

A STUDY OF THE ATTITUDES OF JAPANESE EMPLOYEES IN BANGKOK
TOWARD JAPANESE WORKING CULTURE

A MASTER'S PROJECT
OF
MISS PUNPIM JIRAKIAT

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

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การศึกษาทัศนคติของพนักงานชาวญี่ปุ่นที่ทำงานในกรุงเทพมหานคร

ต่อวัฒนธรรมการทำงานแบบญี่ปุ่น

บทคัดย่อ

ของ

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เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

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การศึกษาเกี่ยวกับหัวข้อข้างต้นนั้นเพื่อจุดประสงค์ที่จะศึกษาให้กระจ่างชัดถึงทัศนคติของพนักงานชาวญี่ปุ่นที่ทำงานในกรุงเทพมหานครต่อวัฒนธรรมการทำงานแบบญี่ปุ่น: การทำงานกับบริษัทหรือองค์กรในระยะยาว, การทำงานหนัก, การทำงานเป็นทีมหรือกลุ่ม, และการสังสรรค์ทางธุรกิจ ข้อมูลที่ใช้สำหรับการศึกษาในครั้งนี้ได้มาจากการตอบแบบสอบถามของผู้ตอบแบบสอบถามชาวญี่ปุ่นซึ่งทำงานในกรุงเทพมหานครจำนวนห้าสิบคน ผู้วิจัยได้นำข้อมูลที่ได้รับมาทำการวิเคราะห์โดยการหาค่าร้อยละ, ค่าเฉลี่ย และการพรรณนาเชิงวิเคราะห์

การศึกษาในครั้งนี้พบว่าทัศนคติต่อการทำงานกับบริษัทหรือองค์กรในระยะยาวและการทำงานหนักของพนักงานชาวญี่ปุ่นที่ทำงานในกรุงเทพมหานครจำนวนห้าสิบคนได้เปลี่ยนไปจากทัศนคติโดยรวมของพนักงานชาวญี่ปุ่นที่ทำงานในประเทศญี่ปุ่น ในขณะที่ทัศนคติต่อการทำงานเป็นทีมหรือกลุ่มและการสังสรรค์ทางธุรกิจกับเพื่อนร่วมงานและลูกค้า ยังคงเหมือนกับทัศนคติโดยรวมของพนักงานชาวญี่ปุ่นที่ทำงานในประเทศญี่ปุ่น การศึกษาในครั้งนี้ยังพบว่ามีความแตกต่างทางทัศนคติต่อการทำงานกับบริษัทหรือองค์กรในระยะยาว, การทำงานหนัก, การทำงานเป็นทีมหรือกลุ่ม, และการสังสรรค์ทางธุรกิจเมื่อนำมาเปรียบเทียบกับเพศ, อายุ, ตำแหน่งในบริษัท, และประเภทของการจ้างงานของพนักงานชาวญี่ปุ่นที่ทำงานในกรุงเทพมหานคร ผู้ตอบแบบสอบถามที่สูงอายุ (46 ถึง 50) ให้ความสำคัญกับการทำงานกับบริษัทหรือองค์กรในระยะยาวมากที่สุด ผู้บริหารธุรกิจและผู้ตอบ

แบบสอบถามในกลุ่มอายุ 41 ถึง 45 เชื่อในการทำงานหนักอย่างมาก ผู้ตอบแบบสอบถามในกลุ่มอายุ 41 ถึง 45 เห็นด้วยอย่างยิ่งว่าการทำงานเป็นทีมหรือกลุ่มสำคัญกว่าความพยายามโดยตัวคนเดียว ผู้บริหารธุรกิจสังสรรค์กับเพื่อนร่วมงานและลูกค้าบ่อยกว่ากลุ่มอื่นๆ ทั้งหมด ข้อมูลนี้ช่วยให้นักธุรกิจชาวไทยและบริษัทไทยในกรุงเทพมหานครเข้าใจวัฒนธรรมการทำงานแบบญี่ปุ่นและทัศนคติของพนักงานชาวญี่ปุ่นที่ทำงานในกรุงเทพมหานคร เพื่อที่จะทำงานกับพวกเขาได้อย่างมีประสิทธิภาพมากขึ้น

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Punpim Jirakiat. (2005). *A Study of the Attitudes of Japanese Employees in Bangkok toward Japanese Working Culture*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University. Project Advisor: Mr. Leroy A. Quick

This study attempts to discover the attitudes of Japanese employees in Bangkok toward Japanese working culture: lifetime employment, hard work, team work, and business socializing. Data in the research are derived from questionnaires returned from 50 Japanese respondents who were working in Bangkok. The analysis of the data is presented in percentages and mean scores with analytical descriptions.

This study reveals that the attitudes toward lifetime employment and hard work of the 50 Japanese employees in Bangkok appear to be changing from the mainstream attitudes of Japanese employees in Japan while the attitudes toward team work and business socializing with colleagues and customers/clients remain similar to the commonly held attitudes of Japanese employees in Japan. It also reveals the differences in attitudes toward lifetime employment, hard work, team work, and business socializing between Japanese employees in Bangkok based on their gender, age, position in a firm, and type of employment. The older age group (46-50) gave the most importance to lifetime employment. The entrepreneurs and the respondents in the age group 41-45 strongly believed in hard work. The respondents in the age group 41-45 strongly agreed that team work was more

important than individual effort. The entrepreneurs socialized with their colleagues and customers/clients more often than all other groups. This information should help Thai business people and Thai firms in Bangkok better understand Japanese working culture and the attitudes of Japanese employees working in Bangkok and thereby work more effectively with them.

The Master's Project Advisor, Chair of Business English for International Communication Program and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts in Business English for International Communication of Srinakharinwirot University.

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September, 2005

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CHAPTER 1

INTRODUCTION

Background

In global business, people from every corner of the world are in contact and working together. Thailand is an open country which has good relationships with almost every country in the world. There are many overseas investors in Thailand, especially Japanese. The amount of investment from Japan in Thailand is increasing continuously in parallel with the number of Japanese business people. Based on information from the Japan External Trade Organization (JETRO), the total number of Japanese Affiliates in Thailand for the period 1992-1997 are shown in TABLE 1 (Chanin Mephokee. 1999: 57).

TABLE 1 NUMBER OF JAPANESE AFFILIATES IN THAILAND IN 1992-1997

Year	Number of Japanese Affiliates in Thailand	Year	Number of Japanese Affiliates in Thailand
1992	912	1995	1,028
1993	953	1996	1,082
1994	988	1997	1,144

Sekiguchi (1983: 22) noted that Thailand has a long history of a close relationship with Japan. However, there is no evidence of when or how the historical relationship between Japan and Thailand began, but it is assumed that the Japanese people first settled in Siam (the former

name of Thailand) by about the 16th or beginning of the 17th century during the Ayutthaya period.

The relations between the two countries were established mainly for military and commercial reasons (Attakorn Wiwatchai.1974: 97). During World War II, Thailand, was forced to cooperate with Japan, but as time went by, the latter demanded more and more to make it able to go on with the war effort. However, the relationship between Japan and Thailand remained smooth.

After World War II, Japan began to develop along the lines of a Western democracy. Since then, Japan has been successful and comparable to the West in fields such as economics, technology, education, and industry.

Japan is a leading country of high technology in many fields, such as in electronics, automobiles, office equipment, chemicals, plastics, scientific and optical equipment. Thailand and Japan have gone through different stages of development. Today, Japan is a highly successful economy with advanced technology, while Thailand remains in need of financial and technical assistance -- especially the transfer of technology. Based on information from the Japan External Trade Organization (JETRO), Japanese investment in Thailand for the period 1960-2001 are shown in TABLE 2 on page 3 (Siriporn Wajjawalku. 1999: 162).

The investments of the Japanese in Thailand are increasing dramatically. Investment policy and promotion measures have been drawn up to attract foreign investors. In late 1959,

Thailand set up the Board of Investment (BOI) in order to supervise and administer the investment promotion program (Terapot Charoonsri. 1987: 15). In the past two decades, a number of countries have invested in Thailand, the two single most important investors are Japan and Taiwan, with all of Europe ranking significantly behind Japan. Based on information from the BOI (2003), approved projects of foreign investment in Thailand for the period 2002-2003 are shown in TABLE 3 on page 4.

TABLE 2 JAPANESE INVESTMENT IN THAILAND IN 1960-2001

Year	Japanese Investment in Thailand (Million U.S. Dollars)	Year	Japanese Investment in Thailand (Million U.S. Dollars)
1960	8	1991	1,123
1970	22	1992	1,249
1974	31	1993	1,662
1977	49	1994	1,607
1979	54	1995	4,915
1982	94	1996	3,922
1984	119	1997	4,085
1986	124	1998	1,353
1987	250	1999	676
1988	859	2000	2,685
1989	1,276	2001	2,084
1990	1,731		

TABLE 3 BOI APPROVED INVESTMENT PROJECTS IN THAILAND IN 2002 – 2003

Country	Number of Approved Projects		Amount of Investments (Figures are in millions)	
	2002	2003	2002	2003
Japan	215	260	38,398 THB (960 USD)	97,597 THB (2,440 USD)
Europe	78	70	20,437 THB (511 USD)	28,311 THB (708 USD)
Taiwan	41	57	2,706 THB (68 USD)	13,553 THB (339 USD)
U.S.A.	37	40	11,113 THB (278 USD)	24,547 THB (614 USD)
Hong Kong	5	14	1,585 THB (40 USD)	3,591 THB (90 USD)

U.S. Dollar figures calculated at 1 USD = 40 THB

As the number of Japanese investments and projects approved by the BOI increased, so did the number of Japanese people working and living in Thailand. Based on information from the Japan External Trade Organization (JETRO), the total number of Japanese in Thailand for the period 1992-2002 are shown in TABLE 4 on page 5 (Chanin Mephokee. 1999: 57).

TABLE 4 NUMBER OF JAPANESE IN THAILAND IN 1992-2002

Year	Number of Japanese in Thailand
1992	18,210
1993	19,119
1995	20,804
1996	21,745
2002	25,329

At the moment, there are at least 1,500 Japanese companies operating in Thailand (669 Japanese companies in Bangkok) both in the form of Japanese owned and joint venture business organizations (Ministry of Trade. 1999).

Japanese firms are interested in investing in Thailand for many reasons. According to the Japanese Ex-Student Association (1992: 75), the main factors attracting Japanese investment in Thailand are Thailand's political and social stability, the government's flexible relationship with foreign countries, qualified and inexpensive Thai labor, the abundance of natural resources, good prospects for industrial business, and the friendliness of Thai people.

Thailand gets many advantages from Japanese investment. Udom Kertpiboon (1975: 105) mentioned that apart from socio-economic development, Thailand can also increase employment, develop Thai labor skills, and expand economic markets and social infrastructure.

The secret to Japanese success at home, in Thailand and around the world has not been technology, but a special way of managing people – a style that focuses on a strong

company philosophy, a distinct corporate culture, long-range staff development, and consensus decision-making. The results are lower turn-over, increased job commitment and higher productivity. Another important characteristic of the Japanese organization is lifetime employment. In 1981, Ouchi stated that lifetime employment, more than any single policy, is the title, or heading, under which many facets of Japanese life and work are integrated. Lifetime employment is desired by Japanese employees and a goal of Japanese employers not only in Japan, but also in operations outside of Japan.

Lifetime employment means that a major firm or government hires once a year when young people graduate from high school or university. Once they are hired the new employee works with the organization until retirement at age of fifty-five. This reflects an important attitude of the Japanese toward their working culture. They work very hard and devote themselves to their company or organization. They have loyalty and they also respect uniqueness, hierarchy, the group and conformity (Ouchi. 1981: 17).

In 1983, Taylor (1983: 184, 295) noted that the next Japanese generation is changing their attitudes toward working culture because young people do not want to work with one company all their lives. They would like to explore new experiences in different fields.

In 1996, Katayama (1996: 169) stated that most companies still operate on a system of lifetime employment and promotion according to length of service, so people are generally unwilling to leave an organization which offers the security of guaranteed employment until they

retire. The employment structure in Japan, has until now made it difficult for many people to change jobs. Among the younger generation, however, the idea of dedicating oneself to a particular company for life is losing popularity, and as the annual salary system becomes more widespread, it is expected that more people will change jobs to make the most of their abilities.

Clearly, deeply held attitudes toward work culture and fundamental business policy take a great deal of time, possibly generations, to change completely.

Preston (2000: 141) noted that many commentators on Japan have suggested that there is a core to the culture of the Japanese, which can be found in the notion of 'groupism'. The standard story in respect of Japan stresses that the country has a conformist character and Japanese people are happiest in-group. It is possible to invoke natural explanations for this groupism. The traditional rural focus on the group has been passed down to the urban present and is reused in the school, the workplace and politics. This 'groupism' leads to a heightened sense of team work in virtually every social endeavor undertaken by Japanese people.

Buckley (1990) characterized the role of the 'salaryman', those employed in a large company, in terms of the priority for men of the workplace. It is within the confines of the small work group that the salaryman finds his identity. He will expect to work late routinely, take only the minimum number of holidays each year, and then socialize with his colleagues in a local restaurant or bar. At weekends he may well play golf - a routine business activity. The key to

the Japanese employees' life is the company, and along with team work, is expressed by hard work and business socializing.

The world of the Japanese company is largely male dominated. Women are employed but often in less responsible positions. Young women are expected to work for a while and then leave to have families. The process of choosing a company depends on educational record - - the better the status of university or college attended, the higher Japanese employees can aim in respect of prestige of the company or government department that might employ them (Preston. 2000: 115-116).

Both Thais and Japanese are Asian, but they have their own unique cultures and backgrounds. They have their own working cultures and have different attitudes toward their work and company or organization. When they join in business and work together, they may experience some conflicts and problems caused by the differences of their cultures and this will have a direct impact on their working relations.

In order for Thai individuals and/or firms to deal effectively with Japanese employees in Bangkok, it is important to understand the Japanese attitudes toward their own working culture.

The term "Japanese employees" as used in this study, means Japanese individuals working in Bangkok whether transferred by their Japanese employers (transferees), locally hired (local hires) or who have started their own businesses (entrepreneurs).

Research Questions

This research seeks to find answers to the two following research questions:

1. Are the attitudes of Japanese employees in Bangkok toward lifetime employment, hard work, team work and business socializing different from the attitudes of mainstream Japanese employees in Japan?

2. What are the differences in attitudes toward lifetime employment, hard work, team work and business socializing between Japanese employees working in Bangkok based on their gender, age, position in a firm and type of employment?

Significance of the Study

This study provides insight into what Japanese working culture is, which leads to an understanding of Japanese work behavior. Further, a better understanding of the attitudes of Japanese employees in Bangkok (which may be somewhat different than commonly held attitudes of Japanese employees in Japan) will assist Bangkok firms deal more effectively with Japanese employees who are working in Bangkok. Secondly, firms (especially Japanese firms) which transfer Japanese personnel into and out of Bangkok may discover differences in employee attitudes in Bangkok. This study may lead such firms to change their Human Resource or Training Policies. Finally, individuals researching Japanese culture, in any of its many facets, may find the results of this study of value to their body of knowledge.

Scope of the Study

The concept of Japanese working culture is quite broad. This study will focus on four major areas of Japanese working culture: lifetime employment, hard work, team work and business socializing. Due to the limitations of time and resources, the study will focus only on the attitudes toward working culture of Japanese employees in Bangkok. This study will also be limited to fifty Japanese employees, twenty-four in the management level and twenty-six in the non-management level.

CHAPTER 2

REVIEW OF LITERATURE

In order to investigate the attitudes of Japanese employees in Bangkok toward Japanese working culture, it is important to understand culture in the broadest sense and in the business or professional or working environment. This chapter examines the literature related to: 1) Culture, Working Culture and Business Communication, 2) Underlying Concepts of Japanese Working Culture and 3) Japanese Working Culture with focus on Lifetime Employment, Hard Work, Team Work and Business Socializing.

1. Culture, Working Culture and Business Communication

Culture is a broad term that has been used differently in many different contexts. Many things can define an individual's or group of people's culture such as values and beliefs, patterns of behavior, symbols, language, and traditions.

Hodgettes and Fred (1991: 35) said that, "Culture is acquired knowledge that people use to interpret experience and to generate social behavior and this knowledge forms values, creates attitudes and influences behavior." In the same way, Thill and Courtland (1993: 453) believed that, "Culture is a system of shared symbols, beliefs, attitudes, values, expectations, and norms for people's behavior."

Culture is a phenomenon that develops over time. It represents a shared way of being, evaluating, and doing that is passed from one generation to the next (Victor. 1992: 26; Bonvillain. 1993: 84). Generally, culture refers to the way people understand the world. Culture is the people's way of life. People always follow certain customary ways of behaving, which give their lives a particular pattern, regularity and meaning. Each society has its own cultural patterns.

Culture conditions people, consciously and unconsciously, how to behave in thousands of different situations everyday. Culture embraces the concept of morality, determining for each group what is right and proper, and teaches individuals how things ought to be done (Thill and Courtland. 1993:277; Ball. 1990:255). Though many authors say different things about the definition of the word "culture", it seems that they all perceive this word in similar ways. Culture is the shared symbols, beliefs, attitudes, and values of people that are learned, exchanged, and passed from one generation to another through various channels.

Culture itself is one form of communication (Hodgettes and Fred. 1991:33). The first step in learning to communicate with people from other cultures is to become aware of what different cultural messages mean (Ronan. 1986:39). The more differences there are between the people who are communicating, the more difficult it is for them to communicate effectively. Cultural differences do not only exist between countries. Different parts of one country may be set apart from one another by cultural differences as well (Barnlund. 1975:29).

In a society, culture is not only limited to the behavior of people in their private lives, but it expands to every aspect of life, for example, political culture, organizational culture, working culture, and so on. Defining the term “culture” this way is also necessary because business contexts have their own distinctive cultures of the office, the shop, and the enterprise (Harper. 1987:87). Culture affects all aspects of people’s lives, including the way people work. It impacts the way people communicate with one another in business organizations. These cultures inevitably have an impact on people’s feelings and behaviors. The connection between business and culture now goes much deeper (Hall and Mary. 1993: 5).

