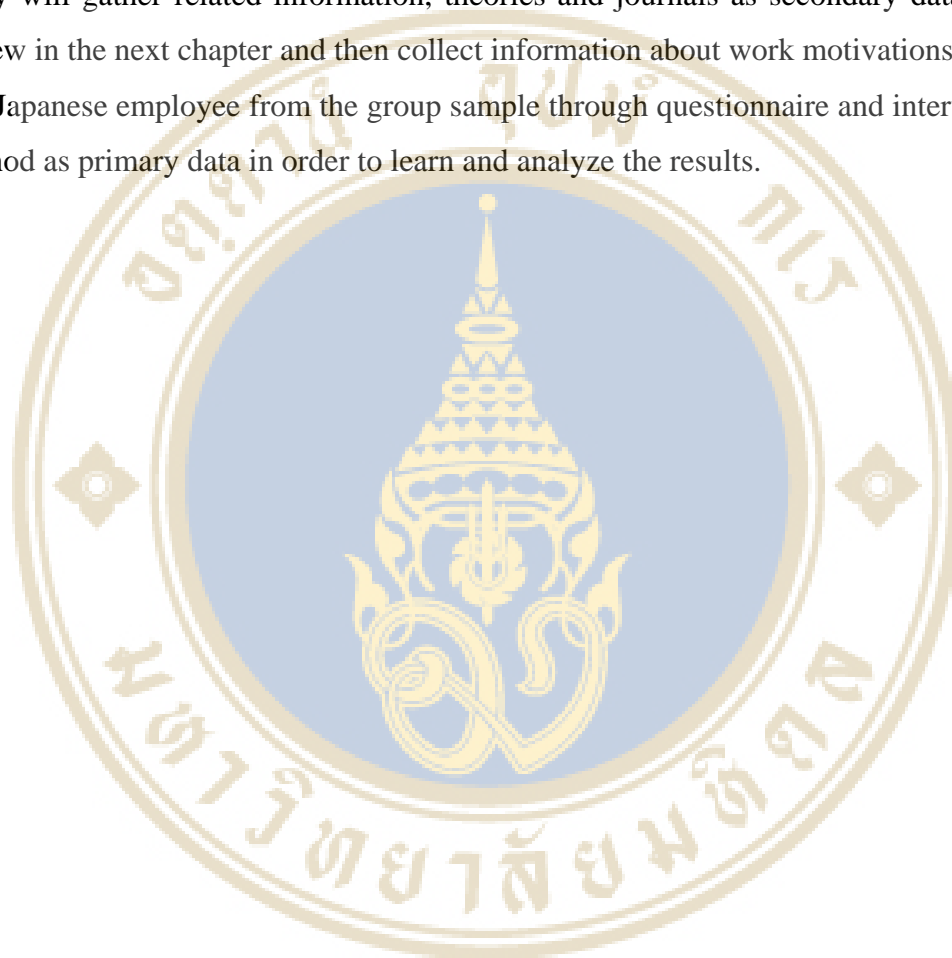
INTRODUCTION

Today, globalization has become the main factor in business management. It affects economy, society, environment, industry and organization in different ways. This change leads to intense competition among organizations in the industry. Companies need to adapt themselves in order to survive and compete with competitors by acquiring competitive advantages as much as possible. Some companies decide to find new business partners in other countries or expand globally to obtain new market and increase company market share. Japan is one of the good options in investment as a potential new market, a leading world economy that boasts large scale economic power, having large population and being high innovative technology country. Moreover, Thailand and Japan have a good long relationship together with active exchanges and close cooperation in various areas such as culture, education, traveling, investing and trading. Japan is the largest foreign investor in Thailand, about 35% of all foreign direct investment in Thailand (U.S. Embassy Bangkok, 2015). Presently more than 1,600 Japanese companies are registered at the Japanese Chamber of Commerce in Bangkok, being the largest Japanese Chamber of Commerce in the world (The Japanese Chamber of Commerce in Bangkok, 2015). In addition, Japan is Thailand's main trading partner with 10% of total exports and 20% of total imports (Tradingeconomics, 2015).

In order to have good cooperation in doing business internationally, understanding the culture uniqueness of particular country is essential. Culture is usually related with motivation, value, belief, decision making and behavior of people in the country. Because employees are one of the most valuable asset of company in driving company successes, understanding employee's work motivations is required. Work motivations affect employee's work style and work performance. If company understand work motivations of their employees and business partner in other countries, company could adapt and develop effective human resource management strategy for particular group of people and prepare proper strategy to coordinate with other country

smoothly. In addition, Japan is one of the countries that success in doing business and well developed, Thais could learn about work motivations of Japanese and take as a role model in working and doing business.

The scope of this study is mainly focuses on different work motivations of Thai and Japanese employees based on Herzberg's two factor theory (1987) that divided human motivations into two categories, intrinsic and extrinsic motivation. Firstly, this study will gather related information, theories and journals as secondary data which review in the next chapter and then collect information about work motivations of Thai and Japanese employee from the group sample through questionnaire and interviewing method as primary data in order to learn and analyze the results.



CHAPTER II

LITERATURE REVIEW

This study aim to learn about differences of Thai and Japanese white-collar work motivation which could be explained by many reasons, mainly are the culture differences. In order to understand more about work motivation and culture differences, literature reviews on related journals and articles are one of the essential sources of information.

2.1 Human Motivation

Today, there are many psychological frameworks explained about human motivation by different viewpoints such as incentive theory, cognitive theory and needs theory. Content theory, the other name of needs theory, is focused on motivations that fulfilled human needs. Or as Pritchard and Ashwood (2008) defined that needs theory is the process used to allocate energy to maximize the satisfaction of needs. Maslow's hierarchy of needs, Alderfer's ERG theory, McClelland's theory of needs and Herzberg's two-factor theory are categorized as the needs theories.

2.2 Herzberg's Motivators and Hygiene theory (Two factor theory)

The two-factor theory is needs theory developed by psychologist Frederick Herzberg during 1950 and 1960. Herzberg explained in the published article (1987) about his two factor theory that mainly focused on essential factors in the workplace linked with job satisfaction and dissatisfaction, draw from sample of 1,685 employees in the different fields and conditions. The finding of his studies suggests that factors that produce job satisfaction and job dissatisfaction are separated, not opposite of each other. The opposite of satisfaction is no satisfaction. The opposite of dissatisfaction is no dissatisfaction.

To understand behaviors of people in their job, according to Herzberg (2003), he explained about human needs that he categorized into two different groups. One group of needs can be thought of as senses for surviving of humankind's animal nature, the built-in drive to avoid pain from the environment, include all the learned drives which become conditioned to fulfill the basic biological needs. For example, hunger, a basic biological drive, makes it necessary to earn money, and then money becomes a specific drive. The other group of needs related to the uniqueness of human characteristic and ability on achievement to experience psychological growth.

The stimulations for the growth need are tasks or job content in the organization setting, that push up person's growth. On the other hand, the stimulations inducing pain-avoidance behavior are found in the job environment. Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something. The results show that intrinsic motivators were the primary cause of satisfaction, and hygiene factors were the primary cause of job dissatisfaction. The intrinsic motivators and hygiene factors that fulfilled each group of needs is shown as table 2.1 below.

Table 2.1 Component of Satisfiers Motivators and Hygiene Factors

The growth or Satisfiers Motivators (Intrinsic factors)	The dissatisfaction or Hygiene Factors (Extrinsic factors)
<ul style="list-style-type: none"> - Achievement - Recognition - The work itself - Responsibility - Career Advancement - Personal growth 	<ul style="list-style-type: none"> - Company policies - Quality of supervision - Relationship with supervisors, peers and subordinates - Work conditions - Salary - Status - Job security

From Herzberg's Motivators and Hygiene theory, there is brief definition of each factor (Ruthankoon R. and Ogunlana S., 2003) explained as follow:

- *Achievement*. Positive achievement events are stories of job success or solution on problems such as solving a difficult problem, finishing a project before the planned schedule. In contrast, bad events of achievement are project failed, no work progress, decision making failed and schedule delayed.
- *Recognition*. Recognition could come from supervisors, peers, and subordinates. Positive recognitions happen when employees are praised or their ideas are accepted. Negative recognitions include criticism, blame or their good idea is overlooked.
- *The work itself*. Events related to tasks and assignments are too easy or too difficult, included tasks that cause interested or boredom feeling. An example of good events is some task that make employees feel challenged.
- *Responsibility*. This is about given responsibility or decision freedom on employee's tasks or assignments. For example, supervisor allows their subordinates to design and manage their team project by themselves. An opposite event is employee who not allowed to make any decision but had to ask for approval from manager before doing something every time.
- *Career Advancement*. This includes expected or unexpected promotion as positive advancement. In contrast, negative advancement is demotion or failure to get expected promotion.
- *Personal Growth* is the possibility and chance that employee can be promoted and opportunities in learning new skills, techniques or advanced skills such as training, workshop, and field visiting.
- *Company policies*. Good or bad organizational policies affect employee's satisfaction and dissatisfaction. For example, policies that consider not only organization benefit but also employee benefit could lead to higher job satisfaction.
- *Quality of supervision*. Characteristics and leadership of supervisor such as willingness to delegate responsibility or to teach, high competency and fairness are components of a good supervisor. On the other hand, unwillingness to teach, incompetence and unfairness are characteristics of bad supervisor.

