

**HOW DOES THE JAPANESE WORKPLACE CULTURE
MOTIVATE AND DISCOURAGE THAI EMPLOYEES IN JAPAN?**



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MOTIVATE AND DISCOURAGE THAI EMPLOYEES IN JAPAN?**

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ABSTRACT

This research aimed to study the cultural environment of Japanese company in Japan under the cultural workplace context which influencing Thai employee motivation who work in Japan. By developing the framework of Hofstede on cultural dimensions and the contradiction in culture context between Thai and Japanese. The result of the differences can manifest to the level of motivation which according to the framework from Maslow's Need Hierarchy Theory.

The research results found the several influencing factors on their motivation to stay and work in Japan. However, when to emphasizing in the specific Japanese workplace culture, it does provide mostly the negative result toward to Thai employee in both senior and junior level. Thai senior and junior employee in Japan faced with cultural issue in difference way which also depend on the ages, experience of the employee and the size of the company. This research provides the recommendation for the Japanese organization and Thai employee who work in Japan to enhance their understanding, prevent the conflict within the organization and create the healthy environment at workplace for both parties.

KEY WORDS: Japanese workplace culture / Cultural conflict / Employee motivation

89 pages

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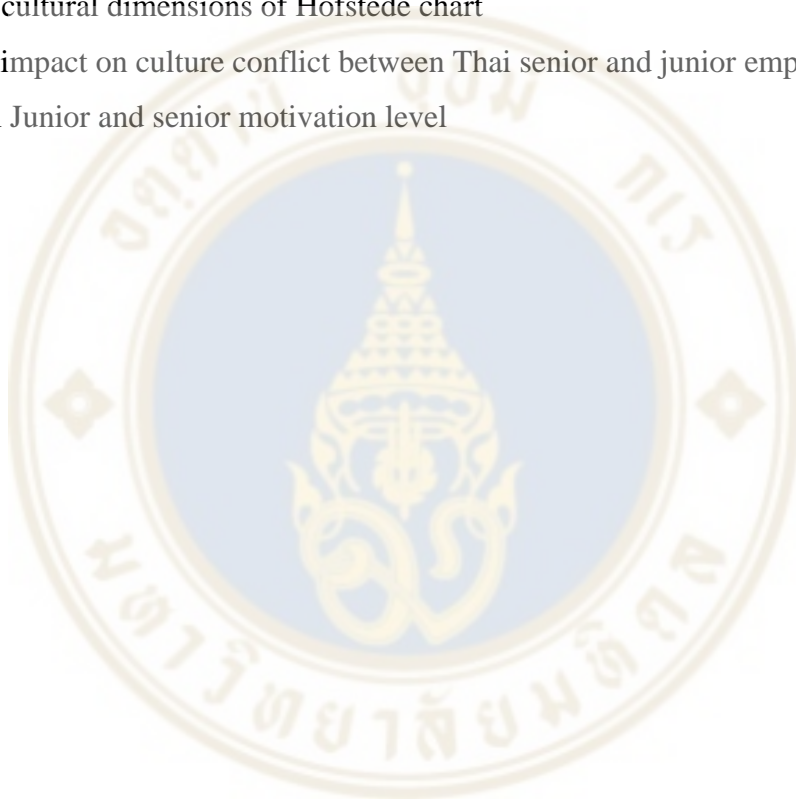
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CHAPTER I

INTRODUCTION

Thailand and Japan have shared the long history since 1593 when the Siamese king Naresuan had 500 Japanese soldiers in his army when he defeated Burmese Crown Prince. The group of the Japanese also settle in Thailand since Ayutthaya period for trading. Also, they continually sharing culture of living to Thais. Thailand and Japan are together contributed the god long diplomatic relations for 130 years (Thai Ministry of Foreign Affairs, 2006). However, Thailand and Japan have different social economic features such as languages, social value, believe and economic system. (Maneekanya and Jidapa, 2016) The national socio-economic entities underline the differences not only national culture but also organization culture. Every company have a distinctive set of norms, values and beliefs which those ideas inherit from the national culture. Also, the Japanese company does contain the specific cultural at workplace which Japanese and Non-Japanese have to face and overcome the cultural barrier.

According to this globalization period which enhances more opportunity for foreigner to employ and work in difference country. Especially, Japan where faced with labour shortage due to the population shrinking and ageing society. Japan start to accepting more foreigner worker to reduce this issue. (Ganelli and Miake, 2015) Japan where is the developed country, high in cutting edge technology, good economic and high security. Those outstanding conditions do attract the numerous foreigner employee from difference countries and one of them is Thai employee.

This research aim to study on the Japanese cultural conflict at the workplace which influencing Thai employee's motivation and discouragement who live in Japan. Employee is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Employees in each organization are the backbone to drive the productivity improvement of every organization. Also, employee motivation is very important for all industries and

essential to the success of any business. However, in Japanese organizations does contain the specific cultural workplace. Consequently, Thai and Japanese do have the difference level in the cultural dimensions based on the Hofstede conceptual framework. Hofstede's dimensions are a convenient approach to highlight possible conflicts between Japanese and Thai at workplace. (Onishi, 2008) The difference in cultural dimension may create the cultural barrier and conflict between Japanese and Thai employee. The cultural conflict will be explained and described in term of the workplace motivation toward to Thai employee.

1.1 Problem Statement and Research Objectives

This study will analyze the differences in perceptions between the Japanese management and Thai employee in Japanese company in Japan, concerning the Japanese management style and possible conflicts that result from these cultural differences. Sources of conflicts are based on the specific Japanese workplace culture approach. Finally, an interview result will identify the perceptions of Thai Senior and junior employee who work in Japan toward to the Japanese workplace culture. This research will determine the cultural fit of Japanese practices to Thai people by based on the cultural dimensions from Hofstede conceptual framework. At the same time, this research will provide the explanation of the cause of employee's motivation and discouragement when to face with conflict in difference of cultural dimensions. The result on the unique Japanese business culture and social practices will also be compare between Thai senior and junior employee to find the similarity and difference.

1.2 Expected Benefits

This research will benefit to the Thai and foreigner employee in Japan and Japanese organization in Thailand and Japan to know the main factors that influence employee job motivation in the Japanese organization. This research can improve the understanding of cultural conflict at workplace and developed the possible solution to improve the understanding between Thai employee and Japanese colleague or

manager. Therefore, the understanding of cultural workplace can reduce the conflict and increase the employee motivation which may contribute to the lower turnover rate and enhance the loyalty of employee to the organization.



CHAPTER II

LITERATURE REVIEW

Regarding to Maslow's theory, the existence of a hierarchy of needs. They found that man's physiological needs were met the most, followed by safety needs, then social needs, Esteem needs and finally self-actualization need. It is interesting to point out that most of the needs which mentioned by Maslow are actually related to one's surroundings, and in order to meet their need, a person needs a supportive environment. This makes the environment, workplace and peer group important to an employee's satisfaction. (Graham and Ballouin, 1973)

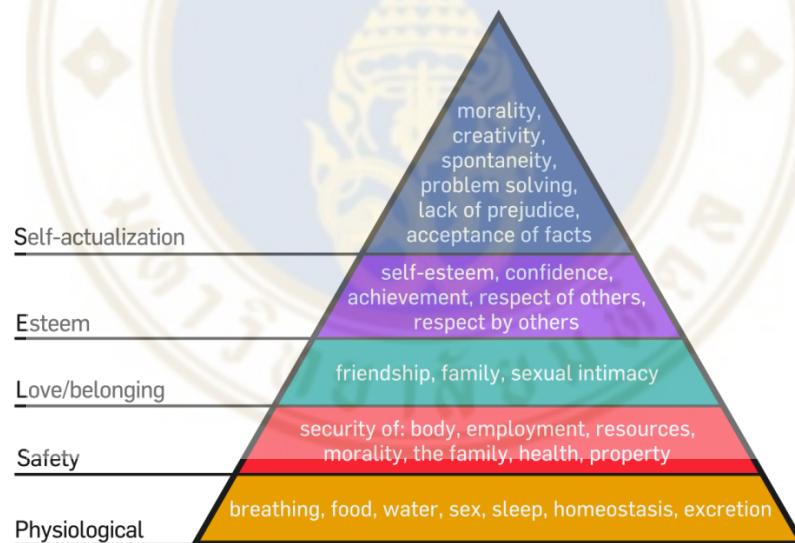


Figure 2.1 Maslow's Need Hierarchy Theory

The Japanese work culture also share the similar concept especially in the term of humanistic principles and it is a Japanese employee's way of life. Group harmony, a pleasant atmosphere, and a sense of belonging to the group are basic values in Japanese society. It requires the individual to relinquish part of his desire for the sake of the group's standing and success. The contribution of Confucius in

business culture which preserve group character and harmony, as well as the need to not be different and to support the majority opinion which generally prevents individual expression that can suppress creativity and preventing the employee who is different from reaching self-actualization and self-esteem.(Wolf, 2013) However, Group belonging or the acceptance in workplace provides the Japanese worker with many advantages both as a person and an employee, and serves as a source of support, increasing his power, grants prestige, status and strength to the individual. (Wolf, 2003). Therefore, the Japanese work culture approach to promotes group cohesion. Group cohesion is also adopted by many firms in Japan to demonstrate through the transmission of legends, stories and ideas which can unite the employee to create the environment of trust and contribute to invest great effort in developing the company spirit. Therefore, it is easier for the company to deliver its character, primary goals and united the employee. This concept supports the employee's loyalty to his employee or the hierarchy within the organization. Therefore, the loyalty has been developed and become the importance function in Japanese way of thinking in workplace (Wolf, 2009).

However, Cultural differences between nations have been highlighted as one of the most difficult obstacles. These five dimensions represent universal categories for characterizing national cultures under work-related value patterns (Hofstede, 1991). There are five basic dimensions: Power distance (PDI) and uncertainty avoidance (UAI); individualism versus collectivism (IDV); masculinity versus femininity (MAS); and short-term orientation versus long-term orientation (LTO). Hofstede's dimensions are a convenient approach to highlight possible conflicts between Japanese and Thai at workplace. (onishi,2008) There are several unique Japanese cultures at workplace. The Japanese behavior at workplace can create the confusion and frustration for non-Japanese as following;

Lifetime employment become model used by large companies as well as a reputation of long work-hours and strong devotion and loyalty to one's company. This is not legal requirement, but it is a Japanese cultural idea or social norm. (Inohara, 1990) It have been called life time commitment rather than employment. A more cynical view is that the act of generosity and indulgence which the recipient is beholden and should work hard as much as possible to repay (Hampden-Turner, 1993).