Ball (1990: 258) gave an interesting example showing how culture influences the business marketing function:

In Japan, Procter & Gamble (P&G) used an advertisement for Camay soap in which a man meeting a woman for the first time compared her skin to that of a fine porcelain doll. Although the ad had worked well in South America and Europe, it insulted the Japanese. ‘For a Japanese man to say something like that to a Japanese woman means he’s either unsophisticated or rude,’ said an advertising man who worked on the account. Interestingly, P&G used the ad despite the warning from the advertising agency. P&G also erred because it lacked knowledge of the business culture. P&G is estimated to have lost a quarter of a billion dollars since issuing this ads into the Japanese market.

As a bitter Japanese ex-P&G employee put it, "They didn't listen to anybody."

This example shows that cultural differences have much impact on people's lives, not only on their personal thoughts but also on their business results. In order for a multicultural company to work smoothly, its people have to try to learn and understand other cultures and realize their differences (Hall and Mary. 1993: 166). Once people, who are managers, technicians, or sales representatives leave their home culture, they become "foreigners", i.e. literally strangers in other societies. This situation can be disorienting for some, or even result in "culture conflicts" (Victor. 1992: 60). When people enter a foreign environment, they confront a multitude of differences, which can be disconcerting (Ronen. 1986: 114).

Today's business environment is extremely varied and complex. The manager today faces not only normal business complexities, but also the implications of cultural differences within the international business community (Ronen. 1986: 29). Misunderstandings are likely to occur when people with different backgrounds work together.

Although it is impossible to know all variations in business communications in all countries, business people can prepare themselves for the experiences they are most likely to face when conducting business in another culture. In any international business exchange, it is advisable to learn as much about the other culture as possible. The best way for people from two countries to conduct business is to examine the differences and similarities between their nations (Bonvillain. 1993: 77). People's awareness of intercultural differences is both useful and

necessary in today's world of business. Therefore, the study of cultural differences and similarities is essential to international business success, and thus is largely inseparable from the study of international business communication.

2. Underlying Concepts of Japanese Working Culture

Much research has been done on Japanese culture and working culture.

Steward (1972: 32) concludes that perhaps the single most important key to understand the national character and the customary attitudes of the Japanese can be found in their set of social values, identified individually by the words '*on*' (kindness, obligation), '*giri*' (duty, justice), '*ninjo*' (humanity), '*seii*' (faith), '*makoto*' (sincerity), '*kao*' (face), '*sekinin*' (responsibility), '*gimu*' (duty), and '*ninmu*' (mission, assigned task). These are the bonds that hold the framework of Japanese society together, each making active demands on its members. Zimmerman (1985: 64-70) groups all the above concepts into only four essential concepts that have an influence on how Japanese do business and conduct their personal lives. They are *nintai* (patience), *kao* (face), *on* (obligations), and *giri* (duties).

Nintai, in the business context, means having the endurance and intellectual fortitude to uncover, methodically and carefully, every factor that might have the slightest bearing on a business decision or the outcome of a negotiation. It means having the patience and perseverance to carefully and thoroughly prepare future actions.

Kao, or face, is the most precious commodity a Japanese has. It is his badge of respectability and the source of his self-confidence. The worst mistake one can make with a Japanese is to say, do, or imply anything that might be construed to mean that one does not appreciate the other's work or his personality. This is the most horrible insult possible, and the unwary foreigner who utters such a remark will make an implacable enemy for life. If one does not like the way one is treated in Japan, or if one disagrees with a Japanese businessman, one should indicate this to him in the most subtle and indirect way possible so that he can understand what one is trying to convey but not suffer the slightest injury to his face.

For example, Japanese society places great importance on teamwork and cooperation, and can be intolerant of individualism. In the workplace you are not advised to assert yourself too strongly, and in particular you should be very careful about disagreeing with a senior in front of your colleagues. If you happen to think your superior is wrong, express this in an oblique fashion. Do not say "You are wrong." Try something like "Are you sure this is correct?"

On, or obligation, is the tendency of Japanese to take every debt they incur throughout life as a personal weight on their shoulders. The burden of these obligations can be lightened (but never eliminated entirely) by doing favors for and on behalf of the person or persons to whom they owe the debt. Observing the behavior of a Japanese businessman, one notices that he is constantly expressing heartfelt gratitude for every kindness shown or special favor

extended. This is because he is uncomfortably aware that he is on the receiving end of an obligation that he will be compelled to repay in the future.

The giving and receiving of gifts is an example of obligation, and one cannot escape the web of obligations that are created, and the worst offense (other than deliberate insults or an assault on a man's *kao*) is to refuse a gift. Most Japanese treat their obligations very seriously.

For example, when making a trip away from the office for more than one day, whether on business or pleasure, it is customary in Japan to return with some small gifts for colleagues.

The last concept, *giri* or duty, should be taken in the abstract sense of “the social contract”. Japanese feel the burden of mutual interdependence and commitment to maintaining social order more than most people. The most obvious area where a foreigner may incur and receive *giri* is the giving and receiving of gifts. Every restaurant waiter will shout “*Irasshaimase!*” (or roughly “welcome!”) when a customer walks into a restaurant. This cry acknowledges the *giri* that the staff and manager of the restaurant owe to the customer for patronizing their humble establishment. *Giri* can also be expressed as overriding loyalty or obligation to them.

These underlying concepts must be viewed as part of the working culture of the Japanese. Any person who needs to deal with the Japanese and does not learn Japanese culture may seriously misunderstand the Japanese and/or be seriously misunderstood by them. Therefore, both Japanese and Thais need to compromise and study the culture of each other in order to communicate in business effectively.

3. Japanese Working Culture

When people work in societies and cultures that differ from their own, the problems they encounter in dealing with a single set of cultures are multiplied by the number of cultural sets they find in their foreign environments. It is necessary for them to have at least an understanding of the background of other cultures. The underlying concepts of Japanese working culture described above are woven into four manifestations of the working culture: lifetime employment, hard work, team work and business socializing which are the focus of this research.

Japan has experienced quite a long history of wars. Sometimes, it was the instigator because of the wish to be the most powerful country in Asia (Nakane. 1970: 79). However, after World War II, Japan isolated itself from the rest of the world (Carter. 1984: 23). Japan abandoned totalitarian government, military force, nationalistic education, and emperor worship. The merchants and the businessmen were resurrected from a thousand years of disrepute and put in charge of rebuilding the country (Komoto. 1985: 74). By the early 1970s, it was becoming evident that the Japanese had overproved themselves. Japan had moved quite quickly and aggressively into other countries' markets (Nakamura. 1988: 93). Japan was able to develop itself and become one of the leading countries in the world. It has more modern technologies than many other countries in the world (Komoto. 1985: 18).

Even though most of the Japanese people take pride in their latter day accomplishments and some of the Japanese believe that their past makes them what they are now and shapes their characteristics (Fukutake. 1972: 75), they are now trying to establish good relationships with many countries.

In Japan, a job means identification with a larger entity through which one gains pride and a feeling of being part of something significant. An individual's prestige is tied directly to the prestige of his or her employer. The company is not typically viewed as an entity trying to take advantage of its employees in order to make profits, but as a provider of security and welfare. When Japanese are asked what they do, they usually respond with the name of the companies for which they work, not the jobs they perform (Gannon. 1994: 262). Liebman (1992: 574) stated that the Japanese work ethic is not organized around satisfaction with work tasks, but is mobilized by attachments to the firm and to the work group. Workers see the company not just as a place to work but as a community to which they devote their entire lives. Some Japanese people adopt the attitude that work comes first, even prior to their family. They take the company's larger interests as their own because Japan is a nation where the individual learns to subordinate his interests to the group, to conform to its desires, to seek harmony, and to find meaning and identification in service to the group (Taylor. 1983: 179).

Japanese are extremely loyal to their companies. At work, they are steady, intelligent, and hard-working. Gannon (1994: 262) mentioned that Japanese workers or managers usually

perceive their companies and other institutions with a strong sense of “we” versus “them”.

Approximately 30% of Japanese managers and workers, primarily those who work for larger firms, actually are guaranteed lifetime employment until the age of 55, after which they can work for a larger firm’s subcontractors until age 70, although at reduced salary. This guarantee strengthens the feeling of identification with a firm.

Although the whole system of lifetime employment and pay in accordance with seniority grew out of labor needs, it fits well into basic Japanese group attitudes and produces a number of important side benefits. It makes for a loyal and even enthusiastic work force that takes pride in its product and is happy to work overtime (Reischauer. 1995: 324).

Lifetime Employment

The lifetime employment system, known vaguely and often misunderstood outside of Japan, was introduced in 1955 and is only offered by larger corporations, and then only to specific members of the organization who constitute an inner core of management. These are mainly males recruited directly from university who are destined for promotion up the corporate hierarchy. This may constitute 30-40 percent of a company’s total workforce (Hunt and Targett. 1995: 43).

Chen (1995: 188) mentioned that the lifetime employment system consists of three key components. First, most employees in this system are directly recruited from school rather than from an open job market. Second, they are expected to stay with the company for the duration

of their professional lives and can in turn expect job security during their careers. Third, the decision of recruitment is more focused on the general characteristics and abilities of potential employees than on particular technical skills. The system, however, does not include part-time workers, women, and retirees.

In Japan, the general rule is that people are employed according to their general abilities, rather than according to their specific occupational skills. Because of this, the most precise way of indicating the nature of each individual's work is to mention the name of his or her company and the section to which he or she is assigned at the time. Therefore, it is customary for all Japanese working people to exchange name cards (or "*meshi*" in Japanese) to others when they first make self-introductions (Japanese Ex-Student Association. 1992: 102). A Japanese employee is not only willing, but also feels proud to say to his interlocutor that "I'm Nagai, from Mitsui Company." (Carter. 1984: 111) while presenting his name card.

Japanese employees have the sense of belonging to their company which is further strengthened by the system of lifetime employment, ranking based on seniority and internal welfare schemes, which are basic features of company management in Japan (Forbis. 1976: 163). Thus, Japanese employees have high loyalty to their employers. Though in the literature on economic organizations in Japan, there is still a tendency to assume that permanent employment means an undisturbed and upward career in one organization until retirement, in reality lifelong job occupancy is more a dream than a reasonable expectation for the great

majority of Japanese employees (Bonvillain. 1993: 141). Because of the aging of the workforce, the shortage of young workers, technological changes, and industrial structural shifts, the chance of staying in one firm for life has become more unrealistic (Hasegawa. 1992: 63). Due to this fact, Japanese attitudes toward lifetime employment may be changing in the younger generation.

As the Japanese labor market becomes more fluid to adjust to the economic and industrial realities, Professor Higuchi Yoshio of Keio University, says that Japanese workers now fall into three groups: the lifetime employees, the out-placed and limited term workers, and the specialists with a high level of specialized skills. These are the temp-staff workers (Chiba. 2004: 8).

Though the employment system in Japan may be moving away from lifetime employment, a study by the Japanese Cabinet Office, "White Paper on the National Lifestyle" for fiscal 2003 identified 4.17 million temporary workers in Japan and found that 72.2% of them wanted permanent positions (Chiba. 2004: 7).

Clearly, it will require some time for the practice of lifetime employment to completely disappear from the Japanese working culture.

Hard Work

As Japan has such a gloomy history of wars and poverty, the people's characteristics and cultural norms are inevitably influenced. The Japanese are widely known to the world for having a great deal of patriotism. Their collective characteristics are diligence, thrift, and courage (Iwata. 1982: 158-160). Japanese are best known for being hard-working people, which results from their background and their desire to recover from poverty after war.

Forbis (1976: 325) offers the following explanation:

"Some of their Japanese farmer ancestors had been engaged for more than two thousand years in a system of agriculture centered on paddy-field rice cultivation. The small scale of the land has severely restricted the use of oxen and horses, so the ratio of human effort has been high. As a result, emphasizing hard work has been rewarded by increased harvests. If the farmers did not put a lot of effort into their work, they could not sustain their livelihood, and it is probably from this that the custom of working hard arose. However, this custom was not restricted just to the farming community, there was an increasingly strong social consciousness that work itself had an ethical value".

The single most important ingredient in Japan's success is the Japanese attitude toward work. The Japanese have succeeded because they have worked harder at their jobs than any other people in the world. Although increased affluence is bringing changes to Japan, the nation as a whole still has a unique propensity for loyalty and hard work. The cliches about the Japanese as workaholics and economic animals have caught on for a reason (Taylor. 1983: 171).

As it is seen in the saying, "turning a disaster into good fortune," the Japanese people have a general attitude of optimism toward working to turn the tide of fortune from disaster to a positive direction. This was clearly seen during the post World War II reconstruction of the nation. It is because everyone combined their strengths and cooperated that it was possible to bring about such an extremely speedy recovery. Another good recent example is the oil crisis of 1973. Japan succeeded in making a remarkably quick come back from what they called the "oil shock." (Nishibori. 1997: 99).

Nowadays, there are many in the younger generation who staunchly draw a line between work and themselves. Compared to workers of the past, they have no qualms about changing jobs and there are some who, from the onset, seek a contract which differs from a regular one. Even so, they spend more hours at the company than what the figures indicate (Itasaka. 1996: 137).

Team Work

The Japanese are group-oriented rather than individual-oriented, so they usually represent themselves on behalf of their society. The Japanese have a collectivistic culture. Hofstede and Bond (1989: 43) pointed out that people with a collectivistic culture are “people who belong to ingroups or collectivities which are supposed to look after them in exchange for loyalty”. The organizational structure and work allocation in Japanese firms also emphasizes the group. Work is often assigned to various office groups and is viewed essentially as a group effort. Frequently, there are no formal job descriptions existing separately from work groups. A company will often reward the office group, not the individual, for work well done (Gannon. 1994: 263). Even the physical arrangement of the office emphasizes the group. The manager will sit in front of the workers in a classroom style setting, and they will work in subgroups with their own supervisors. If the work group is small, everyone will sit around a table, with the most senior members closer to the manager. As a general rule, the Japanese do not allow managers to have their own offices and, even if the work requires that they be given offices, managers tend not to prefer this arrangement. One of the Japanese’s collectivistic culture characteristics can be clearly seen in their bathing behavior. It is a Japanese tradition to bath together in public bath houses. The collectivistic culture is also reflected when Japanese are out of their country, they try to stick to their groups in the new country. Nakamura (1988: 164) said in the eyes of westerners who have observed Japanese in many countries, “Many Japanese live a life

sealed off from the local society. They eat, play golf, go to parties with a small group of Japanese. They stick close to their local Nippon Clubs, and avoid admitting foreigners into them.”

The Japanese’s way of living reflects their collectivistic culture very well. The style of their houses is very unique. Generally, there are no private rooms. Rooms are often separated by sliding walls, therefore Japanese people cannot lock the door to be alone and rarely have privacy (Gudykunst and Kim. 1989: 118). Some of them live in wooden houses with straw-mat floors and paper walls. The size of houses is limited due to the cost of the land. The whole floor space of an average Japanese house is usually smaller than a large American living room.

Business Socializing

Japanese employees prefer to spend most of their time at their offices. They devote their daytime to their jobs, and enjoy chatting with friends or colleagues in such places as bars or restaurants rather than at home (Nakane. 1970: 145). Hasegawa (1998: 121-123) also stated that Japanese value team work and they go out for dinner or go out to drink with their colleagues after work in order to improve inter-office communication. This helps them to relieve much of their stress and also strengthens the feelings of solidarity among company employees. After such gatherings, they often go out to sing karaoke. Karaoke has become such a part of Japanese people’s lives now that it could even be called part of the new Japanese culture. This

behavior limits Japanese social life indirectly, as they spend most of the time with their jobs and their work community.

In Japan, businessmen also have the custom of entertaining customers or clients. They take out those responsible for their accounts and their superiors who work in the companies which have bought their company's products, and entertain them with golf and meals. They do this in order to express their continuing gratitude and in order to keep their business relationships running smoothly. Entertaining customers or clients with golf is the most common. Nowadays, nearly all salaried workers play golf. Japanese golf courses are very expensive, so ordinary workers cannot play often. This is why golf is most often used to entertain customers or clients. The one who is entertaining is careful not to bring any shame upon his guests, so if his own score is too good, he will often try to bring it to where it is close to his guest's score. The bill for lunch and drinks at the golf course is naturally paid by the one who did the inviting. Businessmen often treat their customers or clients to meals if they do not play golf. After the meal, they always take their guests out to another night spot like a bar to drink and sing karaoke. This is called a "*nijika*" (second party) (Hasegawa. 1998: 95-97).

As noted above, Japanese attitudes toward lifetime employment and hard work may be changing due to changes in the macro environment that affects employment conditions. The collectivistic culture of Japan and the resulting emphasis on team work seems constant as does the Japanese preference for business socializing, both with colleagues and customers/clients.

CHAPTER 3

METHODOLOGY

Since the target population of the study is Japanese employees in Bangkok, the researcher identified companies/organizations that employed Japanese staff in Bangkok as sources of primary data. The Japanese employees' attitudes toward Japanese working culture were studied in the four following areas: lifetime employment, hard work, team work and business socializing. The data in this study is of two types: primary and secondary data. The primary data came from a questionnaire distributed to Japanese employees in Bangkok. The secondary data were collected from previous research, textbooks and magazines.

Primary Data

Population

The population in this study included 50 Japanese employees who lived and worked in Bangkok: 24 from the management level and 26 from the non-management level. The Japanese employees were transferred by their Japanese employers, were locally hired or had started their own businesses.

Research tool

The research tool employed in this study was a questionnaire. The questionnaire was first prepared in English and translated into Japanese. Ten Japanese residents of

Bangkok, known to the researcher, tested the Japanese version of the questionnaire for comprehensibility and suitability. The English version questionnaire is presented in Appendix 1. The Japanese version is in Appendix 2.

The questionnaire was divided in two parts: Part I: Personal Data, and Part II: Questions for determining the attitudes of the respondents on lifetime employment, hard work, team work and business socializing.

Data Collection

The same ten Japanese residents of Bangkok distributed the questionnaire and asked their Japanese friends/colleagues to answer it. Thai friends and colleagues known to the researcher also asked Japanese friends/colleagues to complete the questionnaire. The questionnaires were distributed to respondents in the middle of January 2005. Fifty-two questionnaires were returned by the middle of March 2005. Two questionnaires were not used because they were not fully completed, thus leaving 50 questionnaires as the basis for this study.