- *Relationship with supervisors, peers, and subordinates.* This factor is about a personal and working interaction between a person and other people that he/she works with. Smooth cooperation, interaction and discussion with open minded are the example of good relationship experiences.
- *Work conditions.* Physical environment at the workplace, good or bad, enough or not enough facilities, and too much or too little work are included in this factor.
- *Salary.* This factor is about increasing and decreasing of salary or wages. An example of a good event is salary that appropriate to the work condition.
- *Status.* This could be some signs or appurtenances of stature such as personal office, secretary, and cars.
- *Job security.* This factor is about events related to signs of presence or absence of job security.

According to Herzberg (1987), hygiene factors are what cause dissatisfaction among employees in a workplace. In order to create a healthy work environment, company need to eliminate dissatisfaction that caused from lacking of hygiene factors such as paying reasonable wages, ensuring employees job security and creating a positive culture in the workplace. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other part would be to increase satisfaction in the workplace. This can be done by improving satisfiers motivators which could motivate an employee to higher performance. Herzberg also further classified as example that if you perform a work because you have to then that is classed as "movement", but if you perform a work because you want to then that is classed as "motivation". Herzberg thought it was important to eliminate job dissatisfaction before going to create conditions for job satisfaction because it would work against each other as shown in figure 2.1.

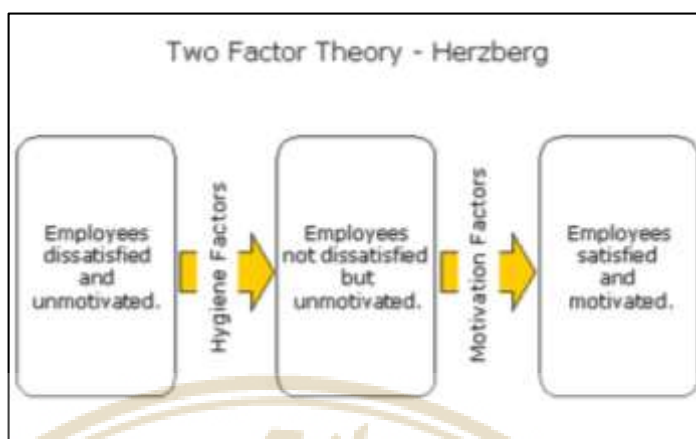


Figure 2.1 Two Factor theory – Herzberg (Procedure)

Source: "Summary of Herzberg's Motivation and Hygiene Factors. Abstract". Value Based Management

According to the Two-Factor Theory of Herzberg (as cited in Value Based Management, 2014), there are four possible combinations.

- High hygiene and high motivation together are the best possible situation where employees are highly motivated and least complaints.
- High hygiene and low motivation together mean employees have few complaints but are not highly motivated. Employees work for external factors.
- Low hygiene and high motivation together mean that employees are motivated but have a lot of complaints. The job is exciting and challenging, but salaries and work conditions are not reasonable.
- Low hygiene and low motivation together mean employees are not motivated and have many complaints. This could be considered as the worst situation.

2.3 The theory of cross cultural dimensions

In the words of British anthropologist, E.B. Tylor said "Culture is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society." (Tylor 1870; cited by Spencer-Oatey, H. 2012). The culture is influenced by many groups of people

that now make up the country. Countries are growing at the same time as its cultural diversity (Zimmermann K., 2015).

In order to analyze work motivations differences between Thais and Japanese, understanding the cross cultural dimension is required. Geert Hofstede (2005) developed framework to explain cross cultural which are Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long-Term Orientation, and Indulgence. He studied and provided score in 6 dimensions of culture for each country published in his website for further study and research purpose.

As figure 2.2 below, comparing between Thailand and Japan in Hofstede's 6 dimensions, there are not much differences in Power Distance and Indulgence dimension but more contrast in Individualism, Masculinity, Uncertainty Avoidance, Long-Term Orientation dimension.

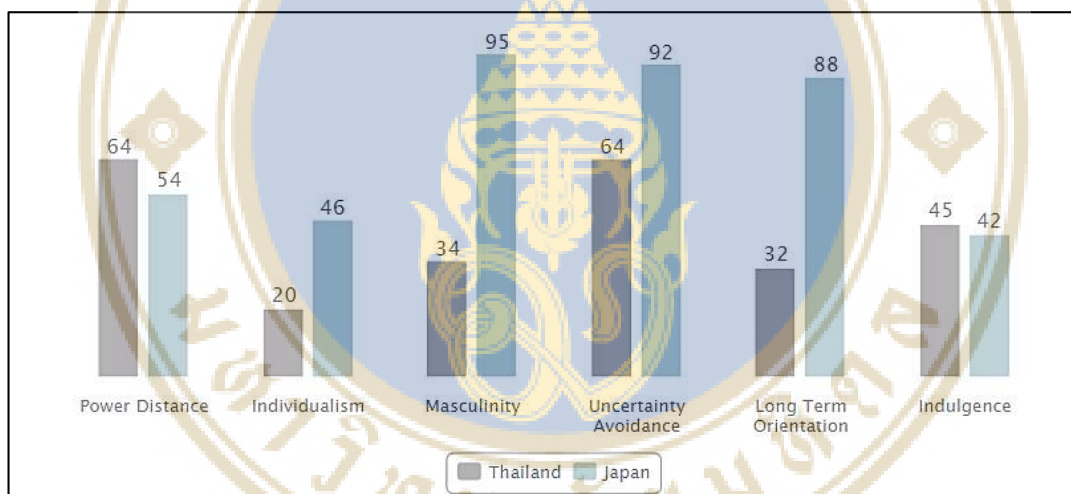


Figure 2.2 Hofstede's cultural index in 6 dimension of Thailand and Japan

Source : Research and VSM (<http://geerthofstede.eu/research--vsm>)

2.3.1 Power Distance

This dimension expresses the degree of equality in society, nation or organization. People in societies exhibiting a high rate of Power Distance accept a hierarchical order in which everybody has their own place and needs no further justification. In contrast, societies with low Power Distance, people will strive to equalize, the power distribution and justification for power inequalities.

Thailand index (64) is slightly higher than Japan index (54) which could explain by many reasons. Thailand and Japan are under the rule of King for a long time. There is seniority system in society and country such as government power and respecting to older people. Thai and Japanese are concerned about this issue and pay attention not to create conflict regarding power distance issue.

2.3.2 Collectivism

The high side of this dimension called individualism, can be defined as taking care of only themselves and their immediate families. Its opposite, collectivism can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.

Thailand scored 20 while Japan scored 46 which can define that Thailand are collectivism country and Japan could consider as a middle point between individualism and collectivism. Japan are developed countries with higher population density than Thailand (336: 131, Worldometers, 2015). Moreover, Japan has natural disaster rate higher than Thailand based from EM-DAT The International Disaster Database (2015). This could lead to intense competition in Japanese business. Case studies of disaster survivors of Withey in 1962 (as cited in Grossmann, I., & Varnum, M. E. W., 2014) suggest that disaster induced anxiety and stress lead to less focus on social-contextual information. Thus, disaster rate could be one of the reasons of higher individualism of Japanese when compare with Thailand (Figure 2.2)

2.3.3 Masculinity

The Masculinity dimension in the society level represents as more competitive, a person prefers for achievement, heroism, assertiveness and material rewards for success. Its opposite, femininity in the society level is more consensus-oriented, a person prefers for cooperation, modesty, caring for the weak and quality of life.

From the Hofstede's finding, this is the highest contrast dimension between Japanese and Thais. Japanese are work very hard for their personal and company success. Thais, considered as feminism, have the way of working that soft, compromising and concerning about well-being of other people.

2.3.4 Uncertainty Avoidance

The Uncertainty Avoidance dimension is the degree of uncomfortable feeling that people in the society have toward uncertainty and ambiguity situation. Countries with a high level of uncertainty avoidance are maintaining the way they think and act with structured. In contrast, low level of uncertainty avoidance people are more relaxed and flexible with uncertainty situation.

The Uncertainty Avoidance index of Japan is higher than Thailand. This could mean that Japanese employees are concern about sticking to the plan, reliability source of information, a controllable risk in doing business and making a decision. On the other hand, Thai employees are work with higher flexibility.

2.3.5 Long-Term Orientation

Long-Term Orientation dimension is value oriented toward the future such as persistence and saving for future benefit. Short-Term Orientation dimension is value oriented toward the past and present such as respecting the traditional and norms.

In this dimension, Japanese are long term orientation with score 88 which much higher than Thais scored 32 which could consider as short-term oriented. From my own experiences and discussion with Thais and Japanese friends, time is valuable for Japanese in doing business, they tend to spend personal time working with strict schedule and clear plan while Thais are more relaxed with the work. Hofstede is further explained that Thais are focused on achieving quick results while Japanese are see their life as a very short moment in a long history of mankind. They do their best in their lifetime, not to make short term profit but to serve the stakeholders and society at large for many generations to come.

2.3.6 Indulgence

Indulgence dimension is allowing for a free gratification of basic and natural human drives in enjoying life and having fun. The other side is restraint dimension which is society suppression in the gratification of human needs and regulates it by social norms.

There are only small difference in this dimension between Japan and Thai (42:45) which are more on restraint side. Both Thais and Japanese are Asian that tend to be restraint society (Hofstede G., 2011).

2.4 Conclusion

From Huang and Van De Vliert study in 2003, there are correlation between intrinsic job motivators and job satisfaction in wealthier countries and in countries with better social welfare systems. Extrinsic or hygiene factors as a fundamental requirement in terms of survival are being less important and intrinsic motivators of jobs being more important for employees.

Based on analyzing country development of Thailand and Japan and Huang and Van De Vliert study (2003), Japan which considered as advanced economic and development country with good social welfare systems, Japanese employees tend to focus more on intrinsic motivation. While Thailand considered as developing country, Thai employees are tend to focus more on extrinsic motivation.