As Japan is the collectivism society, people do agree and follow along. The act of opposite can reflect as the betrayal which barely acceptable in Japanese society. However, the lifetime employment model does support the encouragement of employee to obtain the training and contribute the feeling of valuable asset of the company. Also, in Japan, the measurement of person's skill by considering on university certificate is become a basic ability that everyone should has. The real measurement of person's skill is the work experience for expertise and creditability in career platform. In Japanese culture are originally high in uncertainly avoidance from Hofstede conceptual framework. The reason behind the commitment to one's firm may derive from the feeling of secure and stable of one's career platform which fulfill the Maslow's level of safety needs.

Seniority system is another element under categories of loyalty at workplace. "seniority is a translation of the Japanese word "Nenkei" which can be translated to "merit of years" service. Along with the life time employment, the seniority system work to ensure stable employment and wages commensurate with life time needs. It is one of the element that reduce income inequity and promote social mobility across generation in Japan (Inagami, 1988). According to Nakane (1970), the seniority system is emphasis on vertical ranking in the work place and become importance because there is a lack of recognition of merit. The springs from the Japanese aversion to pride or recognition of the individual achievement are the relation with Japanese collectivist mentality. The advantage of the system is that it allows older employees to achieve a higher salary level before retirement. Also, it creates the power of expertise to the executive ranks.

The disadvantage of the system is that it does not allow new talent to be merged with the experience and those with specialized skills cannot be promoted to the already numerous executive ranks. Additionally, company will have the difficult time to bring the right person for the right job. (Rochelle, 2012)

The consensual decision-making is the process of Japanese firms has its roots in Japan's feudal period, when a Japanese population lived in rice farming villages and work together as a group. Decision were made under the collectivism with the elder member playing the importance role. (Rochelle, 2012) The consensual decision making is ritualized process that required the involvement of people in every

level of the company. It is a bottom-up process that has two stages which is “Ringi” and “Nemawashi”. “Ringi” system the ideas and plans are discussed, developed, and refined in the informal meetings among the employees. This activity of informal discussions is a kind of pre-meeting stage which is called as “Nemawashi” to have the extensive consultation among staff and shared responsibility for the decision. (Onishi, 2006) The key point of “Nemawashi” activity is to explain the details of an idea that is being proposed to promote for a decision to be made. This “Nemawashi” activity of “Ringi” system acts as an essential gather many people into the vital function of the decision making process. (Sagi, 2015) It also reflect “Ringi” at workplace as Japanese collectivism, high uncertainty avoidance, and moderate or low power distance and be able to enhance interpersonal skill and avoidance of conflict. (Onishi, 2006) In this type of classic Japanese decision-making process, things are deliberated over, data is gathered and analyzed, a consensus needs to be reached, and the most senior people particularly need to be convinced as everyone looks to them for guidance. This can be a time-consuming process, especially in this fast-paced and rapidly changing business environment. (Rochelle, 2012)

Quality cycles (QCs) become popular in postwar Japan as intention to improve the quality of product. The explored way to improve product quality arise from Japanese general philosophy of “Kaizen” which mean “never good enough”. Kaizen is used today to describe the tendency of Japanese to improve their system, product or method continuously (March, 1996). However, the emphasis on perfection is not specific or applied in every company, but it is related to the obsession with perfect appearance in Japanese culture (Onishi, 2006). QCs is a work culture in Japanese firm by required the worker participation as the major role of quality control in Japan. QCs are typically composed of eight to ten workers with supervisor as their leader and meet after work hours and workers attend voluntarily. The work-related problem which identified and solved by workers themselves. They have been given the autonomy and responsibility to solve the problem. Employee enjoy better control over their own environment. They are motivated by being able to implement solution for the problem. By participating the QCs worker gain recognition for their contributor from manager who will listen and accept their recommendation. This is a conscious play on McGregor’s theory ‘Y’ which Theory ‘Y’ manager believe that people see

work as a natural phenomenon and they will help to achieve organizational objective. (Hannagan, 1998) Tangible and intangible form of rewards will be provided as sources of additional motivation to member and enhance their sense of belonging and loyalty. (Onishi, 2006) QCs can develop the better working environment and relationship among workers. Workers are more confident and feel that they are part of decision making process after acquiring the autonomy to resolve problem. All these have resulted in the better quality of work life for employees. (Torrington, 1994) However, we must recognize that the success of QCS are upon the degree of prior existence of loyalty within the company because it depends totally on worker volunteerism. (Onishi, 2006) If the worker is not strongly attach to the company such as foreign worker, they need to be motivated to participate. Although, the meaning and intension of QCs will transform to ordinary task, not performed by heart and spirit oriented.

There are the social practices in japan which have been applied to Japanese business practice. As mentioned above about Japanese culture which is high in power of distance and emphasis on the collectivism. Japanese people are strongly mindful of their relation to others. There considerations tend to overshadow concern for themselves as individual. Therefore, the Japanese thinking system become complex and often confuse people. According to Onishi, (2006) Japanese behavior can separate into two behavior.

There are private self and public self. The public self represents group norms. The private self represents the individual desire and goal. The relation between private and public self has been described by using the Japanese paired term which is “Tatemaie-Honne” (official stand versus actual intension). In traditional Japanese social norm has been taught Japanese people to live by follow their personal aim, but not to defy Tatemaie openly. Therefore, in certain situation, it is hard to know the Japanese people’s real intension. Tatemaie-Honne become a role play in Japanese society to be fit in the group and make adjustment to other people. The contradiction of appearance between the private self and public self in Japanese people seems so confusing to foreigner and they mistakenly consider Japanese people as two-faced people and distrust personality. The reason behind the conceal of real intension is derived from the social pride in Japanese culture and social expectation. According to Yoshimura (1997), A Japanese manager habitually asks himself not what to thinks or

how he feels, but he should think what a person in his position need to behave. Japanese managers seek to avoid public embarrassment or even themselves. The awareness of socially embarrassing is part of Japanese managers to consider of being match with social norm, rule and expectation. The social pride and family and one's face value become essential thought to consider in managerial position. Therefore, it is difficult for foreigner subordinate to understand and acknowledge the real intension of Japanese manager. There is a number of employee made to leave their company because they failed to distinguish between the public self and private self as inappropriate for the business world. (Onishi, 2006)

Another unique Japanese business practice is Scolding or punitive attitude. In collectivist Japanese society, the social pride is essential element to habitat in Japan. From the standardized and routinized of cultural practice do influence a person to create the expectation on what other people think about oneself. Their face and honor need to be part of living while sustain the social harmony. The Japanese approach to discipline is dominated by the consciousness of shame or disapprove by others rather than guilt. (Honna, 1989). Underlying the use of scolding is the emphasis on "public self" or domination by group goals and norms (Kagawa, 1997). Scolding has long been practicing in Japanese companies. Senior in Japanese company believe that scolding is the most effective method for junior to learn their unique corporate culture quickly, which they need to do to keep the company competitive. Japanese manager believed that harsh criticism from them can motivate the subordinate's willing to work and learn more effectively. (Kagawa, 1997) However, the foreigner subordinate found that is difficult to accept the Japanese superiors seldom. They tend to take word at face value and often become insecure and emotional. (Onishi,2006) Scolding is fits into the larger picture of Japanese people and business culture because the Japanese people's characteristics is high achievement, high uncertainly avoidance and low tolerance for error. Hence, the fault is clear and the reprimand is delivered in reasonable context. Japanese people are tended to accept scolding. Also, the culture of lifetime employment and loyalty to organization does make people feel difficult to make a decision to leave, instead they decided to stay and bear with scolding.

The last unique Japanese business practice is "Reserve". "Reserve" is the Japanese's humble way when talking about inner member to those on the outside

(Kagawa, 1997). They believe people who seems to be proud of their family or relative are likely to be regarded as arrogant. So, Japanese people will not receive praise, instead they will say “it’s not worth your praise”. In the cooperate world, “Reserve” also practice during the typical introduction. The manager will introduce his subordinate to his customer without mentioning subordinate’s career or achievement and that may raise doubts to his customer about the subordinate’s credentials. (Onishi, 2006) Therefore, the foreign subordinate may not understand and have the feeling of unrecognizable and reducing in one’s self esteem. However, reserve practice at Japanese workplace as kind of social lubricant among employee because the employee show reserve so as not to create jealousy among employee.



CHAPTER III

RESEARCH METHODOLOGY

This research will focus on the employee motivation and conflict in unique Japanese culture at workplace between Thais employee and Japanese employee in Japan. This research aims to find the influencing factors which will be affect the Thais employees' motivation and the conflict which will may cause while working with the Japanese in Japan.

3.1 Sample

In order to explore Thais employee motivation at Japanese workplace, the interview was conducted in a group of Thais who graduated in Japan with bachelor degree. The respondents do understand the fundamental of Japanese culture and languages. This research is the convenience sampling which relies on data collection from population members who are conveniently available to participate in this study. There are 12 females and 3 males in this study. The company where respondents are employed were located in economic-driven city and multinational environment such as Tokyo, Osaka and Fukuoka. Even though, the globalization does effect the increasing level of multinational environment in Japanese company in Japan. However, the Japanese workplace culture is the deep root in this collectivism society which still exist and practice until this day.

3.2 Research Design

This research will use qualitative method as a tool to collect the data because the content of the research will be described under the cultural context. The opinion toward the difference culture with difference perspective is very sensitive. By using the

qualitative method can enhance the opportunity to explore the respondent's attitude, feeling and behaviors toward to the cohesiveness or conflict under the cultural scope. This method provides the benefit to explore about the opinions by using open-end question. It can encourage the respondents to expand their opinion or open up the new topic area unintentionally. The question can be directly asked to the respondent. The tone of voice, expression and feeling are easier to capture during the interview. Also, we can collect the data from respondent in term of individual experience. It can provide additional detail or real life example which will be useful and supportive evident for the research's statement.