Secondary Data

Secondary data came from a review of related research, books, textbooks and magazines.

Data Analysis

Data gathered from the questionnaires were examined and analyzed in line with the research questions. The results are presented in the form of mean scores and percentages in tables with interpretative explanations. Based on the data collected, the researcher determined their attitudes of the 50 Japanese employees in Bangkok toward Japanese working culture. Related studies, research, and literature are used descriptively to describe the findings. The findings, conclusion, discussion, and recommendations for further study are included in the following Chapters 4 and 5.

CHAPTER 4

FINDINGS

In this chapter, the findings of the study are presented. Details of the data obtained from the completed questionnaires are divided into 2 parts: Part I traces the personal data of the respondents, and Part II explores the attitudes of Japanese employees in Bangkok toward Japanese working culture: lifetime employment, hard work, team work, and business socializing based on their gender, age, position in a firm, and type of employment.

Tables are drawn to display the findings in numbers and a brief discussion is presented below each table.

The following abbreviations are employed throughout Chapter 4.

Gender:	M	= Male
	F	= Female
Position in a firm:	M	= Management level
	NM	= Non-Management level
Type of employment:	TJ	= Transferred by their Japanese employer (A transferee)
	HL	= Hired locally (A local hire)
	SB	= Started their own business (An entrepreneur)

Part I: Personal data

The personal data of the 50 respondents are presented below.

TABLE 5 PROFILE OF THE TOTAL STUDY POPULATION (50).

Age	Gender		Position in a firm		Type of employment		
	M	F	M	NM	TJ	HL	SB
20-25 = 6	3	3	0	6	2	4	0
26-30 = 9	5	4	1	8	0	9	0
31-35 = 18	16	2	8	10	10	7	1
36-40 = 9	9	0	7	2	7	2	0
41-45 = 2	2	0	2	0	0	0	2
46-50 = 2	2	0	2	0	2	0	0
51-55 = 0	0	0	0	0	0	0	0
> 55 = 4	4	0	4	0	2	2	0
Subtotal	41	9	24	26	23	24	3
Total 50	50		50		50		

TABLE 5 describes the profile of the 50 respondents to the questionnaire and is organized according to age in the left column. Thirty-six (72.00%) of the respondents were between the ages of 26 and 40 of which 18 (36.00%) were between the ages of 31 and 35, and 9 (18.00%) were in each of the age groups 26 to 30 and 36 to 40. No respondents were aged between 51 and 55. Forty-one (82.00%) of the respondents were male and 9 (18.00%) were female. The distribution of the respondents into management and non-management positions was roughly equal, 24 (48.00%) and 26 (52.00%) respectively. The youngest manager was in the age group 26-30. The respondents held management positions in each

of the age groups above the age of 26 with the majority being in the age groups of 31 to 35 and 36 to 40, 8 (16.00%) and 7 (14.00%) respectively. Respondents in non-management positions were not found above the age of 40 with the largest numbers being in the age groups 31 to 35, 26 to 30 and 20 to 25, 10 (20.00%), 8 (16.00%) and 6 (12.00%) respectively. Three of the 50 respondents (6.00%) started their own businesses in Bangkok. Of the remaining 47 respondents, 23 (48.93%) were transferred by their Japanese employers from Japan to their positions in Bangkok, and 24 (51.06%) were hired locally. Seventeen of the 23 Japanese transferred to Bangkok (73.91%) were between the ages of 31 and 40. Of the 24 respondents hired locally, 16 (66.66%) were between the ages of 26 and 35. The locally hired group was generally younger than the transferred group.

TABLE 6 PROFILE OF THE MALE STUDY POPULATION (41).

Age	Position in a firm		Type of employment		
	M	NM	TJ	HL	SB
20-25 = 3	0	3	2	1	0
26-30 = 5	1	4	0	5	0
31-35 = 16	8	8	9	6	1
36-40 = 9	7	2	7	2	0
41-45 = 2	2	0	0	0	2
46-50 = 2	2	0	2	0	0
51-55 = 0	0	0	0	0	0
> 55 = 4	4	0	2	2	0
Subtotal	24	17	22	16	3
Total 41	41		41		

TABLE 6 shows the profile of the 41 male respondents. Sixteen (39.02%) of the male respondents were between the ages of 31 and 35. Of the 24 male employees who held management positions, 15 (62.50%) were between the ages of 31 and 40. Male respondents in non-management positions were not found above the age of 40 with the largest number being in the age group 31 to 35, 8 (19.51%). Twenty-two of the 41 male respondents (53.66%) were transferred by their Japanese employers and 16 (39.02%) of them were hired locally. Three male respondents (7.32%) started their own businesses in Bangkok.

TABLE 7 PROFILE OF THE FEMALE STUDY POPULATION (9).

Age	Position in a firm		Type of employment		
	M	NM	TJ	HL	SB
20-25 = 3	0	3	0	3	0
26-30 = 4	0	4	0	4	0
31-35 = 2	0	2	1	1	0
36-40 = 0	0	0	0	0	0
41-45 = 0	0	0	0	0	0
46-50 = 0	0	0	0	0	0
51-55 = 0	0	0	0	0	0
> 55 = 0	0	0	0	0	0
Subtotal	0	9	1	8	0
Total 9	9		9		

TABLE 7 displays the profile of the 9 female respondents. The female respondents were aged from 20 to 35 and all of them held non-management positions. Eight of the 9

female employees were hired locally and only one was transferred by her Japanese employer.

It can be seen that more male respondents, 41 (82.00%) worked in Bangkok than female respondents, 9 (18.00%). No female respondents were aged above 35 years of age. No female respondents held management positions or started their own businesses as did some male respondents.

Part II: Attitudes of Japanese employees in Bangkok toward Japanese working culture.

The findings with regard to the attitudes of Japanese employees in Bangkok toward Japanese working culture are presented below. The findings are organized following the order of questions in the questionnaire:

1. Attitudes toward lifetime employment (questions 1-4)
2. Attitudes toward hard work (questions 5-8)
3. Attitudes toward team work (questions 9 and 10)
4. Attitudes toward socializing with colleagues (questions 11,13,15)
5. Attitudes toward socializing with customers/clients (questions 12, 14, 16)
6. Ranking of attitudes (question 17)

Each of the above 6 headings is examined successively and the findings reported in terms of the respondents' gender, age, position in a firm, and type of employment. In the

following text, gender, age, position in a firm, and type of employment are numbered 1.1, 1.2, 1.3 and 1.4 with regard to attitudes toward lifetime employment; 2.1, 2.2, 2.3 and 2.4 with regard to attitudes toward hard work and so on through 6.4 regarding rankings of attitudes.

1. Attitudes toward lifetime employment

1.1 Attitudes toward lifetime employment analyzed by gender of the respondents.

The attitudes of the Japanese respondents toward lifetime employment are explored in the questionnaire questions 1 to 4.

Question 1 asked the respondents, “Do you think you will work with your present company until retirement?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 8 below.

TABLE 8 RETIREMENT WITH THE PRESENT COMPANY ANALYZED BY GENDER.

	Definitely yes 5	Probably yes 4	Not Sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
Male	10	11	9	7	4	41	139	3.39
Female	0	0	3	1	5	9	16	1.78

TABLE 8 shows that 21 (51.22%) of the male respondents were definitely or probably sure that they would retire with their present companies, while 20 (48.78%) were not sure or sure they would not. The responses of the female respondents were quite the opposite: none expected to retire with their present companies while 3 (33.33%) were not sure and 6 (66.67%) were probably or definitely sure they would not. Overall, the Japanese male respondents were unsure as to whether or not they would work with their present company until their retirement (mean score 3.39). On the other hand, the Japanese female respondents were sure they would not (mean score 1.78).

Question 2 asked, "Have you ever changed companies/employers?"

Twenty two (53.66%) of the men said they had and 19 (46.34%) said they had not. The results for the women were quite similar: 5 (55.56%) said they had and 4 (44.44%) said they had not.

Question 2 a asked if the respondents, who had changed companies/employers in the past, would consider doing so again.

Of the 22 Japanese men who said they had changed companies/employers in the past, 13 (59.09%) responded that they would consider doing so again, and 9 (40.90%) said they would not. Of the 5 Japanese women who said they had changed companies/employers in the past, 4 (80.00%) answered that they would consider changing again in the future, and only one said she would not.

Question 2 b asked if the respondents, who had not changed companies/employers in the past, would consider doing so.

Of the 19 Japanese men who said they had not changed companies/employers in the past, 8 (42.10%) responded that they would consider doing so, and 11 (57.89%) said they would not. Of the 4 Japanese women who said they had not changed companies/employers in the past, all of them answered that they would consider doing so in the future.

Question 3 asked the respondents, “Do you think it is good to change companies/employers?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 9 below.

TABLE 9 CHANGING COMPANIES/EMPLOYERS IS GOOD ANALYZED BY GENDER.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
Male	4	9	21	4	3	41	130	3.17
Female	2	3	3	1	0	9	33	3.67

TABLE 9 illustrates that 13 (31.71%) of the male respondents were definitely or probably sure that changing companies/employers was good, while 21 (51.22%) were not sure, and 7 (17.07%) were probably or definitely sure that changing companies/employers was not good. Five female respondents (55.56%) were definitely or probably sure that changing companies/employers was good, while 3 (33.33%) were not sure, and 1 (11.11%)

was probably sure that changing companies/employers was not good. Overall, the Japanese male and female respondents were not sure (mean score 3.17 and 3.67) that it was good to change companies/employers.

Question 4 was, “How important is lifetime employment, i.e. working with one company/employer all your professional life?” Their responses were weighted as follows: Very important, 5; Somewhat Important, 4; Neutral, 3; Somewhat unimportant, 2; and Unimportant, 1. The results are presented in TABLE 10 below.

TABLE 10 LIFETIME EMPLOYMENT IS IMPORTANT ANALYZED BY GENDER.

	Very Important 5	Somewhat important 4	Neutral 3	Somewhat unimportant 2	Unimportant 1	Total Responses	Raw Score	Mean Score
Male	1	13	15	7	5	41	121	2.95
Female	1	0	2	4	2	9	21	2.33

TABLE 10 reveals that 14 (34.15%) of the male respondents thought that lifetime employment was important while 15 (36.59%) were neutral, and 12 (29.27%) thought that it was unimportant. The responses of the female respondents were quite the opposite: one (11.11%) of them thought that lifetime employment was important, while 2 (22.2%) were neutral, and 6 (66.67%) thought that it was unimportant. It can be seen from the mean scores that the male respondents thought that lifetime employment was somewhat unimportant/ neutral in importance (2.95), while the female respondents thought that it was only somewhat unimportant (2.33).

Briefly, in terms of the 50 respondents' attitudes toward lifetime employment, viewed by gender, it can be said that both male and female respondents had different ideas about working with their present companies until retirement. Also, the male group gave more importance to lifetime employment than the female group.

1.2 Attitudes toward lifetime employment analyzed by age of the respondents.

The attitudes of the Japanese respondents toward lifetime employment are explored in the questionnaire questions 1 to 4.

Question 1 asked the respondents, "Do you think you will work with your present company until retirement?" Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 11 below.

TABLE 11 RETIREMENT WITH THE PRESENT COMPANY ANALYZED BY AGE.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
20-25	0	1	2	2	1	6	15	2.50
26-30	1	0	2	2	4	9	19	2.11
31-35	3	3	5	3	4	18	52	2.89
36-40	1	5	3	0	0	9	34	3.78
41-45	2	0	0	0	0	2	10	5.00
46-50	0	1	0	1	0	2	6	3.00
> 55	3	1	0	0	0	4	19	4.75

TABLE 11 shows the mean scores of the respondents in each age group. The respondents in the age group 41 to 45 were definitely sure (5.00), and the age group over 55 years old were probably sure (4.75) that they would retire with their present companies. This was followed by the respondents in the age group 36 to 40 (3.78) and the age group 46 to 50 (3.00) who were not sure that they would work with their present companies until retirement. Finally, the respondents in the age group 31 to 35 (2.89), the age group 20 to 25 (2.50), and the age group 26 to 30 (2.11) were probably sure that they would not work with their present companies until retirement.

Question 2 asked, "Have you ever changed companies/employers?"

Two (33.33%) of the respondents in the age group 20 to 25 said they had and 4 (66.67%) said they had not. Eight (88.89%) of the age group 26 to 30 said they had and 1 (11.11%) had not. Ten (55.56%) of the age group 31 to 35 said they had and 8 (44.44%) said they had not. Two (22.22%) of the age group 36 to 40 said they had and 7 (77.78%) said they had not. All respondents (2) in the age group 41 to 45 said they had and all respondents (2) in the age group 46 to 50 said they had not. Three (75.00%) of the age group over 55 said they had and 1 (25.00%) had not.

Question 2 a asked if the respondents, who had changed companies/employers in the past, would consider doing so again.

Of the 2 respondents in the age group 20 to 25 who said they had changed companies/employers in the past, both responded that they would consider doing so again.

Of the 8 respondents in the age group 26 to 30 who said they had changed companies/ employers in the past, 5 (62.50%) answered that they would consider changing again in the future, and 3 (37.50%) said they would not. Of the 10 respondents in the age group 31 to 35 who said they had changed companies/employers in the past, 7 (70.00%) responded that they would consider doing so again, and 3 (30.00%) said they would not. All respondents in the age groups 36 to 40 (2) and 41 to 45 (2) who said they had changed companies/ employers in the past had different answers, the first group answered that they would consider changing again and the second group said they would not. Of the 3 respondents in the age group over 55 who said they had changed companies/employers, 1 (33.33%) would consider doing so again, and 2 (66.67%) said they would not.

Question 2 b asked if the respondents, who had not changed companies/ employers in the past, would consider doing so.

Of the 4 respondents in the age group 20 to 25 who said they had not changed companies/ employers in the past, 3 (75.00%) responded that they would consider doing so, and 1 (25.00%) would not. One respondent in the age group 26 to 30 who had not changed companies/ employers would consider doing so in the future. Of the 8 respondents in the age group 31 to 35 who said they had not changed companies/ employers in the past, 4 or 50.00% said they would consider doing so in the future and 4 (50.00%) said they would not. Of the 7 respondents in the age group 36 to 40 who had never changed companies/ employers, 3 (42.86%) responded that they would consider doing so and 4 (57.14%) said

they would not. Of the 2 respondents in the age group 46 to 50, one would consider changing companies/ employers and one would not. One respondent in the age group over 55 who had never changed companies/employers responded that he would not consider doing so.

Question 3 asked the respondents, “Do you think it is good to change companies/employers?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 12 below.

TABLE 12 CHANGING COMPANIES/EMPLOYERS IS GOOD ANALYZED BY AGE.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
20-25	0	1	3	2	0	6	17	2.83
26-30	2	3	3	1	0	9	33	3.67
31-35	2	3	11	1	1	18	58	3.22
36-40	1	2	5	1	0	9	30	3.33
41-45	0	1	1	0	0	2	7	3.50
46-50	0	1	1	0	0	2	7	3.50
> 55	1	1	0	0	2	4	11	2.75

TABLE 12 displays the results and mean scores of each age group. The respondents in the age groups 26 to 30, 31 to 35, 36 to 40, 41 to 45, and 46 to 50 were not sure that it was good to change companies/employers (mean scores 3.67, 3.22, 3.33, 3.50 and 3.50 respectively). The respondents in the age groups 20 to 25, and over 55 years old

thought that changing companies/employers was probably not a good idea (mean scores 2.83 and 2.75 respectively).

Question 4 was, “How important is lifetime employment, i.e. working with one company/employer all your professional life?” Their responses were weighted as follows:

Very important, 5; Somewhat Important, 4; Neutral, 3; Somewhat unimportant, 2; and

Unimportant, 1. The results are presented in TABLE 13 below.

TABLE 13 LIFETIME EMPLOYMENT IS IMPORTANT ANALYZED BY AGE.

	Very Important 5	Somewhat important 4	Neutral 3	Somewhat unimportant 2	Unimportant 1	Total Responses	Raw Score	Mean Score
20-25	1	0	2	2	1	6	16	2.67
26-30	0	2	4	2	1	9	25	2.78
31-35	0	4	4	5	5	18	43	2.39
36-40	0	3	5	1	0	9	29	3.22
41-45	0	0	1	1	0	2	5	2.50
46-50	1	1	0	0	0	2	9	4.50
> 55	0	3	1	0	0	4	15	3.75

TABLE 13 points out that the mean scores of the respondents in the age groups 20 to 25, 26 to 30, 31 to 35, and 41 to 45 thought that lifetime employment was somewhat unimportant (2.67, 2.78, 2.39, and 2.50 respectively). The respondents in the age groups 36 to 40 and over 55 years old thought that lifetime employment was neutral in importance (3.22 and 3.75) while the respondents in the age group 46 to 50 thought that lifetime employment was important (4.50).

Briefly, in terms of the 50 respondents' attitudes toward lifetime employment, viewed by age, it can be said that the younger and older age groups had different ideas about working with their present companies until retirement. A majority of the respondents in the age groups between 20 and 30 believed they would not retire with their present employers. The respondents in the age group 26 to 30 had changed jobs more often than other age groups (88.89%) and 5 of the 8 respondents would consider doing so again. Also, the age groups 46 to 50 and over 55 years old gave more importance to lifetime employment than other age groups.

1.3 Attitudes toward lifetime employment analyzed by position in a firm of the respondents.

Position in a firm: M = Management level

NM = Non-Management level

The attitudes of the Japanese respondents toward lifetime employment are explored in the questionnaire questions 1 to 4.

Question 1 asked the respondents, "Do you think you will work with your present company until retirement?" Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 14.

TABLE 14 RETIREMENT WITH THE PRESENT COMPANY ANALYZED BY POSITION IN A FIRM.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
M	8	8	3	4	1	24	90	3.75
NM	2	3	9	4	8	26	65	2.50

TABLE 14 illustrates that 16 (66.67%) of the respondents in management positions were definitely or probably sure that they would retire with their present companies while 8 (33.33%) were not sure, probably or definitely sure they would not. The responses of the respondents who held non-management positions were quite different: only 5 (19.23%) were definitely or probably sure that they would work with their present companies until retirement while 21 (80.77%) were not sure, probably or definitely sure they would not. Overall, the management group was not sure to probably sure they would work with their present company until retirement (mean score 3.75). On the other hand, the non-management group was sure that they probably would not retire with their present companies (mean score 2.50).