Moreover, in term of the cultural dimension, Huang and Van De Vliert also found correlation between individualism and power distance cultural as moderators of the relationship between intrinsic job characteristics and job satisfaction as in figure 2.3. Japan has higher individualism and smaller in power distance comparing with Thailand, hence Japanese are tend to focus more on intrinsic job characteristics for higher job satisfaction while Thais are tend to focus more on extrinsic job characteristics.

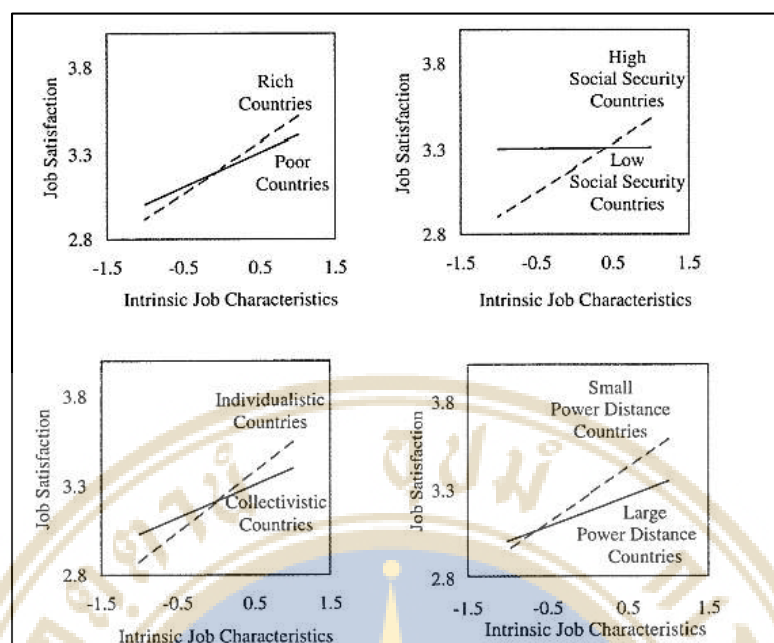


Figure 2.3 National wealth, social security, cultural individualism, and cultural power distance as moderators of the relationship between intrinsic job characteristics and job satisfaction

Source: Huang, X., and Van De Vliert, E., 2003

After analyzing the literature review about human motivation focusing on Herzberg's motivation theory and cross cultural dimension of Thai and Japanese, there are some correlation based on Huang, X., and Van De Vliert, E. study that support objective of this study in analyzing and explaining about work motivation differences among the two countries.

The main objective of this study is to answer questions as follow:

- Which motivation factors from Herzberg's Motivation theory could motivate Thai and Japanese white-collar employees in working?
- Which factors are the top 5 work motivations of Japanese and Thai white-collar employees based on Herzberg's Motivation theory?
- What are the most effective work motivations factors of Japanese and Thai white-collar employees based on Herzberg's Motivators and Hygiene theory?
- How work motivations factors of Japanese and Thai white-collar employees are different?

CHAPTER III

METHODOLOGY

To answer about work motivations of Thai and Japanese employees in this study, the process divided into two parts. First is a questionnaire to collect quantitative data about Japanese and Thai work motivations. The second method is interviewing as qualitative information that help in understanding and in-depth analyzing in according topics.

3.1 Questionnaire method

3.1.1 Respondents selection

With the purpose of this study, to learn about working motivation of Thai and Japanese employees as employees are the main resource in contributing company successes, the group samples were divided into two groups which are 20 Japanese and 20 Thai white-collar employees that work base in the back office which include staff and management level. They could work in any industries and companies that looking for profitable growth. Thai samples are Thai nationality people who currently working or have experiences worked in Thai companies in Thailand. And, Japanese samples are Japanese citizenship who currently working or have experiences worked in Japanese companies in Japan. They need to have minimum one year working experience in the company so that they can understand and be able to assess working culture of their countries.

3.1.2 Develop questionnaire

In order to know work motivations of Thai and Japanese white-collar employees based on Herzberg's two factors theory, the questionnaire was designed to investigate Satisfiers Motivators (intrinsic motivators) and Hygiene Factors (extrinsic

motivators) of employees who work in the organization. For Intrinsic factors, there are 6 items, Achievement, Recognition, The work itself, Responsibility, Career Advancement and Personal growth. And Extrinsic factors combined with 7 items which are Company policies, Quality of supervision, Relationship with supervisors, peers and subordinates, Work conditions, Salary, Status, and Job security. The total is 13 factors. All factors from Herzberg's motivation theory will place randomly without telling whether they are intrinsic or extrinsic factors. And for better understanding, there will be definition and example situation put together with each motivation factor in the questionnaire which modified from research that studied about Herzberg's two factors theory (Worthleya et al 2009). There are two versions of questionnaire, English language with Japanese definition in each motivator for Japanese group sample, and Thai language version for Thais group sample.

Employees as group sample were asked to do online questionnaire to assess how well each factor could motivate them in working in the organization as five level scales which are Not motivated, Slightly motivated, Moderately motivated, Highly motivated and Very highly motivated. The factors that could motivate sample are expected to have an impact on their working lives such as job satisfaction, performing for better productivity, reducing turnover and absenteeism rate and increasing of organization commitment. The collected data will summarize as an average score, then rank in order to find the most effective motivation factors and compare between Thai and Japanese respondents to find the differences.

Questionnaire question list:

- How well do factors below could motivate you in working in the organization? (Rating scale in each motivator in five level, start from Not motivated is score 1, Slightly motivated is score 2, Moderately motivated is score 3, Highly motivated is score 4 and Very highly motivated is score 5)

Table 3.1 Work motivation factors and description

Personal growth	Relates to the personal development of the employee while in the company.
Relationship with supervisors, peers and subordinates	Refers to the health of the relationship of the employee with his/her peers (horizontal) or superiors (vertical).
Salary	The amount of remuneration given to the employees in exchange for services rendered for the company.
Responsibility	The relative weight or importance of job responsibility being given to the employee.
The work itself	The nature of the work itself; whether it is bringing out the best of the employee or not.
Quality of supervision	The ability of the employee's superiors to guide him/her in carrying out the job properly or guiding the organization to a brighter future.
Job security	The company's assurance for continued employment.
Career Advancement	The ability of the employee to grow (in terms of promotion) within the organization.
Work conditions	The physical condition of the workplace, in terms of safety, convenience, provision of proper work equipment, etc.
Achievement	The sense of doing something worthwhile; that is, work that is done for the benefit of the greater good or for a worthy cause.
Company policies	The soundness of the organization's policies and the fairness of its implementation across the entire organization.
Status	The status or image of the employee's job.
Recognition	Praised, complemented or accepted on employee's work and idea from supervisor, peers, and subordinates.

- The last part of the questionnaire will ask about general information about respondents which are nationality, gender, age, education, salary range and working industry. Collecting particular data in order to understand and explain further about the finding.

3.2 Interview method

After knowing work motivations factors among Thai and Japanese employees, in order to analyze and explain the finding, open-ended questions are developed to gather more specific information about group sample's work motivations based on their personal opinion, experiences and feeling. The benefit of qualitative data collecting method is freedom of the interviewees in giving an answer by open-ended questions. The question and answer are specific and detail focused on meeting the study objective.

The subjects for this method are selected from group sample that completed questionnaire mentioned above and gave answers aligned with the majority the most. 3 Japanese and 3 Thais are selected to represent each sample group. For Japanese interviewees which live in Japan, interviews are conducted by conference call take approximately 20 minutes. And for avoiding interview bias, a conference call is conducted with Thais interviewees as well. However, there are limitations of conference call interview. The interviewer is unable to observe body language and facial expression of interviewees. While interviewing, I use probing technique to gain clarification to ensure and understand the answers that interviewees are trying to say. And, all interviews are voice recorded and then transcribe preparing for the analysis process and recheck the information to ensure message consistency.

The first question is asking about working culture in their country to understand and link it with work motivations. The second question is asking about interviewee's personal satisfaction toward a current job, what they like and dislike about their job, to understand interviewees current work situation and what could make them satisfied and unsatisfied. The third question is an open question for interviewees to share opinions about the best situation that could motivate the employees which could be from their own experience or expectation. Having example situation of effective working motivation will allow me to have a clearer picture about subject's motivation factors. And in the last question, interviewee asked to explain further about the answers they gave in the questionnaire at the first part about their top 3 motivators so that I am able to know their personal reason in assessing each work motivation factors.