3.3 Data Collection Method

To answer the research question, the research will be collected the data by using qualitative method with the open-end questions. The interview was conducted by international call through the communication application such as LINE and Facebook Application. The international call was completely conducted with 13 respondents in total. The data was collected and kept by voice records and will be transcript for research finding and study purpose. The other 2 respondents were conducted by email interviewing. The set of the question was send directly to the respondent's email. Therefore, there are 15 Thai employee respondents in total.

3.4 Data Analysis Method

To analysis the data from the respondents, the research will be conducted by apply the data value coding to exhibit the inferred values such as the attitudes and beliefs of respondents toward the Japanese workplace culture. This research aim to find the difference and similarity of opinion and attitude between the difference group of respondents; Thai senior and Thai junior level who have worked in Japan. Also, to validity the data from respondents will apply proving technique to cross check the answer by providing various number of questions that under the same content and topic. Therefore, it can ensure the reliability and validity of the data from 15

respondents.

3.5 Outline for Interview

This research will be conducted by using 3 different set of questions which upon the level of motivation according to Maslow's motivation theory. There are Physiological needs, Safety needs, Social acceptant, self-esteem needs and self-actualization needs. The difference level in each motivation theory will be link together with the cultural context which mainly emphasized on the Japanese workplace culture and style. The questions will be divided in to 3 sections as following,

1. Physiological and Safety needs

This set of questions will identify the tendency of one's job motivation on physiological need and safety needs while Thai employee stay and work in Japan with Japanese organization.

- 1) Why did you decide to work at Japan?
- 2) What is the main factor that you choose to stay with your organization?
- 3) Do you satisfy with your monthly income?
- 4) What is your job role?
- 5) Do you satisfy with your responsibility? Why?
- 6) What is the factor that makes you dissatisfy with your job?

2. Social and Self- esteem needs

This set of questions will identify the tendency of one's job motivation toward to specific people, social and environment at the workplace in Japanese organization.

- 1) How do you feel about Life time employment?
- 2) How does Life time employment effect your motivation?
- 3) How do you feel about Seniority system in your organization?
- 4) How does Seniority system effect your motivation?
- 5) How do you feel about Consensual decision making?
- 6) How does Consensual decision making effect your motivation?

3. Self-esteem and self-actualization needs

This set of questions will identify the tendency of one's job motivation toward Self-esteem and self-actualization needs at the workplace in Japan. The questions will emphasize the specific workplace culture in Japan which influence the respondents' self-esteem and self-actualization in the Japanese organization.

- 1) How do you feel about quality cycle or Kaizen which in company?
- 2) How does quality cycle or Kaizen effect your motivation?
- 3) How you feel about the term “never good enough” or the perfectionist idea among Japanese at your organization?
- 4) How does the perfectionist of Japanese effect your motivation?
- 5) How do you feel about Tatemaie-Honne (public self / private self) within your organization?
- 6) How does Tatemaie-Honne (public self / private self) effect your motivation?
- 7) How do you feel about Scolding at workplace?
- 8) How does Scolding effect your motivation?
- 9) How do you feel about reserve culture at your workplace?
- 10) How does reserve culture effect your motivation?

CHAPTER IV

FINDINGS

In this chapter, the paper presents the results of data analysis for Thai employees in supervisor level and staff level. The data was collected by in-depth interviews from 15 respondents who are currently an employee in Japan with Japanese firm. This research will investigate Thai employee motivation and discouragement which caused by the different in cultural context. In this research will identify the unique and well know Japanese culture at work place which provided negative and positive effect toward to the Thai employee motivation and their life decision on career path in foreign country.

This study also found the general detail about the motivation among Thais employees who have worked in Japan with Japanese company. According to table 4.1, the major influence to Thai employee is the career development. In Japanese human resources management practices in organization will provide the rotation program as a tool to motivate employees by providing task variety and enhancing employee socialization. Also, the value of job rotation has long been espoused in promoting employee learning, and career development. 6 out of 15 respondents concern about the career advancement or a chance to develop their career path in the Japanese organization. 4 out of 6 respondents on rotation program also informed that the rotation program can influence their decision to leave or stay with current company. However, 2 out of 6 respondents on rotation program mentioned about the wrong and misleading of rotation program within the company such as their human resources department rotated them to the unexpected department which discourage their ability, willingness and self-esteem to work with this company. One of the respondent also informed that they are afraid to apply for rotation programs because many of her colleagues received the result in the opposite way which provide the feeling of pressure and not belonging at workplace. Finally, her colleagues failed to stay and leave this company for better option in career development.

The second influencer is the benefit and compensate or the physiology needs in Maslow's theory. The 5 out of 15 respondents mentioned that in the age of late 20 years old, the amount of the salary and benefit are higher when to compare with other people who currently working in Thailand. Due to the high range of salary and grate benefit, it is difficult for them to go back to their home country. The third influencer is the ability to learn new skill. 2 out of 15 respondents informed that they wish to learn the skill from the most discipline country in the world. It will be a great experience which upgrade their resume to complete with the job market in Thailand when they return home in Thailand. The least influencer to Thai employee in Japan is people and environment. 2 out of 15 respondents informed that the great support and respect from Japanese colleague and boss can motivate their working life in Japan. They mentioned that the great team work and the feeling of acceptant is essential to fulfill the work completion.

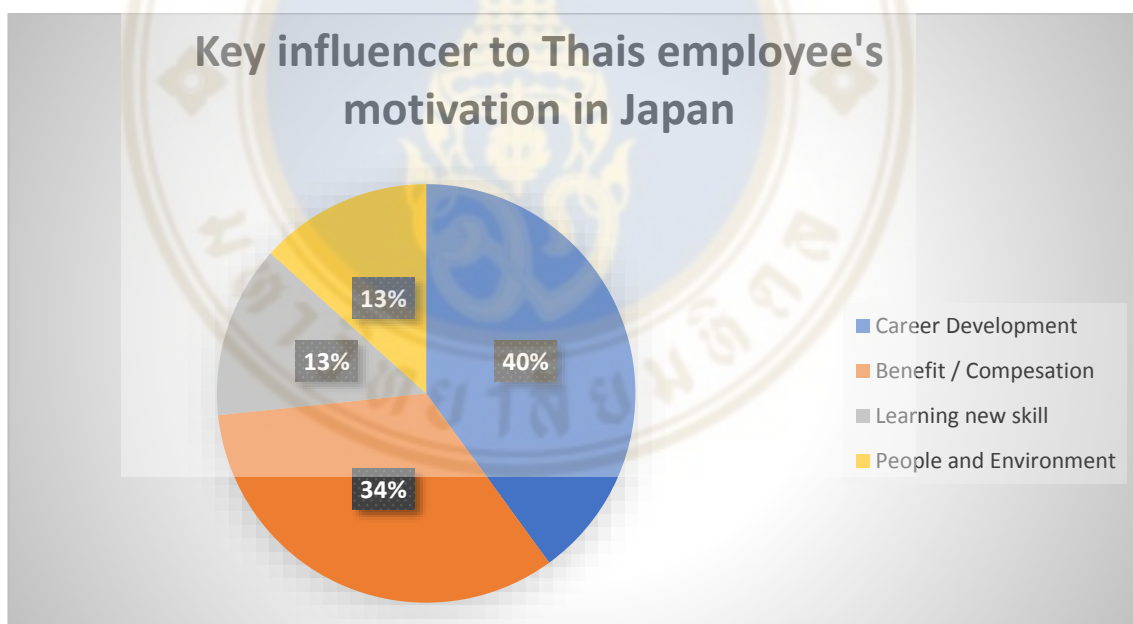


Figure 4.1 Key influencer to Thai employee's motivation in Japan

Even though, there are a few number of respondents who concerned on cultural dimension as the important factor to stay and work in Japan. But, all of 15 respondents are mentioned about the culture conflict between Thai and Japanese.

Regarding to Table 4.2 The cultural dimensions of Hofstede chart, there

are the differences in national work-related value patterns in terms of five basic dimensions:

Power distance (PDI) and uncertainty avoidance (UAI); individualism versus collectivism (IDV); masculinity versus femininity (MAS); and short-term orientation versus long-term orientation (LTO). These five dimensions represent universal categories for characterizing national cultures (Hofstede, 1991). The Masculinity which stresses achievement and an emphasis on results is the most likely cause of conflict. Thai employee also mentioned about feeling of pressure in the Japanese organization due to high aim and goal orientate. The uncertainty avoidance which resist of the change or new idea is also created conflict and delay the time when to make the decision. Japanese people always follow their routine and senior suggestion to avoid the risk and uncertain result. Japanese people have higher score in individualism which Thai employee informed that they barely read their real intension. Japanese colleague and boss have a very high barrier toward foreigner worker. They also said that the term that they use to call foreigner worker in Japanese is Gaijin (外人) which mean the foreigner or the outsider. Due to high individualism from Japanese colleague and boss, it does provide the feeling of outsider rather than the foreigner toward to Thai employees.

Cultural dimensions	Japanese	Thai	Difference
Power distance (higher = more hierarchy)	54	64	Thai + 10
Individualism (higher = more individualistic)	46	20	Japan + 26
Masculinity (higher = more masculine)	95	34	Japan + 61
Uncertainty avoidance (higher = more uncertainty avoidance)	92	64	Japan + 28
Long-term orientation (higher = a more long term orientation)	80	56	Japan + 24

Source: Hofstede (1991)

Figure 4.2 The cultural dimensions of Hofstede chart

4.1 The result of Thais senior and junior employee toward to Japanese workplace culture in Japan

4.1.1 Lifetime employment

Lifetime employment culture does motivate Thai senior level in term of the promotion and compensation which will be increased by based on work experience. Also, Thai junior level found that the accumulate experience in Japanese workplace can enhance creditability and improve career advancement. In order to improve career development by rotation program, the junior level have to work with the company for 3 years or longer as the company's policy. 2 of junior level also informed that the experience of work in Japan will be more valuable when they find a job in Thailand and have more chance to negotiate on salary and benefit. However, Lifetime employment does discourage in many aspects. It does take a long time to gain trust among the Japanese. It will take approximately 5-10 years to get promote. E6 said "Some Japanese colleague look down the employee who have short experience". E6 also informed that she feels discriminate and disrespect at work place when they realize that she has lower experience than them. The junior level, E10 also said some Japanese employee who stay only for benefit become unsupportive and inactive which slow down team progress and distort her willingness to complete the work.