Question 2 asked, "Have you ever changed companies/employers?"

Eleven (45.83%) of the management group said they had and 13 (54.17%) had not. The results for the non-management group were quite the opposite: 16 (61.54%) said they had and 10 (38.46%) had not.

Question 2 a asked if the respondents, who had changed companies/employers in the past, would consider doing so again.

Of the 11 respondents in management positions who said they had changed companies/employers in the past, 4 (36.36%) responded that they would consider doing so again, and 7 (63.64%) said they would not. Of the 16 respondents in non-management positions who said they had changed companies/employers in the past, 13 (81.25%) answered that they would consider changing again in the future, and 3 (18.75%) said they would not.

Question 2 b asked if the respondents who had not changed companies/employers in the past, would consider doing so.

Of the 13 respondents in management positions who said they had not changed companies/employers in the past, 7 (53.85%) responded that they would consider doing so, and 6 (46.15%) said they would not. Of the 10 respondents in non-management positions who said they had not changed companies/employers in the past, half of them answered that they would consider doing so in the future and the other half said they would not.

Question 3 asked the respondents, "Do you think it is good to change companies/employers?" Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 15.

TABLE 15 CHANGING COMPANIES/EMPLOYERS IS GOOD ANALYZED BY POSITION IN A FIRM.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
M	2	8	12	0	2	24	80	3.33
NM	4	4	12	5	1	26	83	3.19

TABLE 15 shows that 10 (41.67%) of the respondents in management positions were definitely or probably sure that changing companies/employers was good, while 12 (50.00%) were not sure, and 2 (8.33%) were definitely sure that changing companies/employers was not good. The responses of the respondents in non-management positions were quite similar: 8 (30.77%) were definitely or probably sure, while 12 (46.15%) were not sure, and 6 (23.08%) were probably or definitely sure that it was not good to change companies/employers. Overall, the management and the non-management groups were not sure (mean scores 3.33 and 3.19 respectively) that it was good to change companies/employers.

Question 4 was, "How important is lifetime employment, i.e. working with one company/employer all your professional life?" Their responses were weighted as follows: Very important, 5; Somewhat Important, 4; Neutral, 3; Somewhat unimportant, 2; and Unimportant, 1. The results are presented in TABLE 16.

TABLE 16 LIFETIME EMPLOYMENT IS IMPORTANT ANALYZED BY POSITION IN A FIRM.

	Very important 5	Somewhat important 4	Neutral 3	Somewhat unimportant 2	Unimportant 1	Total Responses	Raw Score	Mean Score
M	1	8	7	6	2	24	72	3.00
NM	1	5	10	5	5	26	70	2.69

TABLE 16 reveals that 9 (37.50%) of the respondents in management positions thought that lifetime employment was important while 7 (29.17%) were neutral, and 8 (33.33%) thought that it was unimportant. The results for the respondents in non-management positions were quite similar: 6 (23.08%) thought that lifetime employment was important while 10 (38.46%) were neutral, and 10 (38.46%) thought that it was unimportant. It can be seen from the mean scores that the respondents in management positions thought that lifetime employment was neutral in importance (3.00) while the respondents in non-management positions thought that it was somewhat unimportant (2.69).

Briefly, in terms of the 50 respondents' attitudes toward lifetime employment, viewed by position in a firm, it can be said that both respondents who held management and non-management positions had different ideas about working with their present companies until retirement. The respondents in non-management positions had changed jobs more often than in management positions. Both management and non-management groups had similar attitudes toward changing companies/employers but different attitudes toward lifetime employment.

1.4 Attitudes toward lifetime employment analyzed by type of employment of the respondents.

Type of employment: TJ = Transferred by their Japanese employer
(A transferee)

HL = Hired locally (A local hire)

SB = Started their own business (An entrepreneur)

The attitudes of the Japanese respondents toward lifetime employment are explored in the questionnaire questions 1 to 4.

Question 1 asked the respondents, “Do you think you will work with your present company until retirement?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 17 below.

TABLE 17 RETIREMENT WITH THE SAME COMPANY ANALYZED BY TYPE OF EMPLOYMENT.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
TJ	4	9	4	5	1	23	79	3.43
HL	3	2	8	3	8	24	61	2.54
SB	3	0	0	0	0	3	15	5.00

TABLE 17 illustrates that 13 (56.52%) of the transferee group were definitely or probably sure that they would retire with their present companies while 10 (43.48%) were not sure or sure they would not. The responses of the local hire group were quite different: 5 (20.83%) were definitely or probably sure that they would work with their present companies until retirement while 19 (79.17%) were not sure or sure they would not. All respondents in the entrepreneur group (3) were definitely sure that they would retire with their present companies. Overall, the transferee group was unsure as to whether or not they would retire with their present companies (mean score 3.43) while the local hire group was probably sure they would not (mean score 2.54). On the other hand, the entrepreneur group was very sure that they would work with their present companies until retirement (mean score 5.00).

Question 2 asked, "Have you ever changed companies/employers?"

Three (13.04%) of the transferee group said they had and 20 (86.96%) said they had not. The results for the local hire group were quite different: 21 (87.50%) said they had and 3 (12.50%) said they had not. All respondents (3) in the entrepreneur group had changed companies/employers.

Question 2 a asked if the respondents, who had changed companies/employers in the past, would consider doing so again.

Of the 3 respondents in the transferee group who said they had changed companies/employers in the past, 1 (33.33%) responded that he would consider doing so again, and 2 (66.67%) said they would not. Of the 21 respondents in the local hire group

who said they had changed companies/employers in the past, 16 (76.19%) answered that they would consider changing again in the future, and 5 (23.80%) said they would not. All 3 entrepreneurs who had changed companies/employers in the past, responded that they would not change.

Question 2 b asked if the respondents who had not changed companies/employers in the past, would consider doing so.

Of the 20 respondents in the transferee group who said they had not changed companies/employers in the past, 9 (45.00%) responded that they would consider doing so, and 11 (55.00%) said they would not. Of the 3 respondents in the local hire group who said they had not changed companies/employers in the past, all of them answered that they would consider doing so in the future.

Question 3 asked the respondents, "Do you think it is good to change companies/employers?" Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; Definitely not, 1. The results are presented in TABLE 18.

TABLE 18 CHANGING COMPANIES/EMPLOYERS IS GOOD ANALYZED BY TYPE OF
EMPLOYMENT.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
TJ	2	4	12	2	3	23	69	3.00
HL	4	6	11	3	0	24	83	3.46
SB	0	2	1	0	0	3	11	3.67

TABLE 18 displays that 6 (26.09%) of the respondents in the transferee group were definitely or probably sure that changing companies/employers was good, while 12 (52.17%) were not sure, and 5 (21.74%) were probably or definitely sure that changing companies/employers was not good. The responses of the respondents in the local hire group were quite similar: 10 (41.67%) were definitely or probably sure that changing companies/employers was good, while 11 (45.83%) were not sure, and 3 (12.50%) were probably sure that it was not good to change companies/employers. Two entrepreneurs were probably sure and only one was not sure that changing companies/employers was good. Overall, all 3 groups were not sure that it was good to change companies/employers (mean scores of 3.00, 3.46 and 3.67).

Question 4 was, “How important is lifetime employment, i.e. working with one company/employer all your professional life?” Their responses were weighted as follows:

Very important, 5; Somewhat Important, 4; Neutral, 3; Somewhat unimportant, 2; and

Unimportant, 1. The results are presented in TABLE 19 below.

TABLE 19 LIFETIME EMPLOYMENT IS IMPORTANT ANALYZED BY TYPE OF
EMPLOYMENT.

	Very Important 5	Somewhat important 4	Neutral 3	Somewhat unimportant 2	Unimportant 1	Total Responses	Raw Score	Mean Score
TJ	1	8	8	4	2	23	71	3.09
HL	1	5	8	5	5	24	64	2.67
SB	0	0	1	2	0	3	7	2.33

TABLE 19 reveals that 9 (39.13%) of the respondents in the transferee group thought that lifetime employment was important, while 8 (34.78%) were neutral, and 6 (26.09%) thought that it was unimportant. The results for the respondents in the local hire group were quite similar: 6 (25.00%) thought that lifetime employment was important, while 8 (33.33%) were neutral, and 10 (41.67%) thought that it was unimportant. One entrepreneur thought that lifetime employment was neutral, and 2 thought that it was not important. It can be seen from the mean scores that the transferee group thought that lifetime employment was neutral in importance (3.09) but the local hire and the entrepreneur groups thought that it was not important (2.67 and 2.33).

Briefly, in terms of the 50 respondents' attitudes toward lifetime employment, viewed by type of employment, it can be said that the transferee, the local hire, and the

entrepreneur groups had different ideas about working with their present companies until retirement. The respondents in the local hire group had changed jobs more often than the transferee group. The transferee, the local hire and the entrepreneur groups were unsure that changing companies/employers was good. All 3 employment groups felt that lifetime employment was either neutral in importance or somewhat unimportant.

2. Attitudes toward hard work

2.1 Attitudes toward hard work analyzed by gender of the respondents.

The attitudes of the Japanese respondents toward hard work are examined in the questionnaire questions 5 to 8.

Question 5 asked how strongly the respondents agreed with the statement, “If you work hard you will be successful in your jobs”. Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 20 below.

TABLE 20 HARD WORK MAKES SUCCESSFUL IN JOBS ANALYZED BY GENDER.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
Male	9	14	10	7	1	41	146	3.56
Female	0	3	1	4	1	9	24	2.67

TABLE 20 shows that 23 (56.10%) of the male employees agreed that if they worked hard, they would be successful in their jobs, while 10 (24.39%) were uncertain, and 8 (19.51%) disagreed or strongly disagreed with the statement. The responses of the female respondents were quite different: 3 (33.33%) agreed that working hard made them successful in their jobs, while 1 (11.11%) was uncertain, and 5 (55.56%) disagreed or strongly disagreed with the statement. Overall, the Japanese male respondents were uncertain (mean score 3.56), while the Japanese female respondents disagreed (mean score 2.67) that if they worked hard, they would be successful in their jobs.

Question 6 asked the respondents to compare their work habits in Japan and in Bangkok. The possible responses were, “Worked harder in Japan”, “Worked harder in Bangkok”, or “Do about the same amount of work”. The results are presented in TABLE 21 below.

TABLE 21 WORK HABITS OF THE RESPONDENTS ANALYZED BY GENDER.

Gender	Worked harder in Japan		Worked harder in Bangkok		Do the same amount of work		Total	
Male	10	24.39%	15	36.59%	16	39.02%	41	100%
Female	2	22.22%	1	11.11%	6	66.67%	9	100%
Total	12	24.00%	16	32.00%	22	44.00%	50	100%

When the Japanese men were asked to compare their work habits in Japan and Bangkok, 16 of the male respondents, or 39.02%, thought that they worked as hard in

both locations, 15 (36.59%) said they worked harder in Bangkok, and 10 (24.39%) said they worked harder in Japan. The responses of the female respondents were quite different: 6 (66.67%) said they worked equally hard in both places, 2 (22.22%) said they worked harder in Japan, and only 1 (11.11%) said she worked harder in Bangkok.

Question 7 was, “Do you agree or disagree with this statement? People should place more emphasis on working hard and doing a good job than on what gives them personal satisfaction and pleasure.” Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 22.

TABLE 22 WORKING HARD AND DOING A GOOD JOB ANALYZED BY GENDER.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
Male	5	15	11	8	2	41	136	3.32
Female	0	1	4	4	0	9	24	2.67

TABLE 22 shows that 20 (48.78%) of the male employees agreed, while 11 (26.83%) were uncertain, and 10 (24.39%) disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. The results of the female employees were quite different: 1 (11.11%) agreed, while 4 (44.44%) were uncertain, and 4 (44.44%) disagreed with the statement. Overall, the Japanese men were uncertain that people should place more

emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure (mean score 3.32), while the Japanese women disagreed (mean score 2.67).

Question 8 asked for the respondents' opinions about what makes people get ahead. The possible responses were, "By their own hard work", "By lucky breaks", or "By help from other people". The results are presented in TABLE 23.

TABLE 23 PEOPLE GET AHEAD BY WHAT ANALYZED BY GENDER.

Gender	By their own Hard work		By lucky breaks		By help from other people		Total	
Male	30	73.17%	3	7.32%	8	19.51%	41	100%
Female	6	66.67%	1	11.11%	2	22.22%	9	100%
Total	36	72.00%	4	8.00%	10	20.00%	50	100%

It can be seen from TABLE 23 that 36 (72.00%) of all the respondents believed that people got ahead "by their own hard work": 30 (73.17%) male and 6 (66.67%) female respondents respectively. Ten (20.00%) respondents chose, "by help from other people": 2 (22.22%) female and 8 (19.51%) male respondents respectively. Only 4 (8.00%) of the respondents answered, "by lucky breaks": 1 (11.11%) in the female group and 3 (7.32%) in the male group.

Briefly, in terms of the 50 respondents' attitudes toward hard work, viewed by gender, it can be said that the Japanese men were uncertain, while the Japanese women

disagreed that if they worked hard, they would be successful in their jobs. Both men and women had similar work habits in Japan and Bangkok. Both groups also believed that people got ahead by their own hard work.

2.2 Attitudes toward hard work analyzed by age of the respondents.

The attitudes of the Japanese respondents toward hard work are examined in the questionnaire questions 5 to 8.

Question 5 asked how strongly the respondents agreed with the statement, “If you work hard you will be successful in your jobs”. Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 24 below.

TABLE 24 HARD WORK MAKES SUCCESSFUL IN JOBS ANALYZED BY AGE.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
20-25	1	1	1	3	0	6	18	3.00
26-30	1	7	0	1	0	9	35	3.89
31-35	2	4	5	5	2	18	53	2.94
36-40	0	3	4	2	0	9	28	3.11
41-45	2	0	0	0	0	2	10	5.00
46-50	1	1	0	0	0	2	9	4.50
> 55	2	1	1	0	0	4	17	4.25

TABLE 24 shows the numbers in each age group: 3 (16.67%) of the respondents in the age group of 20 to 25 disagreed that if they worked hard, they would be successful in their jobs, 8 (88.89%) in the age group of 26 to 30 agreed, 7 (38.89%) in the age group of 31 to 35 disagreed, and 4 (44.44%) in the age group of 36 to 40 were uncertain with the statement. Four respondents in the age groups of 41 to 50 and 3 (75%) in the age group over 55 years old agreed that working hard made them successful in their jobs. Overall, the respondents in the age groups of 20 to 25, 26 to 30 and 36 to 40 were uncertain (mean scores of 3.00, 3.89 and 3.11), while the respondents in the age groups 31 to 35 were on the border between disagree and uncertain (mean score 2.94), 41 to 45, 46 to 50, and over 55 years old age groups agreed (mean scores of 5.00, 4.50, and 4.25) that if they worked hard, they would be successful in their jobs.

Question 6 asked the respondents to compare their work habits in Japan and in Bangkok. The possible responses were, “Worked harder in Japan”, “Worked harder in Bangkok”, or “Do about the same amount of work”. The results are presented in TABLE 25.

TABLE 25 WORK HABITS OF THE RESPONDENTS ANALYZED BY AGE.

Age	Worked harder in Japan		Worked harder in Bangkok		Do the same amount of work		Total	
20-25	2	33.33%	0	0.00%	4	66.67%	6	100%
26-30	3	33.33%	3	33.33%	3	33.33%	9	100%
31-35	1	5.56%	7	38.89%	10	55.56%	18	100%
36-40	1	11.11%	4	44.44%	4	44.44%	9	100%
41-45	1	50.00%	1	50.00%	0	0.00%	2	100%
46-50	2	100%	0	0.00%	0	0.00%	2	100%
> 55	2	50.00%	1	25.00%	1	25.00%	4	100%
Total	12	24.00%	16	32.00%	22	44.00%	50	100%

When each age group was asked to compare their work habits in Japan and Bangkok, the highest numbers were as follows: 4 (66.67%) in the age group 20 to 25 and 10 (55.56%) in the age group 31 to 35 worked as hard in both locations, the age group 26 to 30 responded in each option equally (3 or 33.33%), 4 (44.44%) in the age group 36 to 40 said they worked harder in Bangkok, and 4 (44.44%) worked equally hard in both places. One respondent in the age group 41 to 45 worked harder in Japan and one worked harder in Bangkok. Two respondents in the age group 46 to 50 and 2 (50.00%) in the age group over 55 years old said they worked harder in Japan.

Question 7 was, “Do you agree or disagree with this statement? People should place more emphasis on working hard and doing a good job than on what gives them

personal satisfaction and pleasure.” Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 26.

TABLE 26 WORKING HARD AND DOING A GOOD JOB ANALYZED BY AGE

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
20-25	0	1	0	5	0	6	14	2.33
26-30	1	3	3	1	1	9	29	3.22
31-35	3	5	6	3	1	18	60	3.33
36-40	1	1	5	2	0	9	28	3.11
41-45	0	2	0	0	0	2	8	4.00
46-50	0	1	1	0	0	2	7	3.50
> 55	0	3	0	1	0	4	14	3.50

TABLE 26 shows that 5 (83.33%) of the employees in the age group 20 to 25 disagreed, while 1 (16.67%) agreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. The results of the employees in the age groups between 26 and 40 were quite similar: 4 (44.44%) in the age group 26 to 30 agreed, while 3 (33.33%) were uncertain, and 2 (22.22%) disagreed, 8 (44.44%) in the age group 31 to 35 agreed, while 6 (33.33%) were uncertain, and 4 (22.22%) disagreed, 2 (22.22%) in the age group 36 to 40 agreed, while 5 (55.56%) were uncertain, and 2 (22.22%) disagreed with the statement. All respondents (2) in the age group 41 to 45, 1 (50.00%) in the age group 46 to 50 and 3 (75.00%) in the age

group over 55 years old agreed with the above statement. Overall, the respondents in the age group 20 to 25 disagreed (mean score 2.33), the age groups between 26 and 40, 46 to 50, and over 55 years old were uncertain (mean scores 3.22, 3.33, 3.11, 3.50 and 3.50), and the age group of 41 to 45 agreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure (mean score 4.00).