Open-end question list:

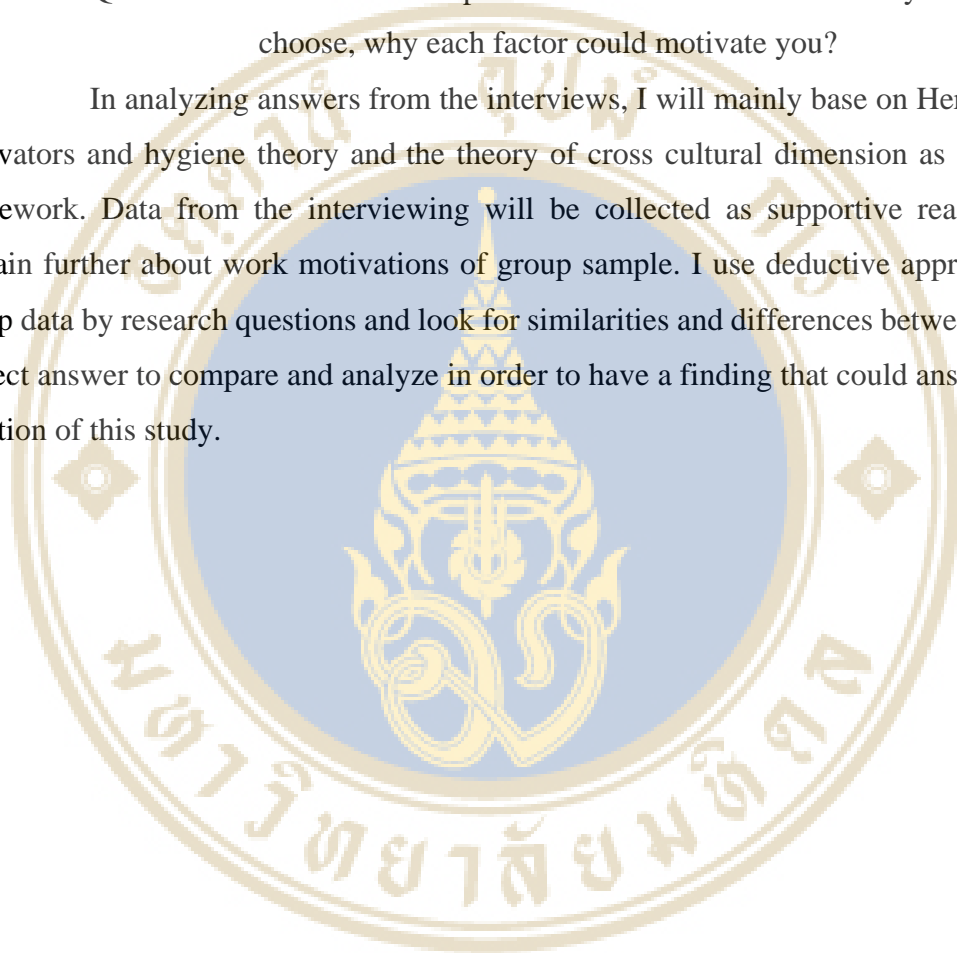
Question 1 : In your opinion, what is the working culture in the organization of your country?

Question 2 : Do you satisfied with current job? Why?

Question 3 : Could you example situation that you feel best motivates the employees?

Question 4 : From the first top 3 ranked motivation factors that you choose, why each factor could motivate you?

In analyzing answers from the interviews, I will mainly base on Herzberg's motivators and hygiene theory and the theory of cross cultural dimension as support framework. Data from the interviewing will be collected as supportive reasons to explain further about work motivations of group sample. I use deductive approach to group data by research questions and look for similarities and differences between each subject answer to compare and analyze in order to have a finding that could answer the question of this study.



CHAPTER IV

DATA ANALYSIS

After finished collecting data from 20 Japanese questionnaire respondents, 20 Thais questionnaire respondents, 3 Japanese and 3 Thais in interview method, the data findings are divided as below to explain and analyze based on Herzberg's motivators and hygiene theory and supported by the theory of cross cultural dimensions.

4.1 Thais questionnaire respondents' demographic profile

- Gender: Mostly there are females which counted as 70% of the sample and males are 30%.
- Age: 65% of the sample's age are between 27-35 years old , 30% are between 18-26 years old and 1 person is between 35-59 years old.
- Education: 70% are bachelor's degree graduated and 6 % are master's degree graduated.
- Average monthly salary: 15% got 35,000 - 50,000 Baht/month, 50%, most of the samples, got salary around 20,000 - 35,000 Baht/month, and 15% got 10,000 - 20,000 Baht/month.
- Working industry: 30% are working in wholesale/retail industry, 20% in IT industry, 20% in services industry and others are in transportations/ logistics, accounting/finance, manufacturing, and education section.

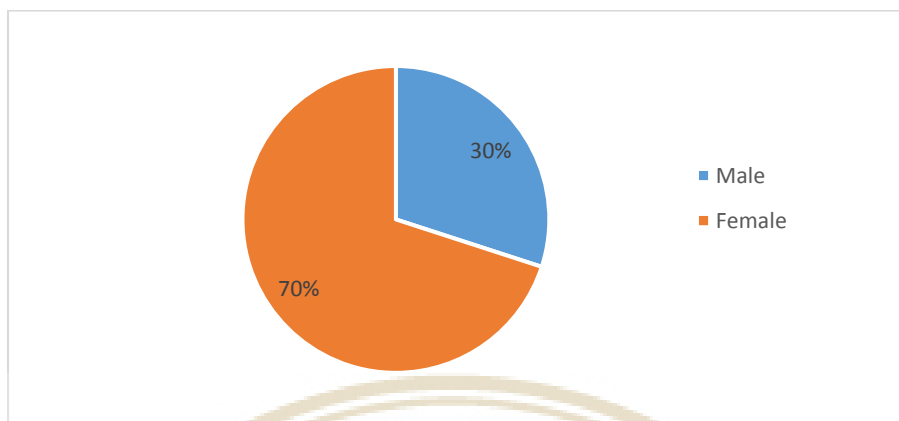


Figure 4.1 Gender of Thais group sample by percentage

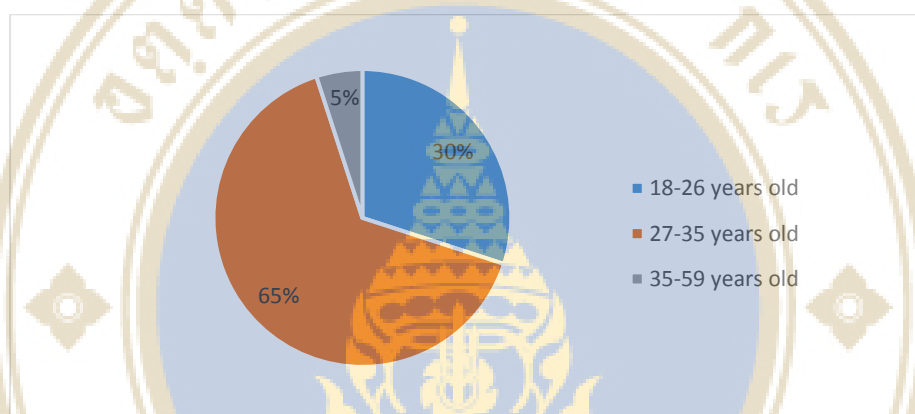


Figure 4.2 Ages of Thais group sample by percentage

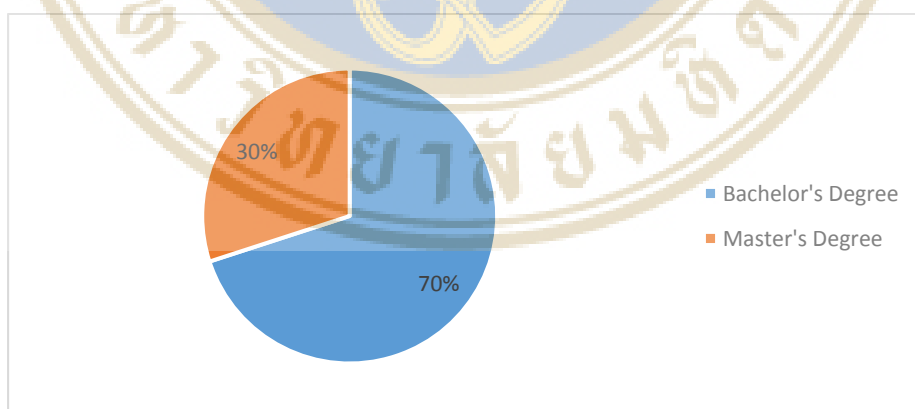


Figure 4.3 Education of Thais group sample by percentage

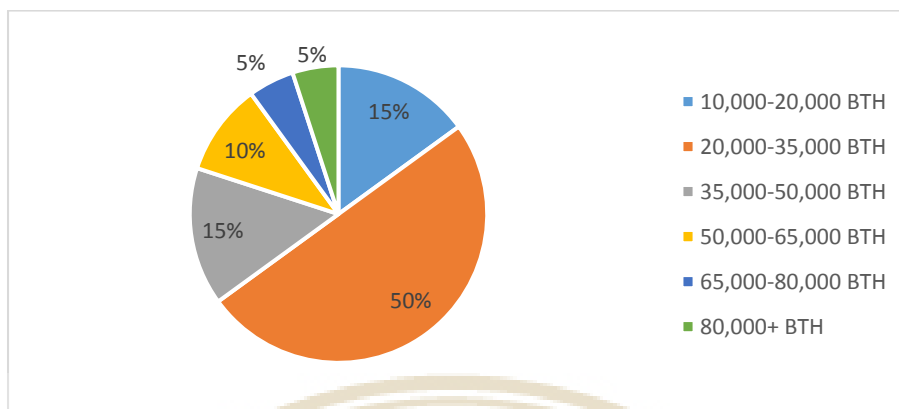


Figure 4.4 Salary of Thais group sample by percentage

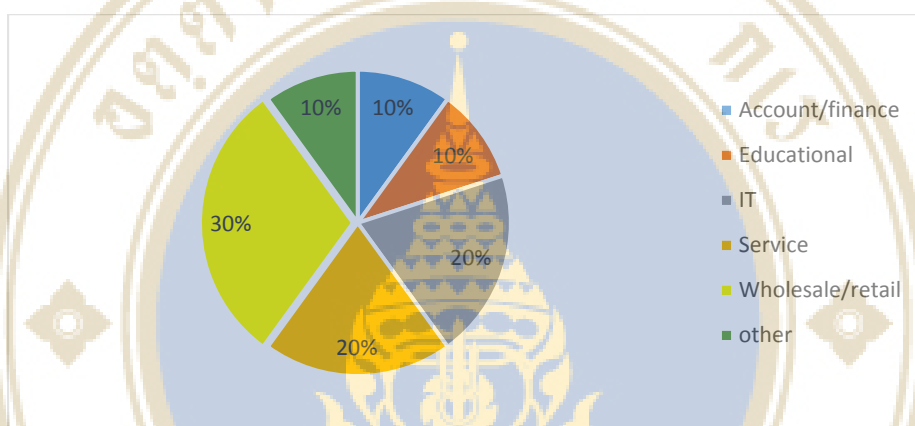


Figure 4.5 Working industry of Thais group sample by percentage

4.2 Thai questionnaire respondents' motivation factors

From the questionnaire, motivation factor that could motivate Thai employees in working is extrinsic motivator which got 4.2 average scores out of 5, higher than intrinsic motivator that got 4.06 average score out of 5. The result also shows that motivator that could motivate Thais employees the most is Salary, the second rank is Relationship with supervisors, peers, and subordinates, the third rank is The work itself, the fourth and the fifth rank are Quality of supervision and Personal growth as shown in figure 4.6.