4.1.2 Seniority system

The seniority system in Japan does motivate Thai employee to stay with the organization when senior is supportive and care their feeling. However, seniority system discourages Thai employees, especially the younger generation or junior level. Because, their promotion is based on years of work instead of the performance. Moreover, E15, E7, E8, E11, E14 and E15 said that they were asked to do the unnecessary work such as clean the desk, make a restaurant reservation, use polite Japanese words to indicate senior status. E5 said he used to wait all the senior to leave the office after the work hour and he is the last person who leave the office because Japanese senior said it is not proper to leave the office before senior. Due to the awareness of distance power from Thais, most of the respondents follow senior

instruction to prevent the conflict and create harmonized environment.

4.1.3 Consensual decision making

The consensual decision making can motivate Thai employee because it creates the sense of belonging within the group. E1, E3, E6, E9 and E10 said that consensual decision making can contribute the great team work. Because, during the meeting, employee can update the company's situation. The consensual meeting is a transparent method to prevent any issue which may occurred. They can share the news, share the goal and ensure that everyone is in the same direction. This positive idea and attitude happened when their company is not a large size. However, the larger company required the larger number of people and it will take more time to completed the meeting. 10 out of 15 respondents said the consensual meeting in their organization is very time consuming. The meeting is never finish on time and they have to do over time to finish their job.

4.1.4 Quality cycle

Quality cycle can motivate Thai employees because They will have a chance to learn new things. Thais employee also have the autonomy to find the solution and take on action when they are part of company's Quality cycle. The feeling of recognition from colleague when sharing the new idea and solution can uplift Thai employee confident and motivation at work place. However, the repetition of work due to the perfectionist of Japanese in Quality cycle can discourage the employee at workplace. Because, they cannot move on to the next stage and complete the work. E4 said that she loves to participate in Quality cycle, but when the content of Quality cycle is become to detail such as the color and the font for presentation which is a part of action of improve on something. It really troublesome and discourage her willingness. Also, E13 said Quality cycle in her company become idealistically program that never have a real implement. She feels useless for this program and discourage her intension to improve the company.

4.1.5 Tatemaie-Honne (Private self/ Public self)

All the 15 respondents agree that Tatemaie-Honne caused only the discouragement to Thai employee. Being unclear to show their real intension can

create the confusion to Thai employee. Tatemaie-Honne create the unclear communication which will slow down the workflow or redo the work. E5, E8, E10, E11, E12, E14, E15 said that they are very frustrated when trying to make a clear communication by making a phone call or send the email to ensure their genuine intension. Also, E2, E3, E4 and E6 agree that being unclear to show real intension is very distrust personality. They feel uncertain and don't want to work with people who have high level of Tatemaie-Honne. However, E1, E5, E6, E8 and E9 said they understand this cultural context and found that Thais have to learn how to adjust and aware the surrounding to evaluated the situation. It will require the experience to truly understand Japanese culture.

4.1.6 Scolding

15 Thai employee respondent don't believe that scolding can motivate the employee to understand the company and cooperate world faster and easier. But, they feel discourage after being scolded from the boss in the public area. E7 said that "they should not scold at me or being aggressive toward to me. It doesn't help to understand the work. Besides, I want to change my job or move to another department".

4.1.7 Reserve

3 out of 15 respondents found that Japanese people in their organization do not praise each other in public. E6 said that the reason that they being reserve is to present the envy and jealousy in the company. However, 12 out of 15 respondents experienced being praised at the public. 2 out of 12 respondents who was praised in public mentioned about the insincere praised from Japanese colleague and boss. E2 and E5 said that Japanese praise is not real. The just want to impress and ask for support again after. They should not praise only when they almost to ask for favor.

4.2 Summary

Even thought, people and environment is the least influencer to motivate Thai employee in Japan. However, in the deeper context, the conflict of culture is the

common issue for every foreigner workers who work in Japan. They have to learn how to adjust and challenge the unique Japanese workplace culture. The junior level is the most struggle group of people because they still lack of experiences. Time consuming process for career development in Japanese organization and the promotion based on the years of experience is very discourage the junior level. Therefore, lifetime employment culture and pressure from seniority system does provide the discouragement to Thai junior employee in Japan. For the senior level, since they have the enough experience and be able to gain trust within company. Together with the increasing of compensation and promotion for higher position over time. Therefore, they are less concern on the lifetime employment culture and seniority system. However, Consensual decision making culture and quality circle culture can discourage Thai senior employee in Japan. Because, those Japanese workplace culture effect their work process and slow down their workflow. The unproductive meeting and idealistically quality circle become the factor which distort their motivation at work in Japanese company.

Nevertheless, Senior level and junior level have similar cultural conflict which is *Tatemae-Honne*. Because, it causes the problem during communication. *Tatemae-Honne* also effect the consensual decision meeting and quality cycle project because they are being mindful to other thought, usually provide indirect words and end up with unclear communication. Being *Tatemae-Honne* is not only caused the confusion between Japanese and foreigner, but also between Japanese and Japanese. Also, Scolding, both senior and junior level found that Scolding cannot motivate them at workplace. However, the interview found that being reserve action from Japanese does not motivate nor discourage Thai employee in Japan. Since the employee understand Japanese intension of being reserve in both positive and negative approached.

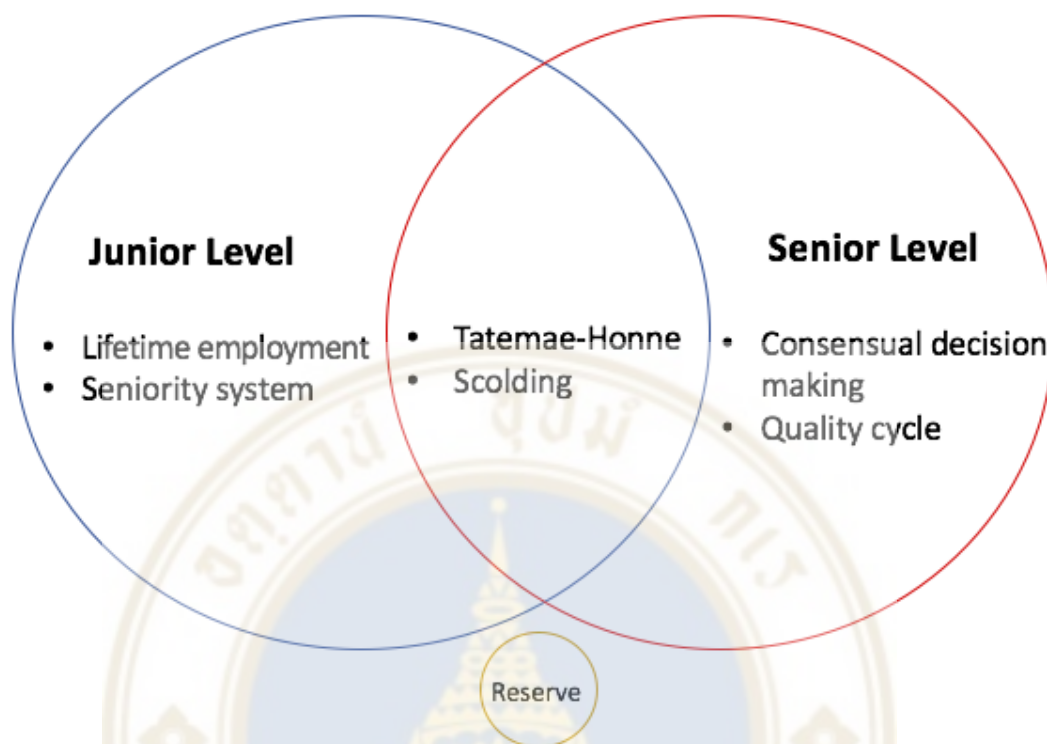


Figure 4.3 The impact on culture conflict between Thai senior and junior employee

In conclusion, Thai senior's motivation unable to reach to the self-actualization needs because the Japanese workplace culture does suppress their freewill to prejudice and perform the decision making with the colleague in the company. Even though, the understanding of Japanese culture and the years of experience can gain the trust among the Japanese colleague. However, the ineffective quality circle and unclear communication during consensual decision making provide the discouragement for Thai senior employee. Also, Thai junior's motivation unable to reach to self-esteem and self-actualization needs because they are in the adjustment and adaptation period in the Japanese organization. Due to the conflict with the seniority system and Japanese's attitude on life employment. They need to ensure to gain trust and create the healthy cohesive environment at workplace to secure their salary life in Japan. Therefore, their self-esteem and self-actualization are suppressed by seniority system and lifetime employment especially during adjustment period.