Question 8 asked for the respondents' opinions about what makes people get ahead. The possible responses were, "By their own hard work", "By lucky breaks", or "By help from other people". The results are presented in TABLE 27 below.

TABLE 27 PEOPLE GET AHEAD BY WHAT ANALYZED BY AGE.

Age	By their own Hard work		By lucky breaks		By help from other people		Total	
20-25	2	33.33%	0	0.00%	4	66.67%	6	100%
26-30	6	66.67%	2	22.22%	1	11.11%	9	100%
31-35	14	77.78%	2	11.11%	2	11.11%	18	100%
36-40	7	77.78%	0	0.00%	2	22.22%	9	100%
41-45	2	100%	0	0.00%	0	0.00%	2	100%
46-50	2	100%	0	0.00%	0	0.00%	2	100%
> 55	3	75.00%	0	0.00%	1	25.00%	4	100%
Total	36	72.00%	4	8.00%	10	20.00%	50	100%

It can be seen from TABLE 27 that 36 (72.00%) of the sample group thought that people got ahead “by their own hard work”, 10 (20.00%) “by help from other people”, and 4 (8.00%) “by lucky breaks”. The highest numbers of the respondents in each age group were as follows: 4 (66.67%) in the age group 20-25 chose “by help from other people”, 6 (66.67%) in the age group 26-30, 14 (77.78%) in the age group 31-35, 7 (77.78%) in the age group 36-40, 2 (100%) in the age groups 41-45 and 46-50, and 3 (75.00%) in the age group over 55 years old chose “by their own hard work”.

Briefly, in terms of the 50 respondents’ attitudes toward hard work, viewed by age, it can be said that the younger and the older age groups had totally different attitudes toward working hard. The younger age groups were uncertain while the older age groups agreed that if they worked hard, they would be successful in their jobs. The majority of the younger age groups worked equally hard in both Japan and Bangkok while the older age groups worked harder in Japan. The respondents in the age group 20 to 25 disagreed, the age groups between 26 and 40, 46 to 50, and over 55 years old were uncertain, and the age group of 41 to 45 agreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. The respondents in every age group except the respondents in the age group 20 to 25 believed that people got ahead by their own hard work.

2.3 Attitudes toward hard work analyzed by position in a firm of the respondents.

The attitudes of the Japanese respondents toward hard work are examined in the questionnaire questions 5 to 8.

Question 5 asked how strongly the respondents agreed with the statement, “If you work hard you will be successful in your jobs”. Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 28 below.

TABLE 28 HARD WORK MAKES SUCCESSFUL IN JOBS ANALYZED BY POSITION IN A FIRM.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
M	6	8	5	5	0	24	87	3.63
NM	3	9	6	6	2	26	83	3.19

TABLE 28 shows that 14 (58.33%) of the respondents in management positions agreed that if they worked hard, they would be successful in their jobs, while 5 (20.83%) were uncertain, and 5 (20.83%) disagreed with the statement. The responses of the respondents in non-management positions were quite different: 12 (46.15%) agreed that working hard made them successful in their jobs, while 6 (23.08%) were uncertain, and 8 (30.77%) disagreed with the statement. Overall, the respondents in management and non-

management positions were uncertain that if they worked hard, they would be successful in their jobs (mean scores 3.63 and 3.19).

Question 6 asked the respondents to compare their work habits in Japan and in Bangkok. The possible responses were, “Worked harder in Japan”, “Worked harder in Bangkok”, or “Do about the same amount of work”. The results are presented in TABLE 29.

TABLE 29 WORK HABITS OF THE RESPONDENTS ANALYZED BY POSITION IN A FIRM.

Position in a firm	Worked harder in Japan		Worked harder in Bangkok		Do the same amount of work		Total	
M	8	33.33%	7	29.17%	9	37.50%	24	100%
NM	4	15.38%	9	34.62%	13	50.00%	26	100%
Total	12	24.00%	16	32.00%	22	44.00%	50	100%

When the Japanese employees were asked to compare their work habits in Japan and Bangkok, 9 (37.50%) of the respondents who held management positions said they worked as hard in both locations, 7 (29.17%) said they worked harder in Bangkok, and 8 (33.33%) said they worked harder in Japan. The responses of the respondents who held non-management positions were quite different: 13 (50.00%) worked equally hard in both places, 9 (34.62%) said they worked harder in Bangkok, and 4 (15.38%) said they worked harder in Japan.

Question 7 was, “Do you agree or disagree with this statement? People should place more emphasis on working hard and doing a good job than on what gives them

personal satisfaction and pleasure.” Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 30.

TABLE 30 WORKING HARD AND DOING A GOOD JOB ANALYZED BY POSITION IN A FIRM.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
M	0	13	8	3	0	24	82	3.42
NM	5	3	7	9	2	26	78	3.00

TABLE 30 shows that 13 (54.17%) of the employees in management positions agreed, while 8 (33.33%) were uncertain, and 3 (12.50%) disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. The results of the employees in non-management positions were quite different: 8 (30.77%) agreed, while 7 (26.92%) were uncertain, and 11 (42.31%) disagreed with the statement. Overall, the management and the non-management groups were uncertain about whether people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure (mean scores 3.42 and 3.00).

Question 8 asked for the respondents' opinions about what makes people get ahead. The possible responses were, "By their own hard work", "By lucky breaks", or "By help from other people". The results are presented in TABLE 31.

TABLE 31 PEOPLE GET AHEAD BY WHAT ANALYZED BY POSITION IN A FIRM.

Position in a firm	By their own hard work		By lucky breaks		By help from other people		Total	
M	20	83.33%	0	0.00%	4	16.67%	24	100%
NM	16	61.54%	4	15.38%	6	23.08%	26	100%
Total	36	72.00%	4	8.00%	10	20.00%	50	100%

It can be seen from TABLE 31 that 20 (83.33%) of the respondents in management positions believed that people got ahead "by their own hard work", while 4 (16.67%) answered "by help from other people", and none chose "by lucky breaks". Sixteen (61.54%) of the respondents in non-management positions believed that people got ahead "by their own hard work", 6 (23.08%) chose "by help from other people", and 4 (15.38%) "by lucky breaks".

Briefly, in terms of the 50 respondents' attitudes toward hard work, viewed by position in a firm, it can be said that the respondents in management and non-management positions were uncertain that if they worked hard, they would be successful in their jobs. Both management and non-management groups had similar work habits in Japan and Bangkok, and both groups also believed that people got ahead by their own hard work.

2.4 Attitudes toward hard work analyzed by type of employment of the respondents.

The attitudes of the Japanese respondents toward hard work are examined in the questionnaire questions 5 to 8.

Question 5 asked how strongly the respondents agreed with the statement, “If you work hard you will be successful in your jobs”. Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 32 below.

TABLE 32 HARD WORK MAKES SUCCESSFUL IN JOBS ANALYZED BY TYPE OF EMPLOYMENT.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
TJ	4	7	6	5	1	23	77	3.35
HL	3	9	5	6	1	24	79	3.29
SB	2	1	0	0	0	3	14	4.67

TABLE 32 shows that 11 (47.83%) of the transferee group agreed that if they worked hard, they would be successful in their jobs, while 6 (26.09%) were uncertain, and 6 (26.09%) disagreed with the statement. The responses of the local hire group were quite similar: half of them (12) agreed that working hard made them successful in their jobs, 5 (20.83%) were uncertain, and 7 (29.17%) disagreed with above statement. All entrepreneurs

(3) agreed that if they worked hard, they would be successful in their jobs. Overall, the transferee and the local hire groups were uncertain (mean scores 3.35 and 3.29), while the entrepreneur group agreed (mean score 4.67) that if they worked hard, they would be successful in their jobs.

Question 6 asked the respondents to compare their work habits in Japan and in Bangkok. The possible responses were, “Worked harder in Japan”, “Worked harder in Bangkok”, or “Do about the same amount of work”. The results are presented in TABLE 33 below.

TABLE 33 WORK HABITS OF THE RESPONDENTS ANALYZED BY TYPE OF EMPLOYMENT.

Type of employment	Worked harder in Japan		Worked harder in Bangkok		Do the same amount of work		Total	
TJ	5	21.74%	7	30.43%	11	47.83%	23	100%
HL	6	25.00%	7	29.17%	11	45.83%	24	100%
SB	1	33.33%	2	66.67%	0	0.00%	3	100%
Total	12	24.00%	16	32.00%	22	44.00%	50	100%

When the Japanese employees were asked to compare their work habits in Japan and Bangkok, the highest percentages of both transferee (11 or 47.83%) and local hire groups (11 or 45.83%) said they worked as hard in both locations, while 2 entrepreneurs (66.67%) said they worked harder in Bangkok.

Question 7 was, “Do you agree or disagree with this statement? People should place more emphasis on working hard and doing a good job than on what gives them

personal satisfaction and pleasure.” Their responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 34 below.

TABLE 34 WORKING HARD AND DOING A GOOD JOB ANALYZED BY TYPE OF EMPLOYMENT.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
TJ	2	6	10	5	0	23	74	3.22
HL	3	7	5	7	2	24	74	3.08
SB	0	3	0	0	0	3	12	4.00

TABLE 34 shows that 8 (34.78%) of the transferee group agreed, while 10 (43.48%) were uncertain, and 5 (21.74%) disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. The results of the local hire group were quite similar: 10 (41.67%) agreed, 5 (20.83%) were uncertain, and 9 (37.50%) disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. All entrepreneurs (3) agreed with the statement. Overall, the transferee and the local hire groups were uncertain that people should place more emphasis on working hard and doing a good job than on what gave them personal

satisfaction and pleasure (mean scores 3.22 and 3.08), while the entrepreneur group agreed with the statement (mean score 4.00).

Question 8 asked for the respondents' opinions about what makes people get ahead. The possible responses were, "By their own hard work", "By lucky breaks", or "By help from other people". The results are presented in TABLE 35 below.

TABLE 35 PEOPLE GET AHEAD BY WHAT ANALYZED BY TYPE OF EMPLOYMENT.

Type of employment	By their own hard work		By lucky breaks		By help from other people		Total	
TJ	17	73.91%	2	8.70%	4	17.39%	23	100%
HL	16	66.67%	2	8.33%	6	25.00%	24	100%
SB	3	100%	0	0.00%	0	0.00%	3	100%
Total	36	72.00%	4	8.00%	10	20.00%	50	100%

It can be seen from TABLE 35 that the highest percentages of every employment group believed that people got ahead "by their own hard work": 17 (73.91%) transferees, 16 (66.67%) local hires, and 3 (100%) entrepreneurs. It can be said that all employment groups had similar attitudes toward hard work.

Briefly, in terms of the 50 respondents' attitudes toward hard work, viewed by type of employment, it can be said that the transferee and the local hire groups were uncertain, while the entrepreneur group agreed that if they worked hard, they would be successful in their jobs. The majority of the transferee and local hire groups said they

worked equally hard in both Japan and Bangkok while the entrepreneur group said they worked harder in Bangkok. All 3 groups believed that people got ahead by their own hard work.

3. Attitudes toward team work

3.1 Attitudes toward team work analyzed by gender of the respondents.

The attitudes of the Japanese respondents toward team work are examined in the questionnaire questions 9 and 10.

Question 9 asked, “Do you agree that team work is more important than individual effort?” Responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 36 below.

TABLE 36 TEAM WORK IS IMPORTANT ANALYZED BY GENDER.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
Male	18	16	4	3	0	41	172	4.20
Female	1	2	5	1	0	9	30	3.33

TABLE 36 points out that 34 (82.93%) of the male respondents agreed that team work was more important than individual effort, while 4 (9.76%) were uncertain, and 3 (7.32%) disagreed with the statement. The responses of the female respondents were quite

different: 3 (33.33%) agreed that team work was more important than individual effort, while 5 (55.56%) were uncertain, and 1 (11.11%) disagreed with the statement. Overall, the Japanese men agreed that team work was more important than individual effort (mean score 4.20), while the Japanese women were uncertain (mean score 3.33).

Question 10 was, “Do you prefer to work individually or in a group?” Possible answers were, “Work individually” or “Work in a group”. The results are presented in TABLE 37 below.

TABLE 37 PREFER TO WORK INDIVIDUALLY OR IN A GROUP ANALYZED BY GENDER.

Gender	Work individually		Work in a group		Total	
Male	14	34.15%	27	65.85%	41	100%
Female	6	66.67%	3	33.33%	9	100%
Total	20	40.00%	30	60.00%	50	100%

TABLE 37 illustrates that 27 (65.85%) of the male respondents preferred to work in a group and 14 (34.15%) preferred to work individually. The responses of the female respondents were quite different: 6 (66.67%) preferred to work individually while 3 (33.33%) preferred to work in a group.

It can be said that the Japanese men and women had totally different attitudes toward working individually and in a group. The majority of the male respondents preferred to work in a group while the female respondents preferred to work individually.

3.2 Attitudes toward team work analyzed by age of the respondents.

The attitudes of the Japanese respondents toward team work are examined in the questionnaire questions 9 and 10.

Question 9 asked, “Do you agree that team work is more important than individual effort?” Responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 38 below.

TABLE 38 TEAM WORK IS IMPORTANT ANALYZED BY AGE.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
20-25	2	2	2	0	0	6	24	4.00
26-30	3	4	1	1	0	9	36	4.00
31-35	6	6	4	2	0	18	70	3.89
36-40	2	4	2	1	0	9	34	3.78
41-45	2	0	0	0	0	2	10	5.00
46-50	1	1	0	0	0	2	9	4.50
> 55	3	1	0	0	0	4	19	4.75

TABLE 38 shows that the majority of each age group agreed that team work was more important than individual effort: 4 (66.67%) in the age group 20 to 25, 7 (77.78%) in the age group 26 to 30, 12 (66.67%) in the age group 31 to 35, 6 (66.67%) in the age group 36 to 40, and all respondents in the age groups between 41 and 50 (4), and all respondents in the age group over 55 years old (4). Overall, the respondents in the age

groups 20 to 25, 26 to 30, 46 to 50, and over 55 years old agreed that team work was more important than individual effort (mean scores 4.00, 4.00, 4.50, and 4.75), while the respondents in the age groups 31 to 35 and 36 to 40 were on the border between uncertain and agree (mean scores 3.89 and 3.78), and the respondents in the age group 41 to 45 strongly agreed with above statement (mean score 5.00).

Question 10 was, “Do you prefer to work individually or in a group?” Possible answers were, “Work individually” or “Work in a group”. The results are presented in TABLE 39 below.

TABLE 39 PREFER TO WORK INDIVIDUALLY OR IN A GROUP ANALYZED BY AGE.

Age	Work individually		Work in a group		Total	
20-25	5	83.33%	1	16.67%	6	100%
26-30	5	55.56%	4	44.44%	9	100%
31-35	7	38.89%	11	61.11%	18	100%
36-40	2	22.22%	7	77.78%	9	100%
41-45	0	0.00%	2	100%	2	100%
46-50	0	0.00%	2	100%	2	100%
> 55	1	25.00%	3	75.00%	4	100%
Total	20	40.00%	30	60.00%	50	100%

TABLE 39 reveals that 30 (60.00%) of the respondents preferred to work in a group while 20 (40.00%) of them preferred to work individually. Five respondents (83.33%) in the age group 20 to 25 and 5 (55.56%) in the age group 26 to 30 preferred to work

individually. The majority of the respondents in the age groups from 31 to 50 and over 55 years old preferred to work in a group: 11 (61.11%) in the age group 31 to 35, 7 (77.78%) in the age group 36 to 40, 2 (100%) in both age groups 41 to 45 and 46 to 50, and 3 (75.00%) in the age group over 55 years old.

It can be said that the respondents in every age group thought that team work was more important than individual effort. However, the respondents whose age was under 31 years old preferred to work individually while the older respondents preferred to work in a group.

3.3 Attitudes toward team work analyzed by position in a firm of the respondents.

The attitudes of the Japanese respondents toward team work are examined in the questionnaire questions 9 and 10.

Question 9 asked, “Do you agree that team work is more important than individual effort?” Responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 40.

TABLE 40 TEAM WORK IS IMPORTANT ANALYZED BY POSITION IN A FIRM.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
M	11	9	1	3	0	24	100	4.17
NM	8	9	8	1	0	26	102	3.92

TABLE 40 points out that 20 (83.33%) of the respondents in management positions agreed that team work was more important than individual effort, while 1 (4.17%) were uncertain, and 3 (12.50%) disagreed with the statement. The responses of the respondents in non-management positions were quite similar: 17 (65.38%) agreed that team work was more important than individual effort, while 8 (30.77%) were uncertain, and 1 (3.85%) disagreed with the statement. Overall, the respondents who held management positions agreed that team work was more important than individual effort (mean score 4.17) while the respondents in non-management positions were on the border between uncertain and agree with the statement (mean score 3.92).

Question 10 was, “Do you prefer to work individually or in a group?” Possible answers were, “Work individually” or “Work in a group”. The results are presented in TABLE 41 below.

TABLE 41 PREFER TO WORK INDIVIDUALLY OR IN A GROUP ANALYZED BY POSITION IN A FIRM.

Position in a firm	Work individually		Work in a group		Total	
M	6	25.00%	18	75.00%	24	100%
NM	14	53.85%	12	46.15%	26	100%
Total	20	40.00%	30	60.00%	50	100%

TABLE 41 displays that 18 (75.00%) of the respondents in management positions preferred to work in a group while 6 (25.00%) preferred to work individually. The results of the respondents in non-management positions were quite different: 14 (53.85%) preferred to work individually while 12 (46.15%) preferred to work in a group.

It can be said that the respondents in both management and non-management positions agreed that team work was more important than individual effort, but the two groups had different attitudes toward groups and individual work because the majority of the management group preferred to work in a group while the non-management group preferred to work individually.

3.4 Attitudes toward team work analyzed by type of employment of the respondents.

The attitudes of the Japanese respondents toward team work are examined in the questionnaire questions 9 and 10.