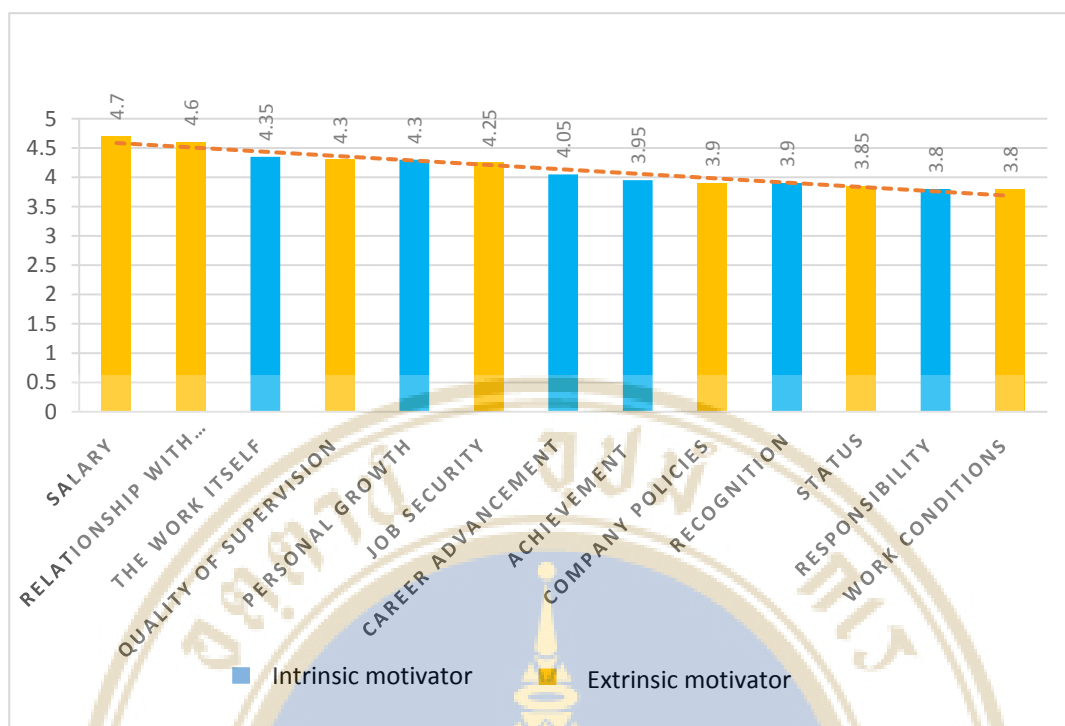


Figure 4.6 Motivators Average score of Thais group sample

4.3 Japanese questionnaire respondents' demographic profile

- Gender: Mostly there are males which counted as 75% of the samples and females are 25%.
- Age: 60% of the sample's age are between 27-35 years old, 30% are between 18-26 years old and 10% person is between 35-59 years old.
- Education: 70% are college graduated, 25 % are bachelor's degree graduated and 5% are master's degree graduated.
- Average monthly salary: Most of the sample, 45%, got salary around 290,000 - 450,000 Japanese yen/month, 25% got 30,000 - 130,000 Japanese yen/month, 15% got 130,000 - 290,000 Japanese yen/month and another 15% got 450,000 – 610,000 Japanese yen/month.
- Working industry: 35% of sample are working in transportations/logistics industry, 20% in IT industry, 15% in services industry, 10% in accounting/finance and the others are in educational, food/beverage/restaurant, health Care/hospital and wholesale/retail which counted as 20%.