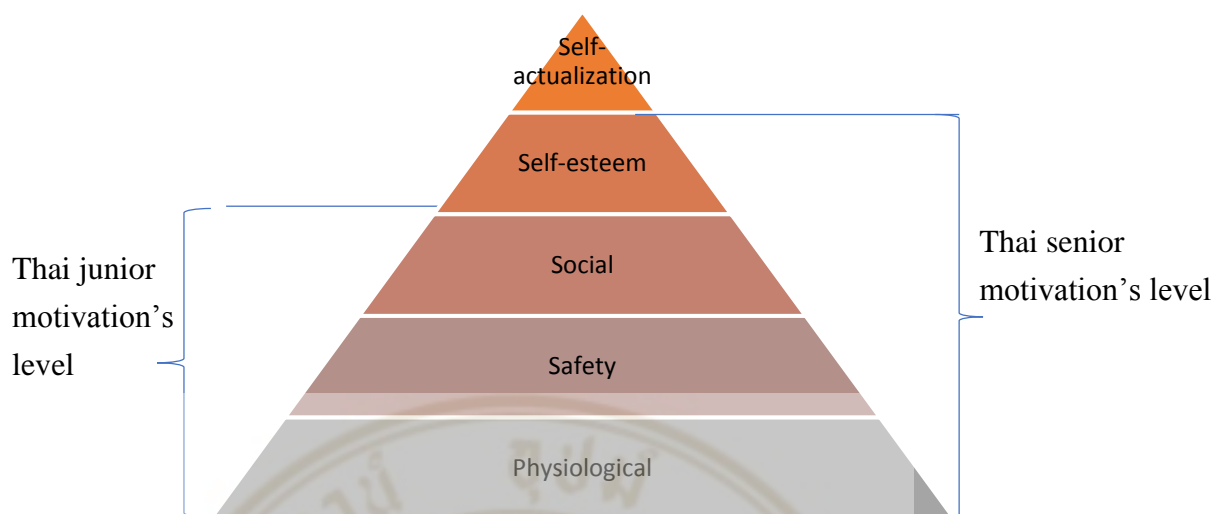


Figure 4.4 Thai Junior and senior motivation level

Table 4.5 Demographic profile of respondents

Respondent No.	Age	Gender	Position	Work experience
<u>Level: Senior / Supervisor</u>				
Employee 1	30	Female	Senior cooperative team	7 years
Employee 2	30	Female	Senior Customer service	7 years
Employee 3	29	Female	Senior PR	5 years
Employee 4	28	Female	Senior Marketing	6 years
Employee 5	28	Male	Senior Marketing	5 years
Employee 6	28	Female	Senior HR	5 years
<u>Level: Junior / Staff</u>				
Employee 7	28	Male	Data labs engineer	3 years

Table 4.5 Demographic profile of respondents (cont.)

Respondent No.	Age	Gender	Position	Work experience
<u>Level: Junior / Staff (cont.)</u>				
Employee 8	27	Female	Business Admin	5 years
Employee 9	27	Female	Business Development	1 years
Employee 10	26	Female	Sale	4 years
Employee 11	26	Male	Sale	3 years
Employee 12	26	Female	Purchase Admin	3 years
Employee 13	26	Female	Business Planning	3 years
Employee 14	26	Female	Sale	2 years
Employee 15	26	Female	Sale	1.5 years

CHAPTER V

RECOMMENDATION

5.1 Practical Implication for Thai employee and Japanese organizations.

As considered each employee level, employees of each level have the different factor which influence their motivation at workplace. It also depends on the age, work experience of the employee, together with, the size and the background of Japanese company. Those factors can together contribute the employee's attitude to the workplace environment. Therefore, Japanese organizations should follow the Japanese government labour law and policy. They should encourage the employee to understand work-life balance and leverage the equality among Japanese and Non-Japanese employee. Additionally, Japanese organizations have the importance role to manage the cultural conflict in the organization by provided the cultural training for the foreigner employee and soften down the culture barrier between both side. Therefore, without the support from the organizations, the practical implication on cultural conflict at workplace will not be happened.

The suggestion in this study will concentrate on the improving the relationship between Japanese and Thai under the conflict of Japanese workplace culture. The recommendation will divide into in senior level and junior level are following;

1. Reduce the issue from **Lifetime employment and Seniority system** among the Thai junior level by providing the effective and qualify rotation program for the junior level. The organization can encourage the employee by provide training or workshop and uplift their skill and feeling of belonging at the company. Thai junior level should participate in the survival training or group activities outside the workplace to reduce the social distance and

2. Increase mutual reliance and trust. Also, performance-based rewards would more suitable than experience based reward. Because, it can prevent inactive employee and encourage the young employee to stay and provide the feeling of

fairness within the organization.

3. Reduce the issue from **Consensus decision making and Quality cycle** among the Thai junior level by provided the possible and effective solution. During the meeting, the Japanese should provide the direct communication to prevent the time-consuming issue. Instead of conduct so many level of meeting which, the Japanese and Thai can submit the individual report such as weekly progress report. They can discuss the report in face to face meeting with their Japanese manager. However, it has to be ensure about the effective and reliable key performance indicator (KPI) and the deadline within the department. Also, to provide the employee recognition activities such as employee of the month can encourage the employee to participate the quality cycle and increase their joint decision making.

4. Reduce the issue from **Tatema-e-Honne** by engaging in the family day or Nomikai (drinking after work) to narrow down the social distance between Japanese and Thai. Thai may see the Japanese private self during the enjoyment and relaxing time. It can help increase the sincerity between Japanese and Thai. Also, it helps to promote a sense of company as the family which would reinforce the positive attitude at workplace.

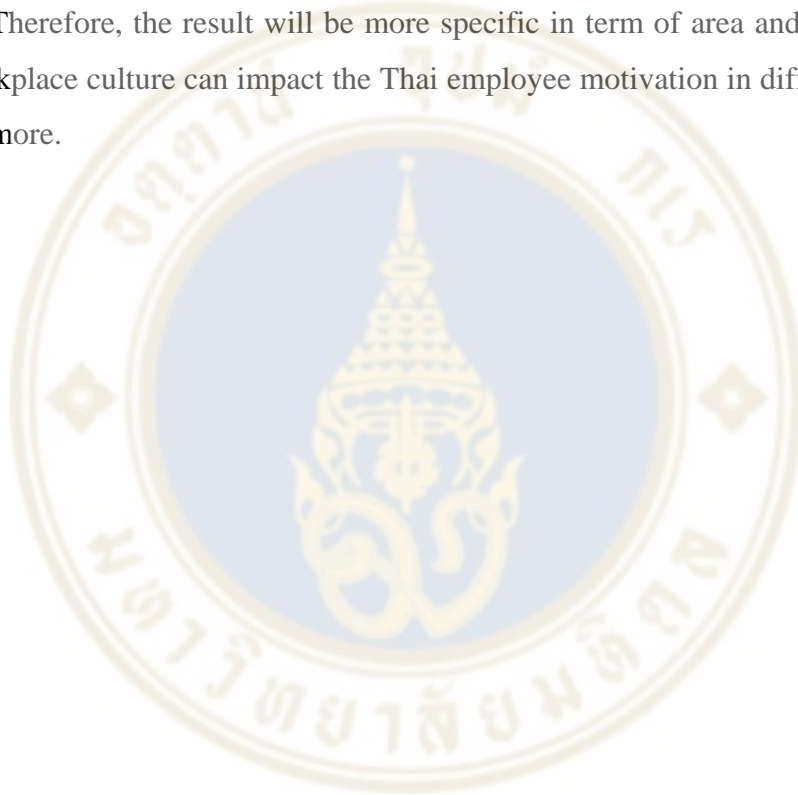
5. Reduce the issue from **Scolding** by providing the company detail work which mention all workflow, procedure and policies. It can help reduce the error or friction which create frustration on both side.

5.2 Limitation

The research has a limitation on the interviewee. This research is conducted by convenience sampling. It relies on data collection from population members who are conveniently available to participate in study. This research cannot cover all Thai employee who have been working in Japan. The most of the participants are female. (12 females, 3 males) Therefore, the opinion and attitude are derived from female perspective. The location of the Japanese organization also only take place in the center of Japan or Honshu island. Therefore, this research result is derived from the Japanese culture workplace which actually only take place in the center of Japan.

5.3 Future Research

This research can continue conduct the qualitative research on foreigner employee who work and stay in Japan. Therefore, the result toward the cultural workplace with foreigner employee perspective can be manifested the similarity and differences when to compare between Asian country and Western country. Also, it can conduct the quantitative research on the total of Thai employee who work in specific area such as in Tokyo prefecture to represent the center of Japan, Fukuoka prefecture to represent the south of Japan and Sapporo prefecture to represent the heart of north Japan. Therefore, the result will be more specific in term of area and to find whether the workplace culture can impact the Thai employee motivation in difference place for less or more.



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Appendix A: Interview Employee

Employee 1

General questions

What is your gender?

- Female

What is your age?

- 30 years old

What is your highest education?

- Bachelor Degree

How long have you stay in Japan for work?

- 7 years

What is your monthly income?

- 75,000 THB

What is your job role?

- Senior Cooperate team

Why did you decide to work at Japan?

- I love the safe environment and the Japanese life style

What is the main factor that you choose to stay with your organization?

- They always provide new opportunity for me such as job rotation, so I can always learn something new. And also provide the scholarship for my master degree.

Do you satisfy with your responsibility? Why?

- Yes, because I be able to do many thing challenge thing and can develop myself for better.

What is the factor that makes you dissatisfy with your job?

- Japanese colleague and communication

Do you have a good relationship with your team?

- Yes

Does the relationship with colleagues effect your job? How?

- At the very first year they do not trust me and my ability, they look down and don't think I can handle the task even though I got N1 the highest language proficiency. It motivated me and proof that they are wrong. So, I decided to volunteer to do one project and it turn out very well. Since then, people in organization start to accept me.

Does your boss support and open a chance to your ideas?

- Yes, but he just listens but he did not take on action. Maybe, he wait for the consensual meeting.

Does your company support your career advancement?

- Yes

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?**How life time employment effect your motivation?**

I don't believe in life time employment. But, experience is important for your job security and creditability in Japanese society.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

They don't trust me at first. They don't share a job or let me share my opinion. When the time have proof. My skills were developed. So, they started to opened their mind and accept me.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

Meeting can gather people together as group, but the unproductive meeting can also discourage me.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

I understand and believe in company vision and would like to make it happen and effective. It is not only about us or the profit of company but also about the customer satisfaction which directly related to the company goal. I will try to complete the task and improve the work function to support customer as much as possible.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

It is hard to understand and slow down my work

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

I disagree with scolding that can motivate to Thai. Perhaps, it is effective to Japanese worker.

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

They do it differently. They praise me in the public. I have a name card to state myself and position. And I am so proud that I am the only Thai and foreigner in this company and city.

Conclusion

Do you feel valuable asset at your company?