Question 9 asked, “Do you agree that team work is more important than individual effort?” Responses were weighted as follows: Strongly agree, 5; Agree, 4; Uncertain, 3; Disagree, 2; Strongly disagree, 1. The results are presented in TABLE 42.

TABLE 42 TEAM WORK IS IMPORTANT ANALYZED BY TYPE OF EMPLOYMENT.

	Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly disagree 1	Total Responses	Raw Score	Mean Score
TJ	7	10	3	3	0	23	90	3.91
HL	10	7	6	1	0	24	98	4.08
SB	2	1	0	0	0	3	14	4.67

TABLE 42 displays that 17 (73.91%) of the transferee group agreed that team work was more important than individual effort, while 3 (13.04%) were uncertain, and 3 (13.04%) disagreed with the statement. The responses of the local hire group were quite similar: 17 (70.83%) agreed, while 6 (25.00%) were uncertain, and 1 (4.17%) disagreed with the statement. All entrepreneurs (3) agreed that team work was more important than individual effort. Overall, the transferee group were on the border between uncertain and agree (mean score 3.91) while the local hire and the entrepreneur groups agreed (mean scores 4.08 and 4.67) that team work was more important than individual effort.

Question 10 was, “Do you prefer to work individually or in a group?” Possible answers were, “Work individually” or “Work in a group”. The results are presented in TABLE 43.

TABLE 43 PREFER TO WORK INDIVIDUALLY OR IN A GROUP ANALYZED BY TYPE OF EMPLOYMENT.

Type of employment	Work individually		Work in a group		Total	
TJ	6	26.09%	17	73.91%	23	100%
HL	14	58.33%	10	41.67%	24	100%
SB	0	0.00%	3	100%	3	100%
Total	20	40.00%	30	60.00%	50	100%

TABLE 43 illustrates that 17 (73.91%) of the transferee group preferred to work in a group and 6 (26.09%) preferred to work individually. Fourteen (58.33%) of the local hire group preferred to work individually and 10 (41.67%) preferred to work in a group. All 3 entrepreneurs preferred to work in a group.

It can be said that the transferee, the local hire, and the entrepreneur groups believed that team work was more important than individual effort. The majority of the local hire group preferred to work individually while the other two groups preferred to work in groups.

4. Attitudes toward socializing with colleagues

4.1 Attitudes toward socializing with colleagues analyzed by gender of the respondents.

The attitudes of the Japanese respondents toward socializing with colleagues are examined in the questionnaire questions 11, 13, and 15.

Question 11 asked, “How often do you socialize after work with your colleagues?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 44 below.

TABLE 44 SOCIALIZE AFTER WORK WITH COLLEAGUES ANALYZED BY GENDER.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
Male	1	12	23	4	1	41	131	3.20
Female	0	1	3	4	1	9	22	2.44

Question 13 asked, “How often do you play golf or participate in other activities with your colleagues on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 45.

TABLE 45 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH COLLEAGUES ANALYZED BY GENDER.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
Male	2	7	18	7	7	41	113	2.76
Female	0	0	1	3	5	9	14	1.56

Question 15 was, “Do you think socializing after work, playing golf or participating in other activities with colleagues is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 46 below.

TABLE 46 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER ACTIVITIES WITH COLLEAGUES IS PART OF JOB ANALYZED BY GENDER.

	Definitely Yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
Male	5	13	7	12	4	41	126	3.07
Female	0	6	1	1	1	9	30	3.33

TABLES 44-46 reveal that the male respondents sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their colleagues (mean scores 3.20 and 2.76 respectively), while the female respondents rarely and never did (mean scores 2.44 and 1.56 respectively). Both male and female employees were not sure that socializing with colleagues was a part of their jobs (mean scores 3.07 and 3.33).

It can be said that the Japanese men socialized after work, played golf or participated in other activities with their colleagues more often than the Japanese women but neither group was sure that socializing with colleagues was part of their jobs.

4.2 Attitudes toward socializing with colleagues analyzed by age of the respondents.

The attitudes of the Japanese respondents toward socializing with colleagues are examined in the questionnaire questions 11, 13, and 15.

Question 11 asked, “How often do you socialize after work with your colleagues?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 47.

TABLE 47 SOCIALIZE AFTER WORK WITH COLLEAGUES ANALYZED BY AGE.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
20-25	0	3	1	2	0	6	19	3.17
26-30	0	2	4	3	0	9	26	2.89
31-35	1	2	12	1	2	18	53	2.94
36-40	0	4	4	1	0	9	30	3.33
41-45	0	1	0	1	0	2	6	3.00
46-50	0	1	1	0	0	2	7	3.50
> 55	0	0	4	0	0	4	12	3.00

Question 13 asked, “How often do you play golf or participate in other activities with your colleagues on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 48.

TABLE 48 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH COLLEAGUES

ANALYZED BY AGE.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
20-25	1	0	2	1	2	6	15	2.50
26-30	0	0	2	2	5	9	15	1.67
31-35	1	3	7	3	4	18	48	2.67
36-40	0	3	2	3	1	9	25	2.78
41-45	0	0	1	1	0	2	5	2.50
46-50	0	1	1	0	0	2	7	3.50
> 55	0	0	4	0	0	4	12	3.00

Question 15 was, “Do you think socializing after work, playing golf or participating in other activities with colleagues is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 49.

TABLE 49 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER
ACTIVITIES WITH COLLEAGUES IS PART OF JOB ANALYZED BY AGE.

	Definitely yes 5	Probably Yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
20-25	0	3	1	1	1	6	18	3.00
26-30	2	3	3	0	1	9	32	3.56
31-35	2	8	0	5	3	18	55	3.06
36-40	0	3	1	5	0	9	25	2.78
41-45	1	0	1	0	0	2	8	4.00
46-50	0	1	1	0	0	2	7	3.50
> 55	0	1	1	2	0	4	11	2.75

TABLES 47-49 display that the majority of the mean scores in each age group sometimes socialized after work, and rarely to sometimes played golf or participated in other activities with their colleagues. Only the respondents in the age group 26 to 30 never to rarely played golf or participated in other activities with their colleagues (mean score 1.67). Overall, respondents in 4 of the 7 age groups were not sure that socializing with colleagues was part of their jobs. Respondents in the age group 41 to 45 were probably sure that it was part of their jobs (mean score 4.00). Respondents in the age groups 36 to 40 and over 55 felt that socializing with colleagues probably was not part of their jobs (mean scores 2.78 and 2.75).

It can be said that the respondents in the age group 46 to 50 socialized after work, played golf or participated in other activities with their colleagues more often than

other age groups. The respondents in every age group except the age group 41 to 45 were not sure that socializing with their colleagues was part of their jobs.

4.3 Attitudes toward socializing with colleagues analyzed by position in a firm of the respondents.

The attitudes of the Japanese respondents toward socializing with colleagues are examined in the questionnaire questions 11, 13, and 15.

Question 11 asked, “How often do you socialize after work with your colleagues?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 50 below.

TABLE 50 SOCIALIZE AFTER WORK WITH COLLEAGUES ANALYZED BY POSITION IN A FIRM.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
M	1	6	15	2	0	24	78	3.25
NM	0	7	11	6	2	26	75	2.88

Question 13 asked, “How often do you play golf or participate in other activities with your colleagues on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 51.

TABLE 51 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH COLLEAGUES

ANALYZED BY POSITION IN A FIRM.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
M	0	5	12	5	2	24	68	2.83
NM	2	2	7	5	10	26	59	2.27

Question 15 was, “Do you think socializing after work, playing golf or participating in other activities with colleagues is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 52 below.

TABLE 52 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER ACTIVITIES WITH COLLEAGUES IS PART OF JOB ANALYZED BY POSITION IN A FIRM.

	Definitely Yes 5	Probably yes 4	Not Sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
M	3	8	4	7	2	24	75	3.13
NM	2	11	4	6	3	26	81	3.12

TABLES 50-52 reveal that the management group sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their colleagues (mean scores 3.25 and 2.83 respectively), while the non-management group rarely to sometimes socialized after work (mean score 2.88) and rarely played golf or participated in

other activities with their colleagues (mean score 2.27). Both employees in management and non-management positions were not sure that socializing with colleagues was part of their jobs (mean scores 3.13 and 3.12 respectively).

It can be said that the majority of the respondents in management and non-management positions sometimes socialized after work, played golf or participated in other activities with their colleagues. In general, both groups were unsure that socializing with colleagues was part of their jobs.

4.4 Attitudes toward socializing with colleagues analyzed by type of employment of the respondents.

The attitudes of the Japanese respondents toward socializing with colleagues are examined in the questionnaire questions 11, 13, and 15.

Question 11 asked, “How often do you socialize after work with your colleagues?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 53.

TABLE 53 SOCIALIZE AFTER WORK WITH COLLEAGUES ANALYZED BY TYPE OF
EMPLOYMENT.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
TJ	0	8	13	1	1	23	74	3.22
HL	0	4	13	6	1	24	68	2.83
SB	1	1	0	1	0	3	11	3.67

Question 13 asked, “How often do you play golf or participate in other activities with your colleagues on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 54.

TABLE 54 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH COLLEAGUES
ANALYZED BY TYPE OF EMPLOYMENT.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
TJ	1	5	10	3	4	23	65	2.83
HL	1	2	7	6	8	24	54	2.25
SB	0	0	2	1	0	3	8	2.67

Question 15 was, “Do you think socializing after work, playing golf or participating in other activities with colleagues is a part of your job?” Their responses were

weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 55.

TABLE 55 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER ACTIVITIES WITH COLLEAGUES IS PART OF JOB ANALYZED BY TYPE OF EMPLOYMENT.

	Definitely yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
TJ	0	11	2	7	3	23	67	2.91
HL	4	7	5	6	2	24	77	3.21
SB	1	1	1	0	0	3	12	4.00

TABLES 53-55 point out that the transferee group sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their colleagues (mean scores 3.22 and 2.83 respectively), while the local hire group rarely to sometimes socialized after work (mean score 2.83) and rarely played golf or participated in other activities with their colleagues (mean score 2.25). The entrepreneur group sometimes to often socialized after work (mean score 3.67) and rarely to sometimes played golf or participated in other activities with their colleagues (mean score 2.67). Both transferee and local hire groups were not sure that socializing with colleagues was part of their jobs (mean scores 2.91 and 3.21 respectively) but the entrepreneur group was probably sure that it was (mean score 4.00).

It can be said that the entrepreneur group socialized after work with their colleagues more often than the transferee and the local hire groups. The transferee and the entrepreneur groups sometimes played golf or participated in other activities with their colleagues while the local hire group rarely did. The entrepreneurs thought that socializing with colleagues was part of their jobs but the transferees and the local hires were unsure.

5. Attitudes toward socializing with customers/clients

5.1 Attitudes toward socializing with customers/clients analyzed by gender of the respondents.

The attitudes of the Japanese respondents toward socializing with customers/clients are examined in the questionnaire questions 12, 14, and 16.

Question 12 asked, “How often do you socialize after work with your customers/clients?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 56 below.

TABLE 56 SOCIALIZE AFTER WORK WITH CUSTOMERS/CLIENTS ANALYZED BY GENDER.

	Very Often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
Male	1	8	24	6	2	41	123	3.00
Female	0	0	2	3	4	9	16	1.78

Question 14 asked, “How often do you play golf or participate in other activities with your customers/clients on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 57.

TABLE 57 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH CUSTOMERS/CLIENTS ANALYZED BY GENDER.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
Male	1	6	21	5	8	41	110	2.68
Female	0	0	2	1	6	9	14	1.56

Question 16 was, “Do you think socializing after work, playing golf or participating in other activities with customers/clients is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 58 below.

TABLE 58 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER ACTIVITIES WITH CUSTOMERS/CLIENTS IS A PART OF JOB ANALYZED BY GENDER.

	Definitely Yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
Male	13	22	2	3	1	41	166	4.05
Female	1	8	0	0	0	9	37	4.11

TABLES 56-58 point out that the male respondents sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their customers/clients (mean scores 3.00 and 2.68 respectively) while the female respondents never to rarely did (mean scores 1.78 and 1.56 respectively). Both groups were sure that socializing with customers/clients was probably part of their jobs (mean scores 4.05 and 4.11 respectively).

It can be said that the male respondents socialized after work, played golf or participated in other activities with their customers/clients more often than the female respondents. Both male and female respondents thought that socializing with customers/clients was probably part of their jobs.

5.2 Attitudes toward socializing with customers/clients analyzed by age of the respondents.

The attitudes of the Japanese respondents toward socializing with customers/clients are examined in the questionnaire questions 12, 14, and 16.

Question 12 asked, "How often do you socialize after work with your customers/clients?" Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 59.

TABLE 59 SOCIALIZE AFTER WORK WITH CUSTOMERS/CLIENTS ANALYZED BY AGE.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
20-25	0	0	2	0	4	6	10	1.67
26-30	0	1	2	4	2	9	20	2.22
31-35	1	4	11	2	0	18	58	3.22
36-40	0	1	7	1	0	9	27	3.00
41-45	0	1	0	1	0	2	6	3.00
46-50	0	1	1	0	0	2	7	3.50
> 55	0	0	3	1	0	4	11	2.75

Question 14 asked, “How often do you play golf or participate in other activities with your customers/clients on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 60.

TABLE 60 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH CUSTOMERS/

CLIENTS ANALYZED BY AGE.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
20-25	0	0	2	0	4	6	10	1.67
26-30	0	0	2	2	5	9	15	1.67
31-35	1	2	12	0	3	18	52	2.89
36-40	0	2	3	2	2	9	23	2.56
41-45	0	1	0	1	0	2	6	3.00
46-50	0	1	1	0	0	2	7	3.50
> 55	0	0	3	1	0	4	11	2.75

Question 16 was, “Do you think socializing after work, playing golf or participating in other activities with customers/clients is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 61.

TABLE 61 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER
ACTIVITIES WITH CUSTOMERS/CLIENTS IS A PART OF JOB ANALYZED BY AGE.

	Definitely Yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
20-25	2	3	0	1	0	6	24	4.00
26-30	3	5	1	0	0	9	38	4.22
31-35	5	12	0	0	1	18	74	4.11
36-40	2	5	0	2	0	9	34	3.78
41-45	1	0	1	0	0	2	8	4.00
46-50	0	2	0	0	0	2	8	4.00
> 55	1	3	0	0	0	4	17	4.25

TABLES 59-61 display that the majority of the mean scores in each age group sometimes socialized after work, and played golf or participated in other activities with their customers/clients. Only the respondents in the age groups 20 to 25 and 26 to 30 rarely socialized after work, played golf or participated in other activities with their customers/clients (mean scores 1.67 and 2.22) while other age groups sometimes did. The respondents in every age group thought that business socializing with customers/clients was probably part of their jobs.

It can be said that the older age groups (age over 30 years old) socialized after work, played golf or participated in other activities with their customers/clients more often than the younger age groups (age under 31 years old). However, the respondents in all age

groups were sure that business socializing with customers/clients was probably part of their jobs.

5.3 Attitudes toward socializing with customers/clients analyzed by position in a firm of the respondents.

The attitudes of the Japanese respondents toward socializing with customers/clients are examined in the questionnaire questions 12, 14, and 16.

Question 12 asked, “How often do you socialize after work with your customers/clients?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 62.

TABLE 62 SOCIALIZE AFTER WORK WITH CUSTOMERS/CLIENTS ANALYZED BY POSITION IN A FIRM.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
M	1	5	14	4	0	24	75	3.13
NM	0	3	12	5	6	26	64	2.46

Question 14 asked, “How often do you play golf or participate in other activities with your customers/clients on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 63.

TABLE 63 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH CUSTOMERS/
CLIENTS ANALYZED BY POSITION IN A FIRM.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
M	0	4	14	4	2	24	68	2.83
NM	1	2	9	2	12	26	56	2.15

Question 16 was, “Do you think socializing after work, playing golf or participating in other activities with customers/clients is a part of your job?” Their responses were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 64.

TABLE 64 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER
ACTIVITIES WITH CUSTOMERS/CLIENTS IS A PART OF JOB ANALYZED BY POSITION
IN A FIRM.

	Definitely yes 5	Probably Yes 4	Not Sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
M	7	14	1	2	0	24	98	4.08
NM	7	16	1	1	1	26	105	4.04

TABLES 62-64 reveal that the management group sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their customers/clients (mean scores 3.13 and 2.83 respectively), while the non-management

group rarely socialized after work, played golf or participated in other activities with their customers/clients (mean scores 2.46 and 2.15 respectively). Both management and non-management groups were sure that socializing with customers/clients was probably part of their jobs (mean scores 4.08 and 4.04 respectively).

It can be said that the management group socialized after work, played golf or participated in other activities with their customers/clients more often than the non-management group. Both groups thought that socializing with customers/clients was probably part of their jobs.

5.4 Attitudes toward socializing with customers/clients analyzed by type of employment of the respondents.

The attitudes of the Japanese respondents toward socializing with customers/clients are examined in the questionnaire questions 12, 14, and 16.

Question 12 asked, "How often do you socialize after work with your customers/clients?" Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 65.

TABLE 65 SOCIALIZE AFTER WORK WITH CUSTOMERS/CLIENTS ANALYZED BY
TYPE OF EMPLOYMENT.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
TJ	0	4	16	2	1	23	69	3.00
HL	0	3	10	6	5	24	59	2.46
SB	1	1	0	1	0	3	11	3.67

Question 14 asked, “How often do you play golf or participate in other activities with your customers/clients on weekends or holidays?” Their responses were weighted as follows: Very often, 5; Often, 4; Sometimes, 3; Rarely, 2; and Never, 1. The results are presented in TABLE 66.

TABLE 66 PLAY GOLF OR PARTICIPATE IN OTHER ACTIVITIES WITH CUSTOMERS/
CLIENTS ANALYZED BY TYPE OF EMPLOYMENT.

	Very often 5	Often 4	Sometimes 3	Rarely 2	Never 1	Total Responses	Raw Score	Mean Score
TJ	0	3	14	2	4	23	62	2.70
HL	1	2	8	3	10	24	53	2.21
SB	0	1	1	1	0	3	9	3.00

Question 16 was, “Do you think socializing after work, playing golf or participating in other activities with customers/clients is a part of your job?” Their responses

were weighted as follows: Definitely yes, 5; Probably yes, 4; Not sure, 3; Probably not, 2; and Definitely not, 1. The results are presented in TABLE 67 below.