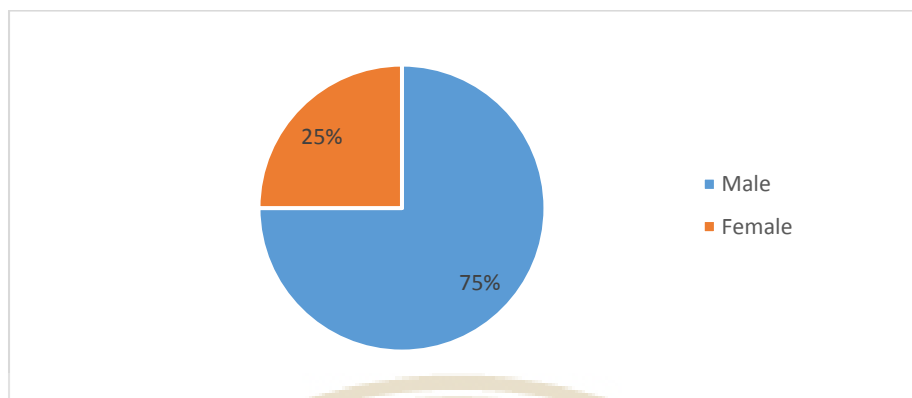


Figure 4.7 Gender of Japanese group sample by percentage

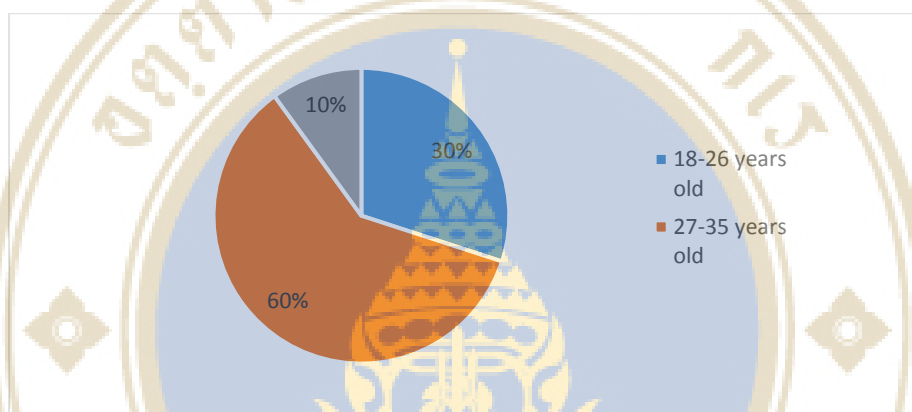


Figure 4.8 Ages of Japanese group sample by percentage

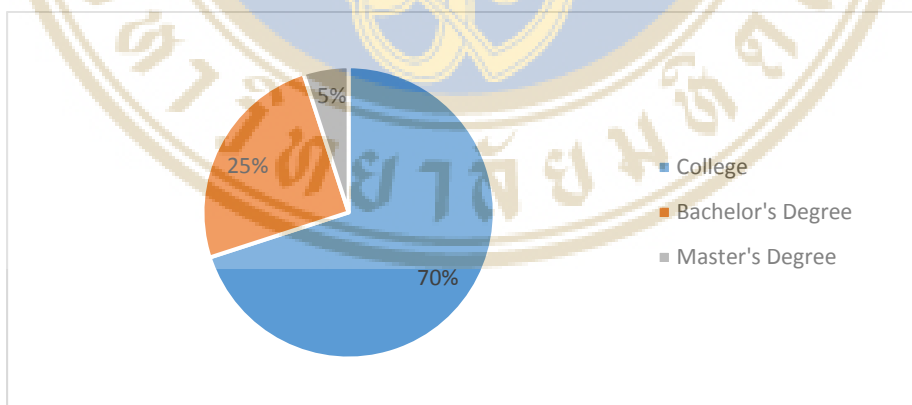


Figure 4.9 Education of Japanese group sample by percentage

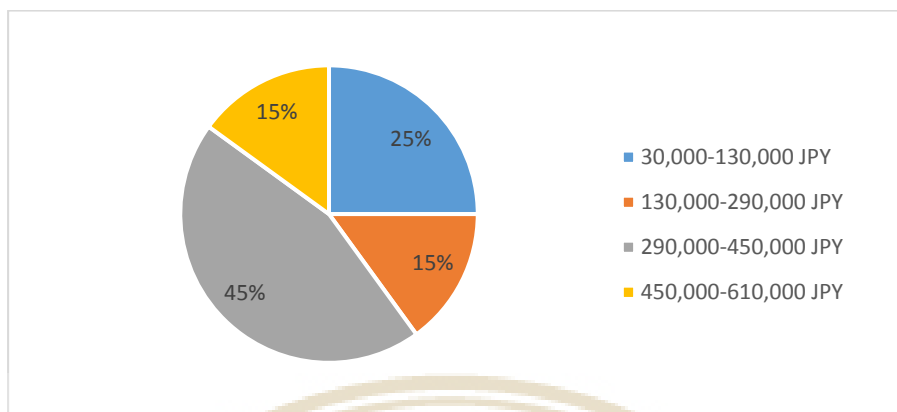


Figure 4.10 Japanese group sample salary by percentage

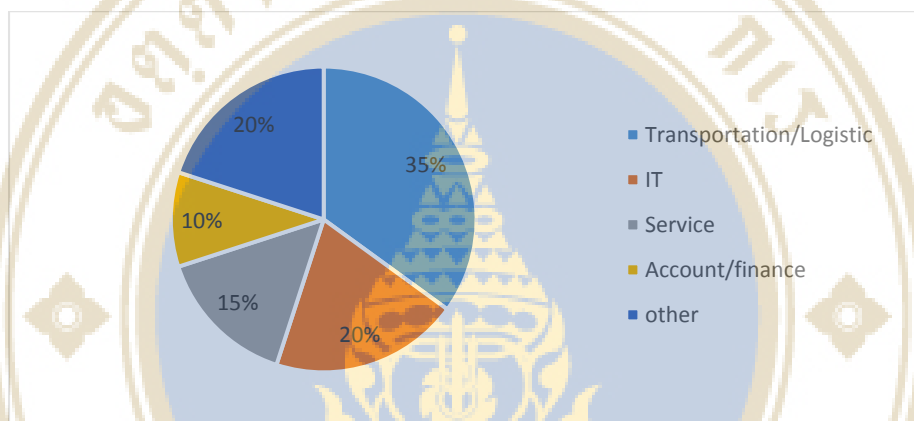


Figure 4.11 Working industry of Japanese group sample by percentage

4.4 Japanese questionnaire respondents' motivation factors

According to information from the questionnaire, motivation factor that could motivate Japanese employees in working is intrinsic motivator which got 4.16 average scores out of 5 higher than extrinsic motivator that got 3.69 average score. The result show that motivator that could motivate Japanese employees the most is Salary, the second rank is Achievement, the third rank is Career advancement, the fourth is the Work itself, and the fifth is Personal growth as figure 4.12.

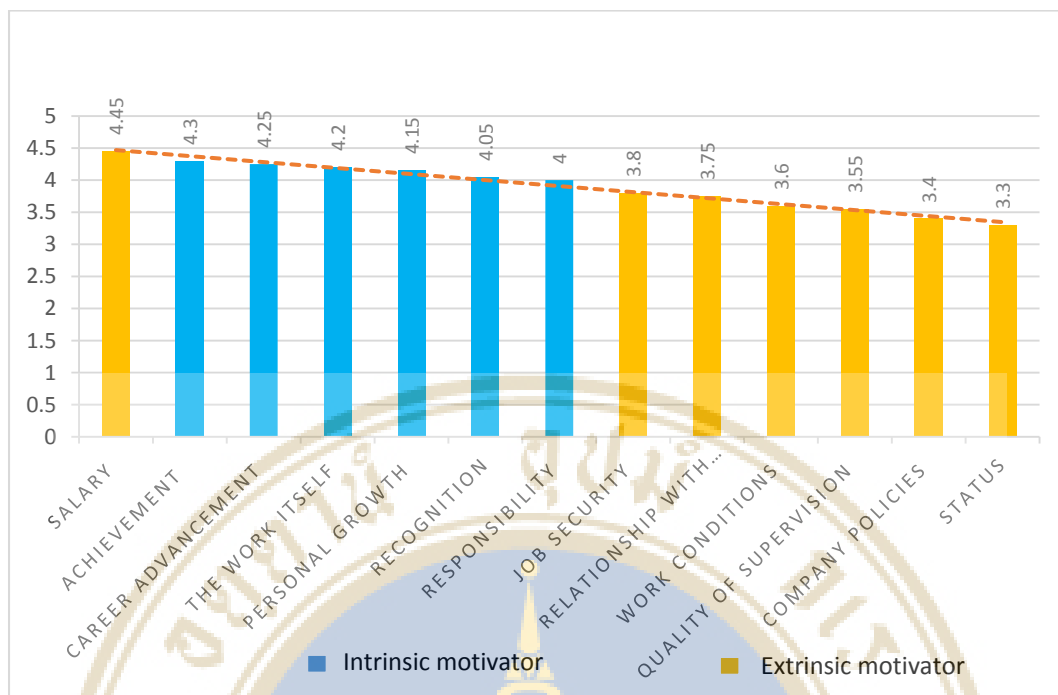


Figure 4.12 Motivators Average score of Japanese group sample

To sum up, motivation factors of Thais and Japanese could rank by an average score as table 4.13. As a result, salary is the first rank for both Thais and Japanese. In the top five ranking of Thais, there are three extrinsic motivators and two intrinsic motivators. And, Japanese, there are only one extrinsic motivator and the rest are intrinsic motivators.

Table 4.1 Motivation factors of Japanese and Thais ranked by average score from questionnaire

Rank	Thais	Japanese
First	Salary	Salary
Second	Relationship with supervisors, peers and subordinates	Achievement
Third	The work itself	Career Advancement
Fourth	Quality of supervision and	The work itself
Fifth	Personal growth	Personal growth

4.5 Motivation factors analysis comparing between Thais and Japanese

Analyzing and comparing the result from Thai and Japanese group sample based on Herzberg's motivators and hygiene theory. Data from the questionnaire show that all factors from Herzberg's two factors theory could motivate Japanese and Thai employees more or less. All motivation factors got the score higher than 3, moderately motivate and highly motivate and strongly high motivate, either they are intrinsic or extrinsic motivators.

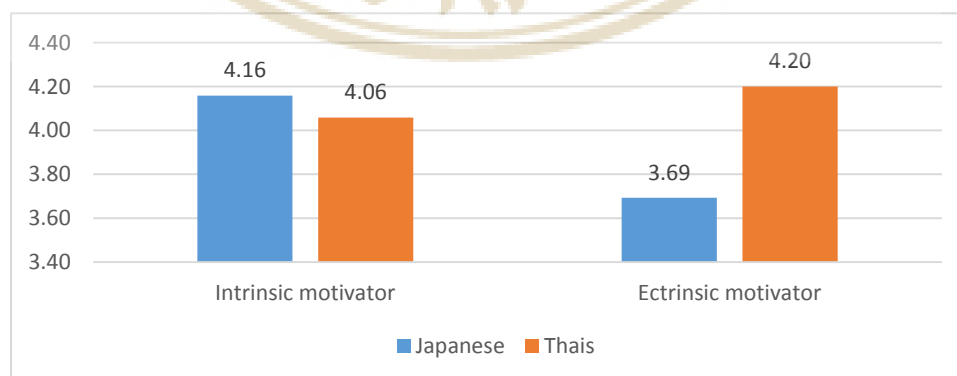


Figure 4.13 Intrinsic and extrinsic motivators average score of Japanese and Thais

Japanese have a higher average score in intrinsic motivator than Thais. In contrast, Thais have a higher average score in extrinsic motivator than Japanese (Figure 4.14). This finding reconfirm the study of Huang and Van De Vliert (2003), that countries with better social welfare systems tend to focus more on intrinsic job motivators while extrinsic factors as a fundamental survival requirement being less important. Japan considered as advance economic and development country with better social welfare systems such as well-developed medical infrastructure and high safety (OCED Better Life Index, 2015) when compare with Thailand. Japanese employees do not need to mainly focus on hygiene factors because most of them are already fulfilled. They have a high standard of living so they looking for higher level of motivation which is intrinsic motivators. One of Japanese interviewee has mentioned about the public health care system in Japan that how it helps her to spend less of money on her grandmother health care. Japan also has better national wealth when compare with Thailand, statistic from the World Bank website show that GDP of Thailand is \$373.8 billion and Japan GDP is \$4.6 trillion in the year 2014. However, there is slight difference in intrinsic motivators average score of Japanese and Thais. And from Huang and Van De Vliert study also found the positive correlation between individualism and small power distance cultural related with intrinsic job characteristics and job satisfaction. Japanese are more individualism and smaller in power distance when comparing with Thailand. As a result, Japan is more focus on intrinsic job characteristics while Thailand focus on extrinsic job characteristics.

When comparing the differences by factors, Japanese a have higher score in most of the intrinsic motivators than Thais, only The work itself and Personal growth factor that Thais have a higher score. And for extrinsic motivators, Thais have a higher score than Japanese in all motivation factors. After I collected data from interviewing, there are supportive reasons based on interviewees perceptive, experiences and culture toward each motivation factors combined with summary data from questionnaire as explained below.