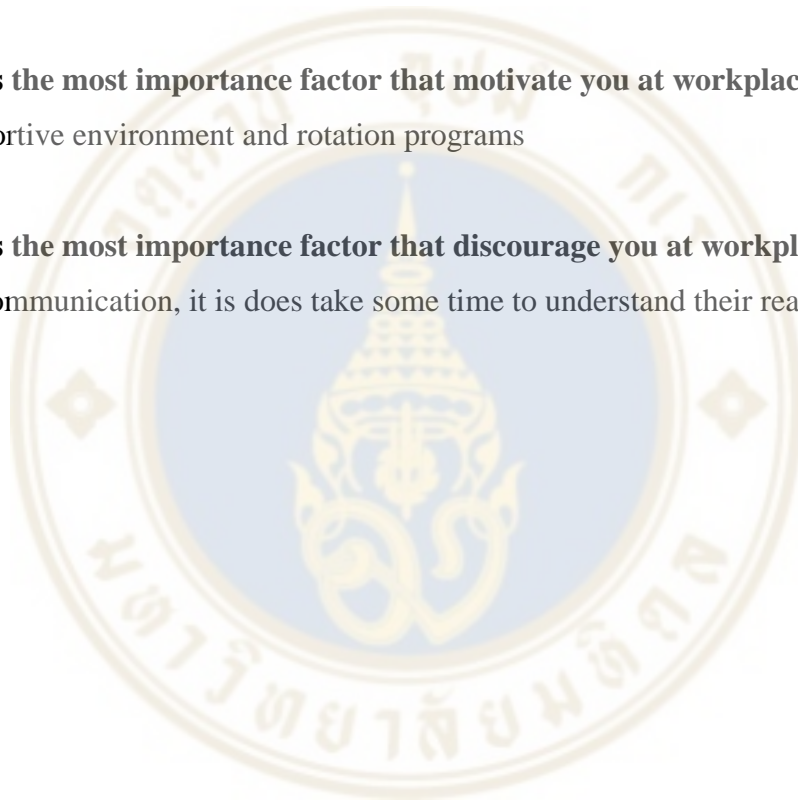
- Yes, they provide a lot of opportunity and education for me.

What is the most importance factor that motivate you at workplace?

- Supportive environment and rotation programs

What is the most importance factor that discourage you at workplace?

- The communication, it is does take some time to understand their real intension.



Employee 2

General questions

What is your gender?

- Female

What is your age?

- 31 years old

What is your highest education?

- Master Degree

How long have you stay in Japan for work?

- 6 month in Japan, 7 years in Thailand

What is your monthly income?

- 68,000 THB

What is your job role?

- Customer service

Why did you decide to work at Japan?

- Company training

What is the main factor that you choose to stay with your organization?

- Well paid income

Do you satisfy with your responsibility? Why?

- Not really, feel a little tired and want to do something challenge

What is the factor that makes you dissatisfy with your job?

- Japanese colleague and communication

Do you have a good relationship with your team?

- Yes

Does the relationship with colleagues effect your job? How?

- Time consuming on cultural conflict on difference style of work. Japanese always follow their routine, not flexible.

Does your boss support and open a chance to your ideas?

- They listened, but do not follow what I recommended.

Does your company support your career advancement?

- No

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation?

I don't believe in it is not my motivation, I don't think it can support, however people work for living and their own benefit.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

Feel unfair for younger worker who have better work performance. However, the older will get promote first. I can't growth in the organization, I feel upset and discourage.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

I am not sure that it is an effective process or not It discourages because it is time consuming. I do it just because it is one of my duty. In japan, the meeting is punctual, but not effective. But, In Thailand, the meeting is overtime but effective.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

Boss doesn't show his real intension on how good enough am I. I will never know my performance during kaizen. However, during kaizen If you do it wrong, you fix it by you self as your own responsibility and I have a freedom to provide the Idea and solution. But, they will trust Japanese more than me.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

I feel used to it. At first, I don't like it but later I have to accept it. it is somehow distorting my confident when I misunderstand their intension. It also makes my workflow slower and sometime it is become a time consuming because I have to revise my job because of misunderstood on their real intension.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

No, they never scold at me. And I also don't like it if happen to me.

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

Boss will praise me in front of other people. They were not being Reserve anymore.

Conclusion**Do you feel valuable asset at your company?**

- Medium because my position is not so importance in this place. I don't feel growth.

What is the most importance factor that motivate you at workplace?

- Benefit, income increase very year 10% and non-fix

What is the most importance factor that discourage you at workplace?

- They don't have career path at this place. I would love to try the strategic planning managerial position. Also, Japanese colleagues on communication issue and wrong intension.



Employee 3

General questions

What is your gender?

- Female

What is your age?

- 29 years old

What is your highest education?

- Bachelor degrees

How long have you stay in Japan for work?

- 5 years

What is your monthly income?

- 75,000 THB

What is your job role?

- Senoir PR

Why did you decide to work at Japan?

- High salary and benefit

What is the main factor that you choose to stay with your organization?

- Learn new skill, contend of work is interesting.

Do you satisfy with your responsibility? Why?

- Yes, I have a change to encourage a kid to love English language

What is the factor that makes you dissatisfy with your job?

- People

Do you have a good relationship with your team?

- Maybe

Does the relationship with colleagues effect your job? How?

- Yes, especially the older male Japanese employee who hardly listen to female younger employee.

Does your boss support and open a chance to your ideas?

- Yes, but they just listen.

Does your company support your career path?

- Yes, they have a rotation program, but it is not effective.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation?

It is only about the self-benefit. The more you stay with the company, the more compensate which you may gain.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

They don't listen to me. Never encourage me. And discourage me for some time.

They always create the distance and scold at me sometime to show off the power.

They treat me difference when to compare with the other Japanese colleague. I feel inequality

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

At my company doesn't have so many meeting, but it will take a long time. They can't finish on time.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

Senior doesn't provide the recommendation. However, I solve my problem with myself. Quality cycle does not practice together as the group. I feel alone sometime.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

Senior create the distance, we didn't speak openly. It is really hard to get the connection, good relationship and harmonized in the company

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

Yes senior and get mad at me by no reason and I don't like it.

The previous workplace they scold me because I really did it wrong and I am accepted, and understand on that situation. Senior scold at me and does paranoid me until I feel like I don't want to do a presentation.

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

Senior never praise, Boss always praise at me at the public area

Conclusion

Do you feel valuable asset at your company?

- Yes, content of work as PR is a big voice for the company to spread the attention.

What is the most importance factor that motivate you at workplace?

- Benefit and my content of work

What is the most importance factor that discourage you at workplace?

- Scold and unfair behavior from senior to me. I feel scare about the job rotation here. They put people at the wrong place and they eventually quite their job.



Employee 4

General questions

What is your gender?

- Female

What is your age?

- 28 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 6 years

What is your monthly income?

- 80,000 THB

What is your job role?

- Senior marketing

Why did you decide to work at Japan?

- Experience and knowledge

What is the main factor that you choose to stay with your organization?

- Challenge task, stable company

Do you satisfy with your responsibility? Why?

- Yes, I also got to learn new thing

What is the factor that makes you dissatisfy with your job?

- When I have to contact and coordinate with a lot of people. It is tiring

Do you have a good relationship with your team?

- I work alone and independent

Does the relationship with colleagues effect your job? How?

- No

Does your boss support and open a chance to your ideas?

- Sometime

Does your company support your career path?

- Yes, rotation program, but it fails. Female does take time to proof.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

The longer stay the more you gain experience and trust. And enable those people to get promote easier. Japanese are just afraid of new thing, resist to change.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

not really support, I bearly trust them. Also, as mention at LIFE TIME EMPLOYMENT, they evaluated on how long people stay with them, not a performance. I don't like it.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

Too many meeting – there are so many difference level and department, so it does slow down my work. However, they don't speak a real intension. Unclear goal so it become useless.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

During quality cycle, the recommendation or feedback is the good thing help motivate me to work for better. They tend to listen to Japanese more.

5. Tatemaie honne

How do you feel about tatemaie honne?

How tatemaie honne effect your motivation?

I don't like it. I don't trust them, they are totally difference when they are in nomikai (drinking party after work) and when they are in the office.

6. Scolding

How do you feel about scolding?

How Scolding effect your motivation?

I don't like being scold and I disagree with Scolding can motivate me at work.

7. Reserve

How do you feel about Reserve?

How Reserve effect your motivation?

They praise me in front of the other. And I like it.

Conclusion

Do you feel valuable asset at your company?

- Yes, I accomplish the big marketing project and I also got a reward. I feel recognizable

What is the most importance factor that motivate you at workplace?

- Salary, Benefit, and their equality to foreigner worker

What is the most importance factor that discourage you at workplace?

- It may spend a long time in company to get promote. Do not support career path. The rotation program doesn't effective.

Employee 5

General questions

What is your gender?

- Male

What is your age?

- 28 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 2 years in Japan

What is your monthly income?

- n/a

What is your job role?

- Senior marketing

Why did you decide to work at Japan?

- To gain experience

What is the main factor that you choose to stay with your organization?

- To learn something new

Do you satisfy with your responsibility? Why?

- Yes

What is the factor that makes you dissatisfy with your job?

- Unclear communication from Japanese

Do you have a good relationship with your team?

- Yes, team work is really good

Does the relationship with colleagues effect your job? How?

- Yes , seniority system and reserve action at workplace environment.

Does your boss support and open a chance to your ideas?

- Yes, however, boss and senior just listen but never follow my idea.

Does your company support your career path?

- No. They send me to Thailand to settle and my income are stay at the same level. I feel I cannot grow with this company since they send me to position in Thailand.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation?

Work experience and trust based the longer you stay in Japanese culture

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

Have to do the unnecessary work because young in experience. I have to be aware in my actin at the company such as If I go back earlier than other senior they will interpreted that I don't devote to the company enough.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

Always meeting and report which is good, we can follow up on time and prevention on something on time.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

It can motivate, I can make my own decision and feel free to show my opinion.

However, the quality cycle is usually not effective and I feel upset about it. People also doesn't accept my idea and opinion.

5. Tatemae honne

How do you feel about tatemae honne?

How tatemae honne effect your motivation?