TABLE 67 SOCIALIZING AFTER WORK, PLAYING GOLF OR PARTICIPATING IN OTHER ACTIVITIES WITH CUSTOMERS/CLIENTS IS A PART OF JOB ANALYZED BY TYPE OF EMPLOYMENT.

	Definitely Yes 5	Probably yes 4	Not sure 3	Probably not 2	Definitely not 1	Total Responses	Raw Score	Mean Score
TJ	7	13	0	3	0	23	93	4.04
HL	6	16	1	0	1	24	98	4.08
SB	1	1	1	0	0	3	12	4.00

TABLES 65-67 show that the transferee group sometimes socialized after work, rarely to sometimes played golf or participated in other activities with their customers/clients (mean scores 3.00 and 2.70 respectively), while the local hire group rarely socialized after work, played golf or participated in other activities with their customers/clients (mean scores 2.46 and 2.21 respectively). The entrepreneur group sometimes to often socialized after work (mean score 3.67), and sometimes played golf or participated in other activities with their customers/clients (mean score 3.00). Every employment group was sure that socializing with customers/clients was probably part of their jobs (mean scores 4.04, 4.08, and 4.00).

It can be said that the entrepreneur group socialized after work, played golf or participated in other activities with their customers/clients more often than the transferee and the local hire groups. All 3 employment groups thought that socializing with customers/clients was probably part of their jobs.

6. Ranking of attitudes

The sources of all tables in ranking of attitudes are presented in Appendix 3.

6.1 Ranking of attitudes analyzed by gender of the respondents.

The ranking of attitudes of the Japanese respondents is examined in the questionnaire question 17.

Question 17 was, “On a scale of 1-5 (5 being the most important), please rank the five following issues in terms of their importance to you.” The results are presented in TABLE 68.

TABLE 68 RANKING THE 5 ISSUES IN TERMS OF THEIR IMPORTANCE ANALYZED BY GENDER.

Gender	Lifetime employment	Hard work	Team work/ Cooperation with colleagues	Socializing with colleagues	Socializing with customers/clients
Male	3.39	3.17	3.05	2.63	2.76
Female	1.22	4.11	4.11	2.89	2.67

It can be seen from TABLE 68 that the male group gave the most importance to lifetime employment followed by hard work, team work, socializing with customers/clients, and the least importance to socializing with colleagues. The female group gave equal importance to hard work and team work, followed by socializing with colleagues and customers/clients, and the least importance to lifetime employment.

6.2 Ranking of attitudes analyzed by age of the respondents.

The ranking of attitudes of the Japanese respondents is examined in the questionnaire question 17.

Question 17 was, "On a scale of 1-5 (5 being the most important), please rank the five following issues in terms of their importance to you." The results are presented in TABLE 69.

TABLE 69 RANKING THE 5 ISSUES IN TERMS OF THEIR IMPORTANCE ANALYZED BY AGE.

Age	Lifetime employment	Hard work	Team work/ Cooperation With colleagues	Socializing with colleagues	Socializing with customers/clients
20-25	2.33	3.17	4.17	3.00	2.33
26-30	2.89	3.33	3.78	3.00	2.00
31-35	2.94	3.72	3.00	2.56	2.78
36-40	3.44	3.33	2.67	2.33	3.22
41-45	3.50	1.00	3.50	3.50	3.50
46-50	3.50	1.50	1.50	4.00	4.50
> 55	3.00	4.00	3.75	1.75	2.50

It can be seen from TABLE 69 that the age groups 20-25 and 26-30 gave the most importance to team work followed by hard work and socializing with colleagues. The age group 31-35 gave the most importance to hard work followed by team work, lifetime employment, socializing with customers/clients and colleagues. The age group 36-40 gave the most importance to lifetime employment followed by hard work, socializing with customers/clients, team work, and the least importance to socializing with colleagues. The least important issue for both age groups 31-35 and 36-40 was socializing with colleagues. The age group 41-45 gave equal importance to lifetime employment, team work and socializing with colleagues and customers/clients, and the least importance to hard work. The age group 46-50 gave the most importance to socializing with customers/clients followed by socializing with colleagues, lifetime employment and the least importance to

hard work and team work. The age group over 55 gave the most importance to hard work followed by team work, lifetime employment, socializing with customers/clients, and the least importance to socializing with colleagues.

6.3 Ranking of attitudes analyzed by position in a firm of the respondents.

The ranking of attitudes of the Japanese respondents is examined in the questionnaire question 17.

Question 17 was, “On a scale of 1-5 (5 being the most important), please rank the five following issues in terms of their importance to you.” The results are presented in TABLE 70 below.

TABLE 70 RANKING THE 5 ISSUES IN TERMS OF THEIR IMPORTANCE ANALYZED BY POSITION IN A FIRM.

Position In a firm	Lifetime employment	Hard work	Team work/ Cooperation with colleagues	Socializing with colleagues	Socializing With customers/clients
M	3.08	3.38	3.08	2.50	2.96
NM	2.92	3.31	3.38	2.85	2.54

It can be seen from TABLE 70 that the management group gave the most importance to hard work followed by lifetime employment and team work. Socializing with customers/clients and with colleagues were less important to them. The non-management group gave the most importance to team work followed by hard work, lifetime employment,

socializing with colleagues, the least importance was given to socializing with customers/clients.

6.4 Ranking of attitudes analyzed by type of employment of the respondents.

The ranking of attitudes of the Japanese respondents is examined in the questionnaire question 17.

Question 17 was, “On a scale of 1-5 (5 being the most important), please rank the five following issues in terms of their importance to you.” The results are presented in TABLE 71 below.

TABLE 71 RANKING THE 5 ISSUES IN TERMS OF THEIR IMPORTANCE ANALYZED BY TYPE OF EMPLOYMENT.

Type of employment	Lifetime employment	Hard work	Team work/ Cooperation with colleagues	Socializing with colleagues	Socializing with customers/clients
TJ	3.30	3.26	2.91	2.61	2.91
HL	2.75	3.54	3.50	2.71	2.50
SB	2.67	2.33	3.67	3.00	3.33

It can be seen from TABLE 71 that the transferee group gave the most importance to lifetime employment followed by hard work. Team work and socializing with customers/clients ranked next. The least importance was given to socializing with colleagues by the transferee group. The local hire group gave the most importance to hard

work followed closely by team work. Lifetime employment, socializing with colleagues, and socializing with customers/clients ranked lower on their scale. The entrepreneur group gave the most importance to team work followed by socializing with customers/clients and colleagues. Lifetime employment and hard work were ranked lowest by the entrepreneur group.

An in-depth analysis of the findings will be presented in Chapter 5.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

In this chapter, conclusions are drawn from findings described in Chapter 4. The data are interpreted to answer the two research questions presented in Chapter 1. Finally, a discussion on limitations of this study and recommendations for further study are presented.

Conclusions

The focus of this study has been to answer the two Research Questions. The answers are presented below.

The first Research Question was, “Are the attitudes of Japanese employees in Bangkok toward lifetime employment, hard work, team work, and business socializing different from the attitudes of mainstream Japanese employees in Japan?”

The findings of this study show that the attitudes toward lifetime employment and hard work of the 50 Japanese employees in Bangkok appear to be moving away from the mainstream attitudes of Japanese employees in Japan while attitudes toward team work and business socializing with colleagues and customers/clients remain similar to those in Japan.

The results show that the majority of the Japanese respondents in Bangkok thought that lifetime employment was neutral in importance or unimportant to them. In general, the respondents stated that they were uncertain or disagreed that people should place more

emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. These two findings do not reflect the commonly held attitudes of Japanese employees in Japan as described in Chapter 2.

On the other hand, the results reveal that the majority of the Japanese employees in Bangkok agreed that team work was more important than individual effort, and most Japanese respondents socialized with colleagues and customers/ clients at least to some degree, even if they were not sure it was actually part of their jobs. These two findings are more in line with attitudes toward Japanese working culture generally held in Japan.

The second Research Question was, "What are the differences in attitudes toward lifetime employment, hard work, team work, and business socializing between Japanese employees working in Bangkok based on their gender, age, position in a firm, and type of employment?".

The attitudes of the 50 Japanese employees included in this research toward lifetime employment, hard work, team work, and business socializing are presented and discussed successively below.

Lifetime Employment

Overall, the 50 Japanese employees in Bangkok believed that lifetime employment was neutral in importance or unimportant.

However, when analyzed by gender, a difference can be seen. While both the male and female groups rated lifetime employment as neutral in importance or unimportant to

them the Japanese males in Bangkok still held lifetime employment as more important than the Japanese females. This may be because more Japanese males were transferred from Japan than Japanese females, and more Japanese males were in management positions than Japanese females. This attitude may also be because Japanese females rarely had the possibility of lifetime employment in Japan. Mente (1993:78) stated that young Japanese women were often referred to as 'jimusho na hana' or "office flowers". Most of these young women were expected to leave the work force when they got married.

When analyzed by age, a difference can also be seen. The respondents in the age groups 46-50 and over 55 thought that lifetime employment was important. The older age groups (36 and above) gave the most importance to lifetime employment. These older employees may be the last generation of Japanese to give importance to lifetime employment because, as Japanese firms retreat from the practice of offering lifetime employment opportunities, younger Japanese employees give less importance to it.

When analyzed by position in a firm, a difference can also be seen. While both the management and the non-management groups rated lifetime employment as neutral in importance or unimportant to them, the management group still held lifetime employment as more important than the non-management group. More respondents in this study were in management positions and transferred from Japan than the respondents in non-management positions. It is precisely these employees that had the greatest expectations to attain lifetime employment. Non-management Japanese employees and those hired locally

in Bangkok would have had the least expectations to be offered lifetime employment, even before lifetime employment opportunities began to fade from practice in Japan.

This can also be seen in attitudes toward lifetime employment when analyzed by type of employment. The transferee group held lifetime employment as more important than the local hire and the entrepreneur groups. These transferees may have been the only group that still believed in lifetime employment.

Hard Work

In general, the 50 Japanese employees in Bangkok believed that hard work made them successful in their jobs but were uncertain or disagreed with the idea that hard work and doing a good job was more important than personal satisfaction and pleasure.

When analyzed by gender, a difference can be seen. The Japanese men in Bangkok held hard work as more important than Japanese women, but less than half of the Japanese men agreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure while most of the Japanese females were uncertain or disagreed. Both Japanese men and women did not want to devote all their lives to work. They wanted to separate their work and their personal satisfaction. This is a divergence from mainstream traditional attitudes, especially for the men.

A difference can also be seen when analyzed by age. The older age groups (41 and above) strongly believed that people should place more emphasis on working hard and

doing a good job than on what gave them personal satisfaction and pleasure while the younger (20-30) and middle age groups (31-40) were uncertain and disagreed with the statement. The two latter groups' attitudes toward hard work reflect the changing attitudes of younger generations.

When analyzed by position in a firm, a difference can also be seen. The management group devoted themselves to their work and strongly believed that they would be successful in their jobs if they worked hard while more than half of the non-management group were uncertain or disagreed with the statement. This may be because the respondents in management positions held higher positions with more responsibilities than the respondents in non-management positions, and as with attitudes toward lifetime employment, the management groups expected to work hard and long hours as part of the trade off for lifetime employment.

A difference can also be seen when analyzed by type of employment. The transferee, the local hire, and the entrepreneur groups agreed that if they worked hard, they would be successful in their jobs. However, more than half of the transferee and the local hire groups were uncertain or disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure while all 3 entrepreneurs agreed with the statement. These Japanese entrepreneurs strongly believed in hard work as any entrepreneur of any nationality would.

Team work

Overall, the 50 Japanese employees in Bangkok believed that team work was important to them. They strongly believed that team work was more important than individual effort.

However, when analyzed by gender, a difference can be seen. The Japanese males in Bangkok emphasized team work more than the Japanese females. The results show that the Japanese men preferred to work in groups while the Japanese women preferred to work individually, but the Japanese women still ranked team work as the most important of the attitudes examined. This may be because Japanese firms in Bangkok, or elsewhere, continue to emphasize team work as a primary feature of working culture, and as a reason for Japanese success.

Also, a difference can be seen when analyzed by age. Most respondents in every age group gave priority to team work but they still had different preferences. The younger age groups (20-30) preferred to work individually while the older age groups (31 and above) preferred to work in teams. Although, the respondents in the age groups 20 to 30 preferred to work individually, they ranked team work as the most important of the attitudes examined. This indicates that even though the younger age groups still believed that team work was more important than individual effort, they desired for independence than older generations.

When analyzed by position in a firm, a difference can also be seen. The majority of both the management and the non-management groups strongly agreed or agreed that

team work was more important than individual effort. However, both groups had different preferences: the management group preferred to work in groups, while the non-management group preferred to work individually. The latter group still ranked team work as the most important. This may be because the non-management group was often assigned tasks as a group, so they were required to work together as a group.

A further difference can be seen from the results when analyzed by type of employment. The transferee, the local hire, and the entrepreneur groups strongly believed that team work was more important than individual effort. Both the transferees and the entrepreneurs preferred to work in groups, but the local hires preferred to work individually. This may be a reflection of the local hire group's independent spirit. If they were hired in Bangkok, they undoubtedly were independent-minded enough step outside of the protection of a powerful firm's paternal envelope. However, only the entrepreneur group ranked team work as the most important. As it appears to be true that Japanese continue to believe in the importance of team work these entrepreneurs may have wanted to reinforce this belief in team work as a way of insuring the success of the firms they had started.

Business socializing

The analysis of business socializing was divided into 2 parts: with colleagues and with customers/clients.

Socializing with colleagues

Generally, the 50 Japanese employees in Bangkok believed that socializing with colleagues was important to them. Most of them sometimes socialized after work with their colleagues but rarely played golf or participated in other activities with their colleagues. They were not sure that socializing with colleagues was a part of their jobs.

However, when analyzed by gender, a difference can be seen. The Japanese men in Bangkok socialized after work, played golf or participated in other activities with their colleagues more often than the Japanese women. This is highly similar to mainstream practices in Japan.

A difference can be seen when analyzed by age. The older age group (46-50) socialized after work, played golf or participated in other activities with their colleagues more often than all other age groups. This may be an indication that attitudes toward socializing with colleagues are slowly changing with each successive generation as has been seen with other attitudes examined in this study.

When analyzed by position in a firm, a difference can also be seen. The management group socialized after work, played golf or participated in other activities with their colleagues more often than the non-management group. Again this seems to be a reflection of mainstream attitudes and practices held in place by more senior and responsible individuals. As seen above, the younger members of each group showed a growing divergence from mainstream.

Also, a difference can be seen when analyzed by type of employment. The entrepreneur group socialized after work with their colleagues more often than the transferee and the local hire groups. The transferees and the entrepreneurs played golf or participated in other activities with their colleagues more often than the local hires. This attitude may be because the entrepreneurs wanted to improve office communication and also strengthen the feeling of solidarity among company employees. This would be a normal aspiration of a successful entrepreneur.

Socializing with customers/clients

Overall, the 50 Japanese employees in Bangkok felt that socializing with customers/clients was important to them. Most employees sometimes socialized after work, played golf or participated in other activities with their customers/clients. They also thought that socializing with customers/clients was probably part of their jobs.

However, when analyzed by gender, a difference can be seen. The male respondents in Bangkok socialized after work, played golf or participated in other activities with their customers/clients more often than the female respondents. As with socializing with colleagues, Japanese males are normally expected to socialize with customers/clients more than females in Japan. Japanese females have rarely attained positions high enough in organizations that require their participation in this type of business socializing.

A difference can also be seen when analyzed by age. The older age groups (aged over 30 years old) socialized after work, played golf or participated in other activities with

their customers/clients more often than the younger age groups (aged below 31 years old).

The respondents in the age groups 41 to 50 gave the most importance to socializing with customers/clients. The older age groups almost certainly have learned through experience that socializing with customers/clients was a part of their jobs. The younger Japanese employees almost certainly are developing different attitudes, as seen above.

When analyzed by position in a firm, a difference can also be seen. The management group socialized after work, played golf or participated in other activities with their customers/clients more often than the non-management group. This may be because only senior employees and those responsible for customer/client accounts felt the need to entertain their customers/clients.

Also, a difference can be seen when analyzed by type of employment. The entrepreneur group socialized after work, played golf or participated in other activities with their customers/clients more often than the transferee and the local hire groups. For entrepreneurs, business relationships with customers/clients are of extreme importance and business socializing seems to be a natural practice for this group.

Discussion

The study reveals the profile of the 50 Japanese employees in Bangkok as largely male respondents (41) between the ages of 20-50 and over 55 years old. It found that only male employees held management positions. This confirms that Japanese companies or organizations continue promoting men rather than women to the management level. Nine female respondents were aged from 20 to 35. All of them held non-management positions. Japanese women continue to be employed but often in less responsible positions.

This study aimed to find out the attitudes of Japanese employees in Bangkok toward Japanese working culture: lifetime employment, hard work, team work, and business socializing with colleagues and with customers/clients. The results indicate that most Japanese employees in Bangkok gave limited importance to lifetime employment but when they were asked to rank the five attitudes examined in this study in terms of importance, the male group, the respondents in the age groups 36 to 45, and the transferee group ranked lifetime employment as the most important. Japanese women and the youngest respondents ranked lifetime employment as the least important.

A notable finding that this study reveals is that 52.00% of Japanese employees in Bangkok agreed that if they worked hard, they would be successful in their jobs, but 58.00% of the respondents were uncertain or disagreed that people should place more emphasis on working hard and doing a good job than on what gave them personal satisfaction and pleasure. Although, their attitudes toward hard work were changing, the researcher found

that the female group, the respondents in the age groups 31 to 35 and over 55 years of age, the management group, and the local hire group ranked hard work as the most important of the attitudes examined. Although, most of the respondents in the age group 20 to 25 thought that people got ahead by help from other people, all other groups thought that personal advancement was achieved by their own hard work. Attitudes toward hard work may be changing, but the move away from Japan's extreme belief in the value of hard work may take some time.