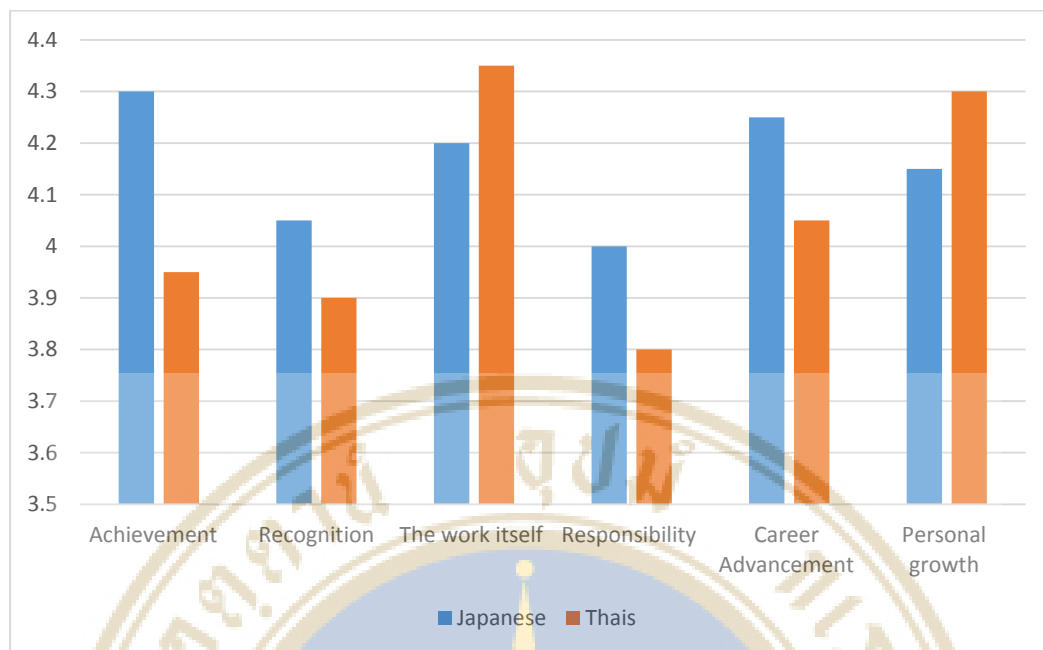


Figure 4.14 Comparison of Japanese and Thais intrinsic motivators

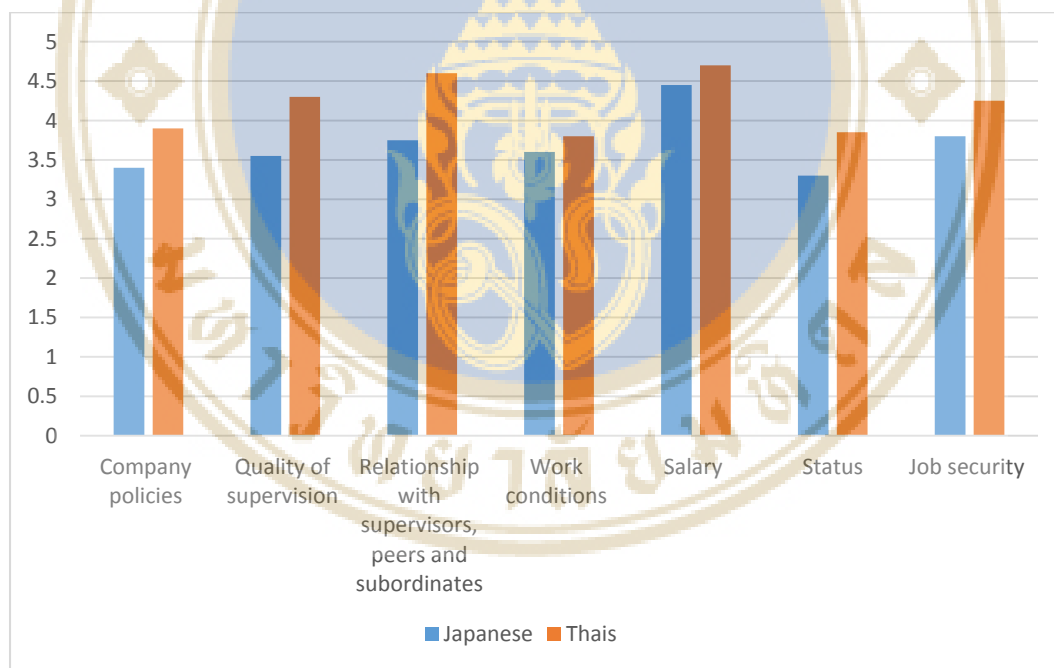


Figure 4.15 Comparison of Japanese and Thais extrinsic motivators

- *Achievement* is the second rank motivator for Japanese and has higher score than Thais. And from the interviews, two of Japanese put achievement as their top motivator as well. First one gave a reason that achievement is the prove of their success, confirming that he is doing the right thing after working so hard and lead to a better future. Another one said that he likes to enjoy the feeling of achievement and celebrating about it after work. They mentioned about Japanese working culture is being self-sacrifice to the team and company achievement.

- *Recognition*. Japanese has a higher score than Thais. One of Japanese interviewee gave example situation that could motivate him in working is realizing of their good intention and good work such as “Thank you” word from customer and compliment from supervisor as a mental reward for his hard work.

- *The work itself*. Thais have a higher score than Japanese. However, this factor considered as one of the top five ranks for both Japanese and Thais group sample, the forth rank for Japanese and the third rank for Thais. One of Japanese interviewee said that if she does the job that she likes, she would be willing to work harder for it and never get bored. One Thai interviewee said that she like to do a job that fit to their background, skills, and abilities so that she can perform the challenging work well.

- *Responsibility*. Japanese have a higher score than Thais. One of Japanese said that punctuality, keeping a promise and being serious about their work are working culture of Japanese. In contrast, Thais interviewees said that Thais working culture is more flexible in a system, working process and reaching a goal. However, there is one of the Thais interviewees explained about how he like his job that have responsibility in the management role, initiate strategy, planning and authority in managing the project to achieve the team goal. Responsibility is his personal motivator.

- *Career Advancement*. This was ranked as the third motivator for Japanese which also have higher score than Thais. And it was mentioned by both Japanese and Thai interviewees. Most of them place importance on this motivator because it related with achievement in their career, higher salary, status and responsibility in an important role. They believe that career advancement will lead to better future.

- *Personal Growth.* The average score of this factor ranked on the fourth for Thais and the fifth for Japanese. And Thais has higher score than Japanese. Some of the interviewees said that they like their job because it let them learn new things and gain new experiences. And they also believe that it was self-value added which related with career advancement, higher salary, higher position and growth in the long term.

- *Company policies.* Thais got a higher score when comparing with Japanese. This factor was mentioned less in the interviewing. One Thai interviewee mentioned that it was one of the reasons that she likes about her current company.

- *Quality of supervision.* Thais got higher score than Japanese. And, it has average score ranked as fourth for Thais. One of Thai interviewee explained that he does not like one of high management level that block and less open for the new idea of subordinates which hard to purpose new idea and work with.

- *Relationship with supervisors, peers and subordinates.* This factor considered as the second rank motivator for Thais and has a higher score than Japanese. This is one of the reasons that make interviewee like their job, having a good team that supports each other. From, Hofstede's cultural dimension, Thais are considered as collectivism than Japanese that are in the middle point between individualism and collectivism. Thais tend to concern about a relationship with coworkers than Japanese. However, Japanese interviewees also said and realize about benefits of a team working in the organization as well.

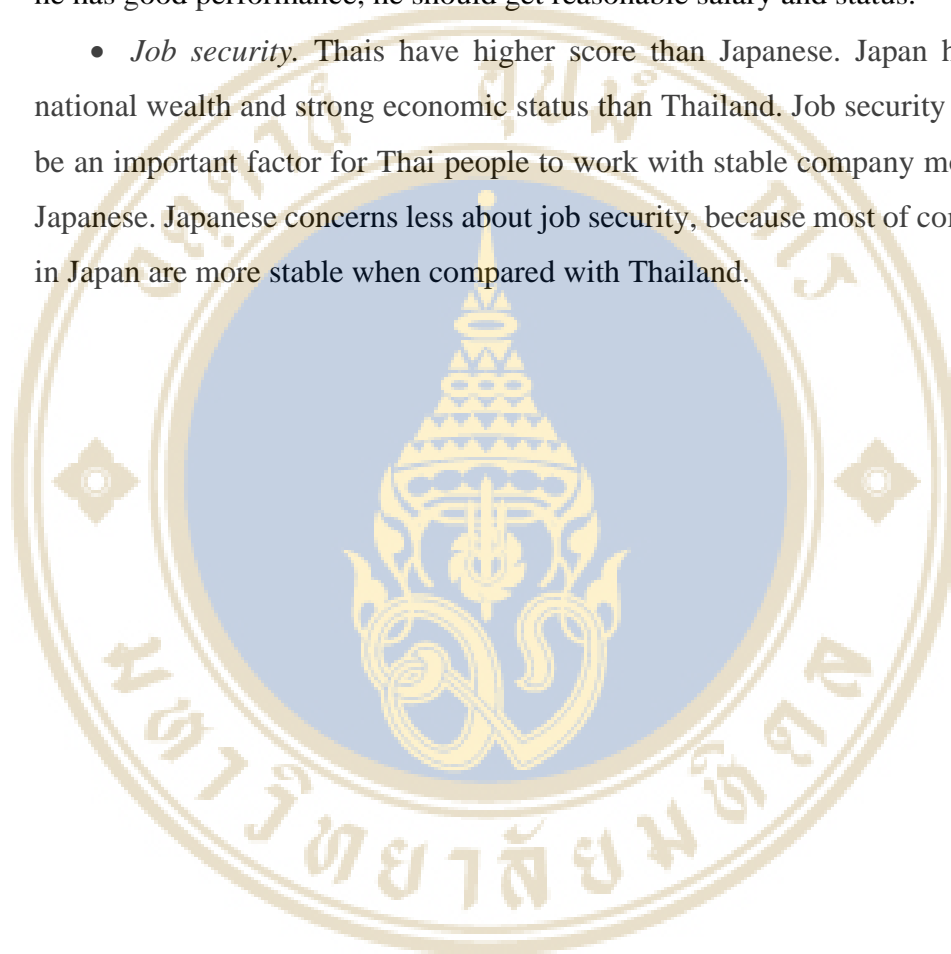
- *Work conditions.* This factor has a higher score for Thais when compared with Japanese. It was not mentioned much in the interviewing. There are one of Thais interviewee said that she likes her current company that going to renovate her office for a better environment and decoration that improve work performance, communication and creativity.