It always caused trouble at work. They never confirm on something clearly. I have to check on environment or during nomikai time. Nomikai time is the best way to get the direct communication and expression.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

It really discourages. It doesn't work with me.

7. Reserve

How do you feel about Reserve?

How Reserve effect your motivation?

I feel like they just do it on purpose to used me later. They don't really sincere.

Conclusion

Do you feel valuable asset at your company?

-Yes, I can achieve many thing in this company, however, I don't see my future with this company

What is the most importance factor that motivate you at workplace?

- I can learn something new

What is the most importance factor that discourage you at workplace?

- They don't have rotation program, no career pathway.



Employee 6

General questions

What is your gender?

-Female

What is your highest education?

-Bachelor degree

How long have you stay in Japan for work?

-2 years

What is your monthly income?

-60,000 THB

What is your job role?

-Chief of HR Department

Why did you decide to work at Japan?

-Because of training programs

What is the main factor that you choose to stay with your organization?

-Management team's attitude

Do you satisfy with your responsibility? Why?

-Yes, I have the right to make a decision and to share the idea. I have freedom to work on my project.

What is the factor that makes you dissatisfy with your job?

-The routine work

Do you have a good relationship with your team?

-Yes

Does the relationship with colleagues effect your job? How?

-Yes, my position required a lot of cooperative form colleagues.

Does your boss support and open a chance to your ideas?

-Yes

Does your company support your career advancement?

-Yes

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation?

It is very attach and more suitable to the old generation. It is good to create the organization cultural and harmonize people. But, people who stay at company for long will resist to the new change or discriminate the new comer. Especially, the foreigner worker, they will look down. It takes long time to gain trust among old people in company. Some of them are not active and don't cooperate well with me.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

Seniority system does frustrate me especially when to make the decision and try not to disgrace the elder worker in company. It is hard to express myself directly. I have to check the environment before doing something about senior. Sometime, I have to do unnecessary task when senior ordered.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

It is really waste the time and not transparent. It is so troublesome and time consuming. It does discourage me.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

I feel like Quality cycle just the ideology programs which never exist. It is a waste of time to participate. When I try to recommend on something. They are just listen, but doesn't follow.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

It creates the unclear environment due to the ambiguity of communication. Sometime, I feel like they stab my back by provide wrong information. But, actually, they just being care of the other feeling when communicate. However, it may be too late when I don't recognize the truth or the importance detail. I feel tired to read their mind and to check with other that I have a same understanding with them.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

I don't think Scolding will motivate me. Instead, I will feel embarrassing. It is not a good tool to make employee more understand in corporate culture quickly.

7. Reserve

How do you feel about Reserve?

How Reserve effect your motivation?

They are still being Reserve, not to show off much. They don't praise with each other.

Conclusion

Does Japanese workplace culture make you feel valuable asset at your company?

- Yes, they send me to do a training program at oversea.

What is the most importance factor that motivate you at workplace?

- Supportive people and environment

What is the most importance factor that discourage you at workplace?

- Decision making and Quality cycle program at company.



Employee 7

General questions

What is your gender?

- Male

What is your age?

- 28 years old

What is your highest education?

- Master degree

How long have you stay in Japan for work?

- 3 years

What is your monthly income?

- 80,000 THB

What is your job role?

- Game Programmer → data labs engineer

Why did you decide to work at Japan?

- To gain an experience and upgrade my resume when I am back to Thailand.

What is the main factor that you choose to stay with your organization?

- To gain experience

Do you satisfy with your responsibility? Why?

- Yes, I can directly apply my knowledge

What is the factor that makes you dissatisfy with your job?

- Seniority and HR doesn't support

Do you have a good relationship with your team?

- No

Does the relationship with colleagues effect your job? How?

- Yes , senior is not listen to my opinion, not flexible and I have to stay at work late like them which not supposed to happen to me.

Does your boss support and open a chance to your ideas?

- No

Does your company support your career path?

- No, because of the content of work, but able to change to other department

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

Hard to gain the trust, must stay with them for long time at least 5 years

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

Must obey to senior and do the unnecessary work as order. I cannot make a decision, it is must upon the senior. I found it unfair to me. I did some action without asking for permission, they started to hate me, so I have to change to another department.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

They don't usually have a meeting.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

When I recommended new solution or alternative way. They are resist to change.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

Very troublesome, I have to guess their intension. It really discourages me.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

Not scold ,but arguing with senior at work, make me feel like I want to change to another department.

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

They don't praise with each other. But, I don't care.

Conclusion

Do you feel valuable asset at your company?

- Yes, I have opportunity to grow in this company, but I feel not ready to develop myself for higher position. I need something to motivate me such as higher salary pay for example.

What is the most importance factor that motivate you at workplace?

- Supportive team and good environment.

What is the most importance factor that discourage you at workplace?

- Being unrecognized and no career pathway.



Employee 8

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 5 years

What is your monthly income?

- 70,000 THB

What is your job role?

- Business Admin

Why did you decide to work at Japan?

- To gain experience and working system in japan

What is the main factor that you choose to stay with your organization?

- Got a job offer

Do you satisfy with your responsibility? Why?

- Yes, my contribution and knowledge can enhance the company's goal esp. internationalization.

What is the factor that makes you dissatisfy with your job?

- The perfectionist of Japanese boss

Do you have a good relationship with your team?

- Yes, team work is really good

Does the relationship with colleagues effect your job? How?

- They are the great support for me.

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- Yes, they said they will promote me as the manager at Thailand

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

It is the motivation because the salary is higher when you stay longer.

I don't think they are really loyalty to the company.

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

Very supportive, I feel equality event though I have to help them with unnecessary work. I understand their nature. However, they evaluate on the number of year, not a performance. The senior will have a chance to grow more.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

Weekly meeting, I like it I think people can get together and know company's direction. Also, they are all listen to my opinion.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

It troublesome for some of the perfectionist of Japanese. It is tired. But not pressure I just want to win them. it does influence me to be better than their expectation. For example, they ask to make report for more detail, so I made it even better to surprise them later.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

They just said "um" which I don't understand .. is it yes or no? Some time they feel hesitate to open talk and decide not to provide the direct answer. I have a diff time to interpreted and it could delay my work because I am keep waiting for their real yes and no. I usually repeat their answer again to prevent the misunderstanding

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

I don't like it. They should do in private area

7. Reserve

How do you feel about reserve?

How reserve effect your motivation?

They praise me in front of the other. And I think it is good to be open with each other.

Conclusion

Do you feel valuable asset at your company?

- Yes, they care about my private and public life, they listen to me and accept my opinion

What is the most importance factor that motivate you at workplace?

- Career path

What is the most importance factor that discourage you at workplace?

- If they don't support my career path I will quite this company.



Employee 9

General questions

What is your gender?

- Female

What is your age?

- 27 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 1 year

What is your monthly income?

- n/a

What is your job role?

- Business development

Why did you decide to work at Japan?

- Bored of Thailand

What is the main factor that you choose to stay with your organization?

- Stable and international company

Do you satisfy with your responsibility? Why?

- Yes, I have a chance to learn something new

What is the factor that makes you dissatisfy with your job?

- Boss is too detail on work that is not a core part.

Do you have a good relationship with your team?

- Yes, team work is really good

Does the relationship with colleagues effect your job? How?

- They are the great support for me.

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- Yes, but take long time at least 10 years to gain trust.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

If you want to grow you have to stay as long as possible the longer you stay the expert or professional you gain they believed that

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

They evaluate on the period that you stay I company, not on the individual performance. I don't like it, but I have to accept it.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

They set a rule to have a meeting no longer than 1 hour which is good. Everybody need to speak on point and on time.

4. Quality cycles

How do you feel about Quality cycle at your company?

How Quality cycle effect your motivation?

It troublesome for some time on the perfectionist of Japanese., but it teaches me to be specific on something more. They have kaizen, but just for a short period of time. we cannot work after work. Nobody will get an OT

5. Tatemaie honne

How do you feel about tatemaie honne at your workplace?

How tatemaie honne effect your motivation?

I feel confuse and need to clarify with them again by asking or email. I feel troublesome when I have to re-confirm their words.

6. Scolding

How does scold motivate or discourage your work performance?

How Scolding effect your motivation?

I don't believe in scolding can help improve our work performance.

7. Reserve

How does scold motivate or discourage your work performance?

How Scolding effect your motivation?

They praise behind my back and in the private area. I appreciated it form both situation.

Conclusion

Do you feel valuable asset at your company?

- Yes, they let me do a big marketing project, somehow, they are really trust me.

What is the most importance factor that motivate you at workplace?

- Colleague and supportive environment

What is the most importance factor that discourage you at workplace?

- It takes long time to proof or gain trust, hard to improve my career path



Employee 10

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 4 years

What is your monthly income?

- n/a

What is your job role?

- Sale in global department

Why did you decide to work at Japan?

- To gain an experience

What is the main factor that you choose to stay with your organization?

- Support career advancement and good benefit

Do you satisfy with your responsibility? Why?

- Yes, I can learn new things

What is the factor that makes you dissatisfy with your job?

- Colleagues are resistance to try new thing and always avoid risk that always effect the delay of my work submission or complete task on time.

Do you have a good relationship with your team?

- Yes, they understand and respect the foreigner.

Does the relationship with colleagues effect your job? How?

- Yes, support my work

Does your boss support and open a chance to your ideas?

-Yes

Does your company support your career path?

- Yes, rotation program to other brunch in different country

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment in your organization?

How life time employment effect your motivation at work?

Not good, there are some people who is stay for long term tend to lack of motivation and effect my work. Sometime I feel like I work alone. They take advantage of me. Otherwise, time also proof someone proficiency especially for Japanese organization.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

Seniority is the importance thing in this company. One of the criteria to entrance the career path program.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

A lot of meeting – good content but take a long time.

I have a right to speak freely. But It sometime waste the time when it doesn't go furthered. They are being reserve to each other.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

I like it when it come with the feedback then I can develop for change for better. But they are tend to be in detail such as the format, colour, tone, for document and presentation. However, we can share the goal, score ourselves and realize and aware on what we are doing right now. Some information they went too far in detail which usually useless in sometime and it waste my time to spend on this task.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

Very confuse. They don't speak directly. I always work with time pressure due to unclear explanation or communication.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

Not scold to female, only scold to man. I don't think it can help.

