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〔論 説〕

# Values, Assumptions, Beliefs, Expectations and Behavior at Japanese and American Firms in Thailand Part One: "Positive Work-Related Habits, Attitudes and Behavior Scale."

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## Introduction

This paper is the first of a series of a series of reports on the results of a study of the work-related values, attitudes, beliefs, expectations and behavior of Thai and Japanese managers at Japanese subsidiaries as well as Thai and American managers at American subsidiaries in Thailand. The objective is to examine differences and similarities between the local Thai employees and expatriate managers, and consider the potential effects on the organizational environment and interaction between locals and expatriates. In addition, there are interesting insights gained from comparing the responses from the Japanese and American subsidiaries. The particular focus of this first report is on the responses to five questions that comprise a "Positive Work-Related Habits, Attitudes and Behavior Scale."

## Research Methods:

The gathering of the data for this research was carried out in July 2002 for the Japanese firms and May 2003 for the American firms in Thailand. For the Japanese firms, one questionnaire was in Japanese for Japanese managers and consisted of 88 questions. Another questionnaire was in Thai for Thai managers and consisted of 84 questions. In the case of the American firms the same questionnaires were used, however, the questionnaire for expatriates was in English rather than Japanese.

For the Japanese firms, responses were received from 95 subsidiaries yielding a response

rate of 19%. A total of 136 responses were received from Japanese managers and a total of 175 responses from Thai managers. For the American firms, responses were received from 26 firms yielding a response rate of 17%. A total of 27 responses were received from American managers and a total of 22 responses from Thai managers. Though the sample sizes for the Japanese and American firms in Thailand are quite different in size, a comparison of the responses still may yield some interesting insights. This is especially true when there are great differences in the results.

## Positive Work-Related Habits, Attitudes and Behavior Scale

The following questions were included in both the Thai and expatriate (Japanese and American) questionnaires, thus allowing for direct comparison of the responses of Thai and expatriate managers. All the questions are based on a 7-point Likert scale where 7 is strongly agree and 1 is strongly disagree. Both the Thai and Japanese managers were asked to give their impression of Thai and Japanese employees for each item in the case of Japanese subsidiaries and Thai and American employees in the case of American subsidiaries. The attributes are considered positive in the sense that they would most likely affect organizational well-being in a positive way.

These questions are preceded with the words "Thai employees" for one set of these questions and "Japanese employees" for another set of the same questions in the case of Japanese subsidiaries. For American subsidiaries these questions are preceded with the words "Thai employees" for one set of these questions and "American employees" for another set of the same questions: (1) "*Tend to arrive to work on time.*" (2) "*Think that company responsibilities are more important than personal matters.*" (3) "*Tend to meet deadlines.*" (4) "*Think that they should work overtime to finish their work when necessary.*" (5) "*Are quite willing to help with tasks that they are not directly responsible for.*" (6) "*Share information freely with other people in the company.*" (7) "*Feel responsible only for their own assigned work*" (reverse-coded in the analysis).

First let us examine the data concerning the work-related habits, attitudes, and behavior of Thai and Japanese employees at Japanese subsidiaries. The results for the scale are summarized below in Table 1:

**Table 1: Positive Work-Related Habits, Attitudes and Behavior Scale (JP)**

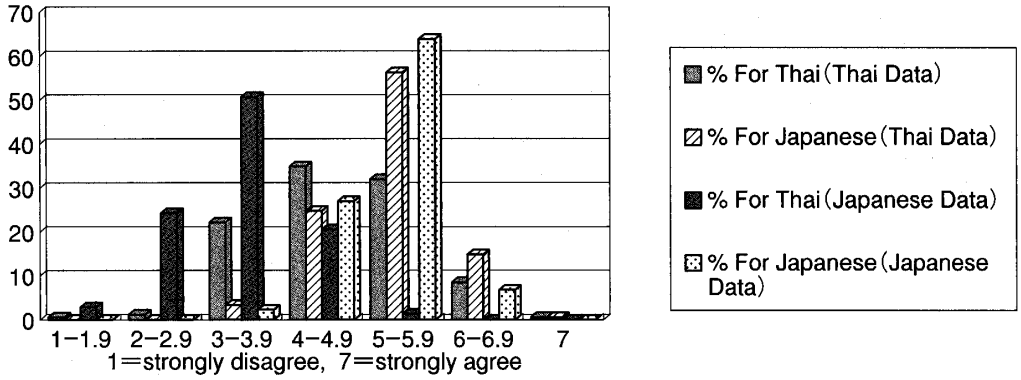
| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3.9 or below | % 4.14 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.6902 | 175 | .9220 | 6.970E-02 | 24% | 68% |
| Thai (JP data) | 3.3697 | 133 | .7530 | 6.530E-02 | 77.9% | 14% |
| Japanese (TH data) | 5.2831 | 174 | .6603 | 5.006E-02 | 3.4% | 93.7% |
| Japanese (JP data) | 5.1944 | 133 | .5674 | 4.920E-02 | 2.3% | 96.2% |