- *Salary.* This factor was only one extrinsic motivator in the top five rank motivators for Japanese. And it was the first rank for both Japanese and Thais, the most important motivation factors for Japanese and Thais employees. Even Japan is the country that have higher GDP than Thailand, salary or money still are essential for them. Most of Japanese and Thai interviewees said that salary

is important for their daily living and having better lifestyle. The money will make their life easier. And, one of Thais interviewee said that increasing of salary certainly motivate her in working.

- *Status*. Thais have a higher score than Japanese. This is another factor that was mentioned less by interviewees. However, it was considered as a factor that related with achievement and career advancement. Thai interviewee said if he has good performance, he should get reasonable salary and status.

- *Job security*. Thais have higher score than Japanese. Japan has well national wealth and strong economic status than Thailand. Job security seem to be an important factor for Thai people to work with stable company more than Japanese. Japanese concerns less about job security, because most of companies in Japan are more stable when compared with Thailand.



CHAPTER V

DISCUSSION

After collecting information from the questionnaire and interviewing, the data findings from the group samples could analyze and discussed as topics below.

Japanese employees are mostly focused on intrinsic motivators while Thais are more focused on extrinsic motivators. From the top five motivators of Thais, there are mixing between extrinsic and intrinsic motivators. There are three extrinsic motivators, Salary, Relationship with supervisors, peers and subordinates and Quality of supervision. Two intrinsic motivators are The work itself and Personal growth. In contrast with Japanese, there are only one extrinsic motivator and the rest are intrinsic motivators. There are relationship between intrinsic job motivation in wealthier and better social welfare systems countries (Huang, X., and Van De Vliert, E., 2003), which similar with the findings of this study about Japanese and Thai group sample. Japan has higher GDP when compare with Thailand, good social welfare systems with well-developed medical infrastructure and high safety. And, one of Japanese interviewees also mentioned about public health care system in Japan that support her in her grandmother's health care expenditure. In contrast, Thailand considered as developing country and has a lower GDP. In consequence, Japanese group samples are more focused on intrinsic motivators while Thais are focused on extrinsic motivators.

Furthermore, in term of the cultural dimension, level of the individualism/collectivism and power distance are related with intrinsic job characteristics (Huang, X., and Van De Vliert, E., 2003). From Hofstede's cultural index in 6 dimensions (Figure 2.2), Japanese are more individualism and smaller power distance when compared with Thais. Therefore, Japanese are tended to focus more on intrinsic job characteristics for higher job satisfaction while Thais are more focus on extrinsic job characteristics which similar to the finding of this study that Japanese samples have higher average score in intrinsic motivators than Thai samples.

The findings also shown that salary is the factor that could motivate both of Thai and Japanese employees most as ranked the highest score from the questionnaire. It was categorized as one of the hygiene or extrinsic motivators that conditioned to fulfill the biological need (Herzberg, 2003). Moreover, it was only one extrinsic motivator that ranked in the top five motivators of Japanese, even though Japan is advance economic country and wealthier than Thailand. From both Thai and Japanese interviewees explained about the importance of money that it is necessary for spending to fulfilling basic human needs in daily life. Moreover, money is one of the keys to achieve higher life standard of human.

Further than the findings that related with the objective of this study, there are some interesting aspects that could point out. From the interviewing found that some motivators are related or lead to another motivation factors (Table.5.1). There are two Japanese and one Thai interviewees said about relationship of personal growth and career advancement. They believe that if they have developed themselves with more skills, abilities, and experiences, they will have more career advancement opportunities. And, two Japanese and one Thais mentioned that career advancement will lead to better status and/or higher salary. They believe that if they success in their career, there will get a better salary, status and higher position in return.

Table 5.1 Motivation factors relationship (From interviewing)

Interviewee	Motivation factors relationship
Japanese 1	- Personal growth > Career advancement > Status and Salary
Japanese 2	- Responsibility > Personal growth - Career advancement > Status and Salary
Japanese 3	- Personal growth > Career advancement
Thais 1	- Personal growth > Career advancement
Thais 2	- Achievement > Career advancement, Status and Salary
Thais 3	- Career advancement > Salary - The work itself > Achievement

CHAPTER VI

RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations

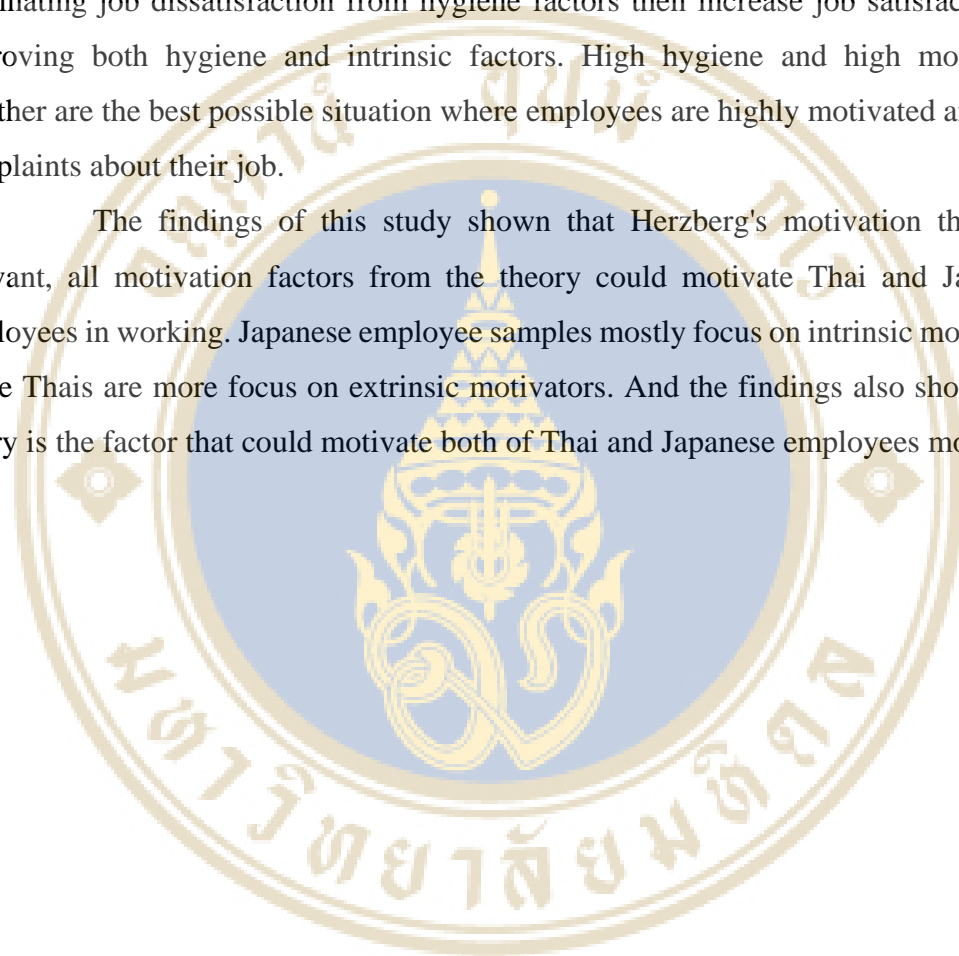
Based on the findings from the study, managers can understand and adapt their company's policies and strategy in human resource management for better employee's motivation that would lead to better work performance, increase employee engagement, reduce turnover and greater company success. From the findings of this study, top five motivators for Thais are Salary, Relationship with supervisors, peers and subordinates, The work itself, Quality of supervision and Personal growth. Meanwhile, motivation factors for Japanese are Salary, Achievement, Career Advancement, The work itself and Personal growth. In practical application, Thai managers should realize about sensitiveness of Thai employees in a relationship with their coworkers and supervisors. Thus, team building activities are a good option in creating good relationship among team member and leader. And for Japanese managers, they should motivate employees by assigning challenging tasks that they are able to achieve it with their skills and abilities. And both of Thai and Japanese managers should notice that salary is one of the most important factors that could motivate employees in working because money is essential in living and having a better life standard. The salary that offered for employees should be competitive when compared within industrial and reasonable with employee's skills, abilities and experiences. And the company should have fair and accurate performance evaluation system that offers proper salary, incentive, rewarding and promoting to attract new talented people to work with the company and also retaining potential employees in the company.

Understanding work motivation of Thai and Japanese employees could gain highly competitive advantage in business expansion to other countries that required to working with local employees. The company can apply company working culture, policies and strategy that align with work motivation of local people to become more effective in dealing, negotiating and working with them.

6.2 Conclusions

This study collected information among Thai and Japanese group sample about employees work motivation by questionnaire and interview method based on Herzberg's Motivation and Hygiene Factors. The theory divided human motivators into two groups which are hygiene factors (extrinsic factors) and satisfier motivators (intrinsic factors). In order to motivate employees, the company should start with eliminating job dissatisfaction from hygiene factors then increase job satisfaction by improving both hygiene and intrinsic factors. High hygiene and high motivation together are the best possible situation where employees are highly motivated and least complaints about their job.

The findings of this study shown that Herzberg's motivation theory is relevant, all motivation factors from the theory could motivate Thai and Japanese employees in working. Japanese employee samples mostly focus on intrinsic motivators while Thais are more focus on extrinsic motivators. And the findings also shown that salary is the factor that could motivate both of Thai and Japanese employees most.



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