With regard to team work, the majority of the Japanese respondents agreed that team work was more important than individual effort, but majorities of the female group, the respondents in the age group 20 to 30, the non-management group, and the local hire group preferred to work individually. When the respondents were asked to rank the five attitudes examined in this study in terms of their importance, the female group, the respondents in the age groups 20 to 30 and 41 to 45, the non-management group, and the entrepreneur group ranked team work as the most important. Japanese attitudes toward team work may be loosening and showing a preference toward some independence of action, but Japanese willingness to work together in teams appears to remain high.

The respondents in the age groups between 41 and 50 socialized after work, played golf or participated in other activities with their colleagues and customers/clients more often than other groups. The younger age groups did not socialize as much. Also, the respondents in the age groups 41 to 50 ranked business socializing with colleagues and

customers/clients as the most important when they were asked to rank the five attitudes examined in this study in terms of their importance. This seems quite consistent with the mainstream attitudes and practices in Japan.

These findings should help Thai business people and firms better understand Japanese working culture and the attitudes of Japanese employees working in Bangkok. This should help them work more effectively with Japanese employees. Also, Japanese firms, which transfer Japanese personnel into and out of Bangkok, can better understand the differences in employee attitudes in Bangkok. The results of this study can also be useful for other people who might be interested to know, or study, Japanese working culture.

Limitations of the study

This study has the following limitations:

1. The number of respondents in the sample group was limited to 50 Japanese employees, 24 in management level and 26 in non-management level positions in firms, so the results may not be representative of the attitudes of all Japanese employees in Bangkok.
2. The distribution of the questionnaire to Japanese employees was limited to companies only in Bangkok and to which the researcher, and/or her colleagues/friends had access.

Recommendations for further study

As follow up to the present study, the researcher recommends the following studies:

1. As Thai society is changing rapidly and the effects of globalization are felt more strongly, there should be a study of the attitudes of Thai employees toward Thai working culture.

2. Thais have been working in foreign firms operating in Thailand for many years. Studies should be conducted on the attitudes of Thai employees toward the various working cultures of their foreign employers, and the attitudes of the foreign employers toward Thai employees and Thai working culture should also be examined.

3. Undoubtedly, more and more foreigners will be employed by Thai firms. What are the attitudes of these foreign employees toward Thai working culture?

4. There should be further studies in other cultural aspects of Japan such as Japanese norms and values, non-verbal communication, and etiquette.

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APPENDIX

アンケート

このアンケートは、シーナカリンウィロット大学修士課程の研究プロジェクト、「バンコク在住日本人労働者の日本の労働意識に対する考え」のために作成されたものです。

皆様にご提供いただいた情報は、厳重に管理し、第三者に開示されることはありません。

アンケートにご協力いただきますよう、宜しくお願い致します。

アンケートをご記入いただきましたら、
お手数ですが、同封の封筒にてご返送ください。
ご協力ありがとうございます。

第1部 個人データ

性別：☐ 男性 ☐ 女性

年齢：☐ 20 - 25 ☐ 41 - 45
☐ 26 - 30 ☐ 46 - 50
☐ 31 - 35 ☐ 51 - 55
☐ 36 - 40 ☐ Over 55

役職：☐ 管理職 ☐ 一般職

就業形態：
現在私のバンコクでの就業形態は、
☐ 日本からの転勤
☐ 現地採用
☐ 自営業

第2部 アンケート

質問1～4において、「現地法人や系列会社⇄日本の親会社」間の移動は転職とみなしません。

1.あなたは定年まで今の会社に勤めるつもりですか？

- ☐ はい、もちろんです。
- ☐ どちらかといえば、そのつもりです。
- ☐ わかりません。
- ☐ どちらかといえば、そのつもりではありません。
- ☐ いいえ、そのつもりではありません。

2.あなたは転職したことがありますか？

- ☐ はい。
- ☐ いいえ。

a.)「はい」とお答えの場合、今後も転職を検討する予定はありますか？

- ☐ はい。
- ☐ いいえ。

b.)「いいえ」とお答えの場合、今後転職について検討する予定はありますか？

- ☐ はい。
- ☐ いいえ。

3.転職することはいいことだと思いますか？

- ☐ はい、そう思います。
- ☐ どちらかといえば、そう思います。
- ☐ わかりません。
- ☐ どちらかといえば、そう思いません。
- ☐ いいえ、そう思いません。

4.あなたにとって、終身雇用は重要なことでしょうか？

- ☐ とても重要です。
- ☐ 重要です。
- ☐ どちらともいえません。
- ☐ あまり重要ではありません。
- ☐ 重要ではありません。

5.一所懸命働けば出世すると思いますか？

- ☐ まったくそのとおりだと思います。
- ☐ そのとおりだと思います。
- ☐ よくわかりません。
- ☐ そう思いません。
- ☐ 決してそう思いません。

6.日本で働いていた頃に比べ、バンコクに来て変化がありましたか？

- ☐ 日本にいた頃のほうがよく働いていました。
- ☐ 今のほうがよく働いています。
- ☐ 変わりません。

7.「自分を満足させたり、喜びを与えてくれることより、

一生懸命働くこと・良い仕事をすることに重点を置いた方がいい」という考え方をどう思いますか？

- ☐ まったくそのとおりだと思います。
- ☐ そのとおりだと思います。
- ☐ よくわかりません。
- ☐ そう思いません。
- ☐ 決してそう思いません。

8.「まじめに働けば出世する」と言う人もいれば、「運や他人の手助けのほうが重要だ」という人もいます。あなたは次のどれが最も重要だと思いますか？

- ☐ まじめに働くこと
- ☐ 運
- ☐ 他人の手助け

9.あなたは個人の努力よりもチームワークの方が重要だと思いますか？

- ☐ まったくそのとおりだと思います。
- ☐ そのとおりだと思います。
- ☐ よくわかりません。
- ☐ そう思いません。
- ☐ 決してそう思いません。

10.あなたは一人で仕事をするのとグループで仕事をするのとどちらが好きですか？

- ☐ 一人で
- ☐ グループで

11.仕事の後、同僚と飲みに行く頻度はどのくらいですか？

- ☐ 行ったことがありません。
- ☐ めったに行きません。
- ☐ 時々行きます。
- ☐ よく行きます。
- ☐ とてもよく行きます。

12.仕事の後、得意先/取引先と飲みに行く頻度はどのくらいですか？

- ☐ 行ったことがありません。
- ☐ めったに行きません。
- ☐ 時々行きます。
- ☐ よく行きます。
- ☐ とてもよく行きます。

13.休日に同僚とゴルフなどに行く頻度はどのくらいですか？

- ☐ 行ったことがありません。
- ☐ めったに行きません。
- ☐ 時々行きます。
- ☐ よく行きます。
- ☐ とてもよく行きます。

14.休日に得意先/取引先とゴルフなどに行く頻度はどのくらいですか？

- ☐ 行ったことがありません。

- ☐ めったに行きません。
- ☐ 時々行きます。
- ☐ よく行きます。
- ☐ とてもよく行きます。

15.同僚と、仕事の後の飲み会、ゴルフなどへ行くのは仕事の一部だと思いますか？

- ☐ まったくそのとおりだと思います。
- ☐ そのとおりだと思います。
- ☐ よくわかりません。
- ☐ そう思いません。
- ☐ 決してそう思いません。

16.得意先/取引先と、仕事の後の飲み会、ゴルフなどへ行くのは仕事の一部だと思いますか？

- ☐ まったくそのとおりだと思います。
- ☐ そのとおりだと思います。
- ☐ よくわかりません。
- ☐ そう思いません。
- ☐ 決してそう思いません。

17.あなたにとって大事なことは何ですか？

下の項目で大事な順に1から5までの順位をつけてください。

(5が最も大事と思われるものです)

- [] 終身雇用
- [] 勤勉
- [] チームワーク・同僚との協力
- [] 同僚との付き合い
- [] 得意先/取引先との付き合い

ご協力ありがとうございました。

Ranking of attitudes

The following abbreviations are employed throughout Appendix 3

LE = Lifetime Employment

HW = Hard Work

TW = Team Work/Cooperation with colleagues

S Col. = Socializing with colleagues

S Cus. = Socializing with customers/clients

1. Ranking of attitudes analyzed by gender of the respondents.

No.	Gender	LE	HW	TW	S Col.	S Cus.
1	Male	4	3	5	2	1
2	Male	5	4	3	2	1
3	Male	1	4	3	2	5
4	Male	5	3	2	4	1
5	Male	1	4	5	2	3
6	Male	5	4	1	2	3
7	Male	1	5	2	4	3
8	Male	1	5	4	2	3
9	Male	3	5	4	1	2
10	Male	5	4	1	2	3
11	Male	4	1	2	3	5
12	Male	1	5	4	2	3
13	Male	1	3	5	4	2
14	Male	1	5	3	2	4
15	Male	5	3	4	1	2
16	Male	5	2	1	3	4
17	Male	5	1	2	3	4
18	Male	2	1	5	4	3

19	Male	3	2	1	5	4
20	Male	4	1	2	3	5
21	Male	4	3	5	1	2
No.	Gender	LE	HW	TW	S Col.	S Cus.
22	Male	5	4	2	3	1
23	Male	2	5	3	1	4
24	Male	1	4	5	2	3
25	Male	5	4	1	2	3
26	Male	2	4	5	3	1
27	Male	3	2	5	4	1
28	Male	2	3	5	4	1
29	Male	5	4	2	1	3
30	Male	5	1	2	4	3
31	Male	5	1	2	4	3
32	Male	5	1	2	4	3
33	Male	5	4	1	3	2
34	Male	5	1	3	4	2
35	Male	1	2	5	3	4
36	Male	5	4	3	1	2
37	Male	2	4	5	1	3
38	Male	5	2	3	4	1
39	Male	1	5	3	2	4
40	Male	4	3	2	1	5
41	Male	5	4	2	3	1
Mean Score		3.39	3.17	3.05	2.63	2.76

No.	Gender	LE	HW	TW	S Col.	S Cus.
1	Female	2	5	4	1	3
2	Female	1	2	5	4	3
3	Female	1	2	5	4	3
4	Female	2	5	4	3	1
5	Female	1	5	4	3	2
6	Female	1	4	5	3	2
7	Female	1	4	5	3	2

8	Female	1	5	2	3	4
9	Female	1	5	3	2	4
Mean Score		1.22	4.11	4.11	2.89	2.67

2. Ranking of attitudes analyzed by age of the respondents.

No.	Age	LE	HW	TW	S Col.	S Cus.
1	20-25	5	4	1	2	3
2	20-25	2	4	5	3	1
3	20-25	3	2	5	4	1
4	20-25	2	5	4	1	3
5	20-25	1	2	5	4	3
6	20-25	1	2	5	4	3
Mean Score		2.33	3.17	4.17	3.00	2.33

No.	Age	LE	HW	TW	S Col.	S Cus.
1	26-30	4	3	5	2	1
2	26-30	2	3	5	4	1
3	26-30	5	4	2	1	3
4	26-30	5	1	2	4	3
5	26-30	5	1	2	4	3
6	26-30	2	5	4	3	1
7	26-30	1	5	4	3	2
8	26-30	1	4	5	3	2
9	26-30	1	4	5	3	2
Mean Score		2.89	3.33	3.78	3.00	2.00

No.	Age	LE	HW	TW	S Col.	S Cus.
1	31-35	5	4	3	2	1
2	31-35	1	4	3	2	5
3	31-35	5	3	2	4	1
4	31-35	1	4	5	2	3
5	31-35	5	4	1	2	3

6	31-35	1	5	2	4	3
7	31-35	1	5	4	2	3
8	31-35	3	5	4	1	2
9	31-35	5	1	2	4	3
10	31-35	5	4	1	3	2
No.	Age	LE	HW	TW	S Col.	S Cus.
11	31-35	5	1	3	4	2
12	31-35	1	2	5	3	4
13	31-35	1	5	2	3	4
14	31-35	5	4	3	1	2
15	31-35	2	4	5	1	3
16	31-35	5	2	3	4	1
17	31-35	1	5	3	2	4
18	31-35	1	5	3	2	4
Mean Score		2.94	3.72	3.00	2.56	2.78

No.	Age	LE	HW	TW	S Col.	S Cus.
1	36-40	5	4	1	2	3
2	36-40	4	1	2	3	5
3	36-40	1	5	4	2	3
4	36-40	1	3	5	4	2
5	36-40	1	5	3	2	4
6	36-40	5	3	4	1	2
7	36-40	5	2	1	3	4
8	36-40	4	3	2	1	5
9	36-40	5	4	2	3	1
Mean Score		3.44	3.33	2.67	2.33	3.22

No.	Age	LE	HW	TW	S Col.	S Cus.
1	41-45	5	1	2	3	4
2	41-45	2	1	5	4	3
Mean Score		3.50	1.00	3.50	3.50	3.50

No.	Age	LE	HW	TW	S Col.	S Cus.
1	46-50	3	2	1	5	4
2	46-50	4	1	2	3	5
Mean Score		3.50	1.50	1.50	4.00	4.50

No.	Age	LE	HW	TW	S Col.	S Cus.
1	> 55	4	3	5	1	2
2	> 55	5	4	2	3	1
3	> 55	2	5	3	1	4
4	> 55	1	4	5	2	3
Mean Score		3.00	4.00	3.75	1.75	2.50

3. Ranking of attitudes analyzed by position in a firm of the respondents.

Position in a firm: M = Management level

 NM = Non-Management level

No.	Position in a firm	LE	HW	TW	S Col.	S Cus.
1	M	4	3	5	2	1
2	M	5	4	3	2	1
3	M	1	4	3	2	5
4	M	5	3	2	4	1
5	M	1	4	5	2	3
6	M	5	4	1	2	3
7	M	1	5	2	4	3
8	M	1	5	4	2	3
9	M	3	5	4	1	2
10	M	5	4	1	2	3
11	M	4	1	2	3	5
12	M	1	5	4	2	3
13	M	1	3	5	4	2
14	M	1	5	3	2	4

15	M	5	3	4	1	2
16	M	5	2	1	3	4
17	M	5	1	2	3	4
18	M	2	1	5	4	3
19	M	3	2	1	5	4
20	M	4	1	2	3	5

No.	Position in a firm	LE	HW	TW	S Col.	S Cus.
21	M	4	3	5	1	2
22	M	5	4	2	3	1
23	M	2	5	3	1	4
24	M	1	4	5	2	3
Mean Score		3.08	3.38	3.08	2.50	2.96

No.	Position in a firm	LE	HW	TW	S Col.	S Cus.
1	NM	5	4	1	2	3
2	NM	2	4	5	3	1
3	NM	3	2	5	4	1
4	NM	2	5	4	1	3
5	NM	1	2	5	4	3
6	NM	1	2	5	4	3
7	NM	2	3	5	4	1
8	NM	5	4	2	1	3
9	NM	5	1	2	4	3
10	NM	5	1	2	4	3
11	NM	2	5	4	3	1
12	NM	1	5	4	3	2
13	NM	1	4	5	3	2
14	NM	1	4	5	3	2
15	NM	5	1	2	4	3
16	NM	5	4	1	3	2

17	NM	5	1	3	4	2
18	NM	1	2	5	3	4
19	NM	1	5	2	3	4
20	NM	5	4	3	1	2
21	NM	2	4	5	1	3
22	NM	5	2	3	4	1
23	NM	1	5	3	2	4

No.	Position in a firm	LE	HW	TW	S Col.	S Cus.
24	NM	1	5	3	2	4
25	NM	4	3	2	1	5
26	NM	5	4	2	3	1
Mean Score		2.92	3.31	3.38	2.85	2.54

4. Ranking of attitudes analyzed by type of employment of the respondents.

Type of employment: TJ = Transferred by their Japanese employer (A transferee)

HL = Hired locally (A local hire)

SB = Started their own business (An entrepreneur)

No.	Type of employment	LE	HW	TW	S Col.	S Cus.
1	TJ	5	4	3	2	1
2	TJ	1	4	3	2	5
3	TJ	5	3	2	4	1
4	TJ	1	4	5	2	3
5	TJ	3	5	4	1	2
6	TJ	5	4	1	2	3
7	TJ	4	1	2	3	5
8	TJ	1	5	4	2	3
9	TJ	1	3	5	4	2

10	TJ	1	5	3	2	4
11	TJ	5	3	4	1	2
12	TJ	3	2	1	5	4
13	TJ	4	1	2	3	5
14	TJ	4	3	5	1	2
15	TJ	5	4	2	3	1
16	TJ	5	4	1	2	3
17	TJ	2	4	5	3	1
18	TJ	5	1	2	4	3
19	TJ	5	4	1	3	2
No.	Type of employment	LE	HW	TW	S Col.	S Cus.
20	TJ	5	1	3	4	2
21	TJ	1	2	5	3	4
22	TJ	1	5	2	3	4
23	TJ	4	3	2	1	5
Mean Score		3.30	3.26	2.91	2.61	2.91

No.	Type of employment	LE	HW	TW	S Col.	S Cus.
1	HL	4	3	5	2	1
2	HL	5	4	1	2	3
3	HL	1	5	2	4	3
4	HL	5	2	1	3	4
5	HL	2	5	3	1	4
6	HL	1	4	5	2	3
7	HL	3	2	5	4	1
8	HL	2	5	4	1	3
9	HL	1	2	5	4	3
10	HL	1	2	5	4	3
11	HL	2	3	5	4	1
12	HL	5	4	2	1	3
13	HL	5	1	2	4	3
14	HL	5	1	2	4	3

15	HL	2	5	4	3	1
16	HL	1	5	4	3	2
17	HL	1	4	5	3	2
18	HL	1	4	5	3	2
19	HL	5	4	3	1	2
20	HL	2	4	5	1	3
21	HL	5	2	3	4	1
22	HL	1	5	3	2	4
23	HL	1	5	3	2	4
24	HL	5	4	2	3	1
Mean Score		2.75	3.54	3.50	2.71	2.50
No.	Type of employment	LE	HW	TW	S Col.	S Cus.
1	SB	1	5	4	2	3
2	SB	5	1	2	3	4
3	SB	2	1	5	4	3
Mean Score		2.67	2.33	3.67	3.00	3.33

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