The Thai managers' perception of Thai employees yields a mean of 4.6902, while the Japanese managers' perception of Thai employees yields a mean of 3.3697, a difference of 1.3205. The percentage distribution clearly reveals the differences in perception between the Japanese and Thai managers. For the Thai manager data only 24% of the responses fall under 3.9 (the first point in the negative direction below the neutral point 4) on the scale for their impression of Thai employees, while for the Japanese manager data the percentage is 77.9%. Furthermore, Japanese managers only see 14% of the Thai employees 4.14 or above on the scale (the first point in the positive direction above the neutral point 4), while Thai managers see themselves 68% at 4.14 or above on the scale. Thus, this clearly indicates that Thai managers have a much more positive image than Japanese managers do of Thai work-related habits, attitudes, and values.

On the other hand, the impressions of Thai managers and Japanese managers have of Japanese employees are very similar. As shown in Table 1, the mean for the Thai data (5.2831) is almost the same as that for the Japanese managers' responses (5.1922). Furthermore, the percentages of responses above 4.14 and below 3.9 are quite close. The distribution of responses is summarized graphically in Graph 1.

The graph shows that about 50% of the Japanese responses concerning Thai employees lie between 3.0 and 3.9. Furthermore, about 22% lie between 2.0 and 2.9. This contrasts greatly with the Thai responses concerning Thai employees. On the other hand, the graph bars for Japanese and Thai responses concerning Japanese employees are very similar in height and in distribution.

**Graph 1: Positive Work-Related Habits, Attitudes and Behavior Scale (JP)**




Now we may examine the results for the American subsidiaries in Thailand for this scale. The data is given below in Table 2.

**Table 2: Positive Work-Related Habits, Attitudes and Behavior Scale American Subsidiaries**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3.9 or below | % 4.14 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.0563 | 22 | .6005 | .1280 | 4.5% | 95.0% |
| Thai (AM data) | 4.3668 | 27 | .8737 | .1681 | 25.9% | 59.3% |
| American (TH data) | 4.5682 | 22 | .6895 | .1470 | 27.3% | 63.6% |
| American (AM data) | 5.1429 | 27 | .5850 | .1126 | 0% | 100% |

The Thai managers' perception of Thai employees yields a mean of 5.0563, while the American managers' perception of Thai employees yields a mean of 4.3668, a difference of 0.6895. For the Thai manager data 4.5% of the responses and for the American data 27.3% of the responses fall under 3.9 on the scale for their impression of Thai employees. There is a greater difference for the percentage of Thai employees 4.14 or above: 59.3% for the American data compared to 95% for the Thai data. Thus, almost all the Thai and most the American managers responding to the questionnaire do not have negative opinion of Thai work-related habits, attitudes and behavior. However, the Thai mangers positive feelings are stronger than those of the American respondents.

In Table 3, the impressions Thai managers have of their expatriate bosses at Japanese and American subsidiaries is compared. Clearly the responses favor the Japanese expatriates. There are 30% more responses for Japanese above the neutral point 4 then there are for Americans and about 24% more responses below 4 for Americans than Japanese.

**Table 3: Positive Work-Related Habits, Attitudes and Behavior Scale Comparing American (AM) and Japanese (JP) Subsidiaries Focus on Expatriate Managers**

| Data Sets | Mean | N | Std. Dev. | Std. Error | 3.9% or below | 4.14% or above |
|---|---|---|---|---|---|---|
| Japanese (TH data) | 5.2831 | 174 | .6603 | 5.006E-02 | 3.4% | 93.7% |
| American (TH data) | 4.5682 | 22 | .6895 | .1470 | 27.3% | 63.6% |

The next point of interest is comparing the scale results for the impression expatriates have of Thai managers. In other words, how different or similar do Japanese and American managers view Thai employees? The data is presented again for ease of reference in Table 4 below.