7. Reserve

How do you feel about Reserve?

How Reserve effect your motivation?

They praise me in font of other. I like it.

Conclusion

Do you feel valuable asset at your company?

- Allow me to do some project and importance task.

What is the most importance factor that motivate you at workplace?

- Rotation program to other country

What is the most importance factor that discourage you at workplace?

- Some colleague is not active, not support.

I am not allow to rotate to other country where I expect (I will quite this company)



Employee 11

General questions

What is your gender?

- Male

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 3 years in japan

What is your monthly income?

- 80,000 THB

What is your job role?

- Sale in global team

Why did you decide to work at Japan?

- To gain the experience

What is the main factor that you choose to stay with your organization?

- Stable company

Do you satisfy with your responsibility? Why?

- Yes, I can directly apply my knowledge.

What is the factor that makes you dissatisfy with your job?

- Seniority system and some other unnecessary task that junior should do.

Do you have a good relationship with your team?

- I feel a high distance with senior. The working style with in the team is mostly individual.

Does the relationship with colleagues effect your job? How?

- Yes , senior sometime pressure me and I have no right to express my intension. Need to be polite to senior all the time.

Does your boss support and open a chance to your ideas?

- Not really

Does your company support your career path?

- No

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment in your organization?

How life time employment effect your motivation at work?

No, Life time employment can't motivate me. We should change to new environment, challenge and gain more experience.

2. Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

Pressure, I must be polite always create the distance (high power distance) hard to get access for some information and I may miss something.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision ?

How Consensual decision effect your motivation?

Weekly meeting – I don't think it really work. It really discourages me when I know we will have a meeting.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

They don't really open talk ...I don't have a freedom to express myself. I don't feel be part of it. But, it is not a matter to me.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

Very Problematic usually occur with senior. I feel pressure and kreng jai to them. I wish I could talk and express my intention or ask for clarification.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

I don't think scold can motivate me. Instead, it hurt my feeling.

7. Reserve

How do you feel about Reserve?

How Reserve effect your motivation?

They praise during the meeting and in front of the people. It can uplift my self esteem.

Conclusion

Do you feel valuable asset at your company?

- Yes, my language skill can be a big help for the company.

What is the most importance factor that motivate you at workplace?

- I be able to grow in the company.

What is the most importance factor that discourage you at workplace?

- The task that junior should do. Why junior ? it delay my other work. I feel inequality.
- Work process is not flexible. It must follow the routine and it is too slow to process on something in further stage.



Employee 12

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 3 years

What is your monthly income?

- n/a

What is your job role?

- Purchase sector

Why did you decide to work at Japan?

- To gain Experience, good income

What is the main factor that you choose to stay with your organization?

- To learn something new

Do you satisfy with your responsibility? Why?

- Yes, I got to learn new thing and stronger in every year.

What is the factor that makes you dissatisfy with your job?

- Teamwork

Do you have a good relationship with your team?

- No

Does the relationship with colleagues effect your job? How?

- They are not supportive, they are so serious at work and very selfish.

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- Yes, if I stay with them at least 3 years.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

It is about the self benefit. The experience that we need to accumulated and gain trust among the old employee.

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

they don't support and sometime look down on my languages skill

In front of me they don't say anything if I do something wrong, but they will report boss directly behind my back. They don't trust female foreigner. Moreover, they treat me differently, when they treat male or Japanese.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

So many meeting → can't finish work online → do OT → go back home late.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

I can freely express myself or share my ideal during Kaizen , but they just listen and do nothing. And I feel that my action is useless. Kaizen become overtime and it is not effective and it is doesn't help improve the company.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

They always provide indirect intension. Sometime they just disappear and I have to catch up later and it slow down my work and make me feel like troublesome.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

They acknowledge the law of labour's right in Japan. They will not scold at workplace.

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

Yes, they don't praise.

Conclusion

Do you feel valuable asset at your company?

- Not yet, but I feel that I can grow in this company within 2 years if my boss evaluated me well , I will get promote as manager.

What is the most importance factor that motivate you at workplace?

- Bonus

What is the most importance factor that discourage you at workplace?

- People are resisted to change (uncertainly avoidance) not flexible
- Senior look down and discriminate on female worker



Employee 13

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Master degree

How long have you stay in Japan for work?

- 3 years

What is your monthly income?

- 77,000 THB

What is your job role?

- Business planning and strategy

Why did you decide to work at Japan?

- Master degree is a good start on salary level in Japan

What is the main factor that you choose to stay with your organization?

- Benefit

Do you satisfy with your responsibility? Why?

- Yes, it is challenge

What is the factor that makes you dissatisfy with your job?

- Unsupportive colleague

Do you have a good relationship with your team?

- Yes

Does the relationship with colleagues effect your job? How?

- When I need to follow up on something, they don't cooperate

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- Yes, rotation program and promote as the manager in other country.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

The longer stay the more you gain experience and trust.

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

So many level some time it slow down my work but they are a good support for me still.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

So many meeting with difference level of people. Most of my time spend at meeting room. However, they not allow us to stay over time if it is not necessary.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

They are very in detail. Kaizen is tiring and not effective, solution become hard to implement. It is really demotivated. Kaizen become the formal training in company, I think it become one task that we all should cooperate.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

It is really confusing and frustrated me at some time. I don't understand their intension, so I have to make a phone call. That is better than the email.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

No, I disagree

7. Reserve

How do you feel about Scolding?

How Scolding effect your motivation?

No, they praise me in front of the other.

Conclusion

Do you feel valuable asset at your company?

- Yes, I think I can support and contribute something good for the company, I got a good grade evaluation.

What is the most importance factor that motivate you at workplace?

- Benefit, colleague and boss

What is the most importance factor that discourage you at workplace?

- Spend a long time in company to get promote.



Employee 14

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 2 yeas in japan

What is your monthly income?

- n/a

What is your job role?

- Global department and sale

Why did you decide to work at Japan?

- To gain experience

What is the main factor that you choose to stay with your organization?

- To gain experience and learn new skill

Do you satisfy with your responsibility? Why?

- Yes, because my ability and knowledge is fully suite with this position.

What is the factor that makes you dissatisfy with your job?

- I just want to go back to Thai It doesn't relate with the company issue

Do you have a good relationship with your team?

- Yes

Does the relationship with colleagues effect your job? How?

- Yes , people is really supportive and open mind, I can speak freely and people accept my decision

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- No , they don't have rotation program and took a long time to get promote.

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment in your organization?

How life time employment effect your motivation at work?

No, it can't motivate me, I think people here just work for a benefit. The longer you stay the more compensate you will gain.

2.Seniority system

How do you feel about Seniority system?

How Seniority system effect your motivation?

The older employees have more power and opportunity for career advancement. I understand this issue and accept it.

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

It really takes a lot of time ... it is not a productive at all. But people can get together update their situation which can tight our relationship and harmonization with in the team and organization.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

If it is not too detail, I can accept it. Sometime, I have to work with time pressure and being in detail. it is really rush me and tired.

5. Tatemaie honne

How do you feel about Tatemaie honne?

How Tatemaie honne effect your motivation?

It is very troublesome and discourage me at work. The direct communication will provide the better work performance.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

No, it cannot motivate me. I feel embarrassing and it is such a bad manner. They should do in private not in the middle of the office.

7. Reserve

How do you feel about reserve?

How reserve effect your motivation?

They praise me in front of a lot of people and I am appreciated.

Conclusion

Do you feel valuable asset at your company?

- Yes, I can speak 3 langs. I can fully support the global department and sale

What is the most importance factor that motivate you at workplace?

- The career advancement and a chance to learn new thing

What is the most importance factor that discourage you at workplace?

- When boss is being too detail and become very traditional which might delay the workflow.



Employee 15

General questions

What is your gender?

- Female

What is your age?

- 26 years old

What is your highest education?

- Bachelor degree

How long have you stay in Japan for work?

- 1.5 years

What is your monthly income?

- n/a

What is your job role?

- International sale

Why did you decide to work at Japan?

- To gain an Experience

What is the main factor that you choose to stay with your organization?

- Love game

Do you satisfy with your responsibility? Why?

- No, the job rotation program is really upset me.

What is the factor that makes you dissatisfy with your job?

- Rotation program doesn't encourage me to grow or learn new thing

Do you have a good relationship with your team?

- Yes

Does the relationship with colleagues effect your job? How?

- Yes, good communication can speed up the work

Does your boss support and open a chance to your ideas?

- Yes

Does your company support your career path?

- No

Specific workplace culture questions

1. Life time employment

How do you feel about life time employment?

How life time employment effect your motivation at work?

It cannot motivate me because it will take a long time to gain a benefit form life time employment in Japanese company.

2. Seniority system

How do you feel about Seniority system in your organization?

How Seniority system effect your motivation?

They don't speak openly. They tend to work individually. Junior have to do unnecessary work

3. Consensual decision making (Ringi and nemawashi)

How do you feel about Consensual decision making?

How Consensual decision effect your motivation?

They don't conduct so many meeting. So, I am happy with it.

4. Quality cycles

How do you feel about Quality cycle?

How Quality cycle effect your motivation?

They did and it is good. I have a chance to show my idea. But sometime they embarrassing me when I speak wrong Japanese grammar.

5. Tatemae honne

How do you feel about Tatemae honne?

How Tatemae honne effect your motivation?

They always provide indirect intension. Hard to guess, but later I feel used to it.

6. Scolding

How do you feel about Scolding?

How Scolding effect your motivation?

They don't scold. And, I think it is good.

7. Reserve

How do you feel about reserve?

How reserve effect your motivation?

They don't praise each other in the company. I don't take it seriously.

Conclusion

Do you feel valuable asset at your company?

- Since they move me to other department, I feel like I am useless, unrecognizable and feel like this company doesn't provide the future for me.

What is the most importance factor that motivate you at workplace?

- Freedom to make a decision or working.

What is the most importance factor that discourage you at workplace?

- Junior have to do unnecessary work, they don't praise with each other.