**Table 4: Positive Work-Related Habits, Attitudes and Behavior Scale Comparing American (AM) and Japanese (JP) Subsidiaries Focus on Thai Managers**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3.9 or below | % 4.14 or above |
|---|---|---|---|---|---|---|
| Thai (JP data) JP | 3.3697 | 133 | .7530 | 6.530E-02 | 77.9% | 14% |
| Thai (AM data) AM | 5.1429 | 27 | .5850 | .1126 | 25.9% | 59.3% |

While 77.9% of the Japanese responses were on the negative side of the scale, only 25.9% of the American responses were so. Furthermore, only 14% of the Japanese responses were positive, however, 59.3% of the American responses were positive. Thus, there is a great difference in how Thais and Japanese view Thai employees as well as a large, but less contrasting, difference between how Japanese and Americans view Thai employees. The obvious question is what can account for such differences. The responses for the individual questions in the scale are examined below in search of a better understanding. First the Japanese subsidiary data is dealt with and discussed; thereafter a comparison of the American data follows.

## Arriving to Work on Time

For the work habit "*Tend to arrive to work on time,*" (Table 5) Japanese managers give Thai employees a 4.59 mean and themselves a 5.86, while 88% of the Japanese employees are 5 or above only 58.1% of Thai employees are 5 or above. The Thai managers perception in this case is quite similar: a 4.48 mean for Thai employees and a 5.94 mean for Japanese employees; in addition the 91.4% of the Japanese managers are 5 or above and 53.4% of Thai managers are 5 or

above. Thus, we see a similar perception in the case of this work-related behavior. From a national cultural standpoint, the Japanese greater tendency for punctuality is an expected result. Japanese are known for their punctuality while the Thai concept of time is much more fluid.

**Table 5 *"Tend to arrive to work on time."* (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.48 | 174 | 1.47 | .11 | 31.6% | 53.4% |
| Thai (JP data) | 4.59 | 133 | 1.56 | .14 | 27.2% | 58.1% |
| Japanese (TH data) | 5.94 | 174 | 1.11 | 8.42E-02 | 3.4% | 91.4% |
| Japanese (JP data) | 5.86 | 133 | 1.06 | 9.32E-02 | 3.8% | 88.0% |

In addition, Japanese often set the time of a function with a large safety margin. For example, at our university in Japan when entrance exams are given, a ritual meeting, without much significant substance since everyone knows what will be said, is held at 9:00am and usually finishes in 10 minutes. Then there is nothing to do until 9:50 when the first task is at hand. This is in line with the high degree of uncertainty avoidance in Japanese culture. Thais, on the other hand, have a considerably lower degree of uncertainty avoidance (Hofstede, 1980).

In Table 6, the data for the American subsidiaries is presented. The responses from both groups suggest that Americans tend to be more prompt than Thai employees. However, it is not a sharp contrast. Perhaps the biggest difference between Americans and Japanese concerning punctuality is the aspect of uncertainty avoidance. Japanese are much more likely to set larger safety margins when scheduling than Americans; as judged from personal experience (the author is American).

**Table 6: *"Tend to arrive to work on time,"* (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.05 | 22 | 1.40 | .30 | 40.9% | 45.5% |
| Thai (AM data) | 4.44 | 27 | 1.55 | .30 | 25.9% | 55.6% |
| American (TH data) | 5.50 | 22 | .23 | 1.10 | 13.6% | 42.4% |
| American (AM data) | 5.37 | 27 | 1.15 | .22 | 7.4% | 77.8% |

## Company Responsibilities versus Personal Matters

Next is the attitude "*Think that company responsibilities are more important than personal matters.*" In this case we see a big disparity in how the Japanese view Thai employees (mean: 2.98, % 5 or above: 9.6) and how Thai managers view Thai employees (mean: 4.71, % 5 or above: 59.0). However, the Thai impression of Japanese employees (mean: 5.94, % 5 or above: 93.1) is very similar to the Japanese managers' view (mean: 5.41, % 5 or above: 82.6). Though, again we see the Thais have a slightly more positive view of Japanese employees than Japanese managers have.

**Table 7: *"Think that company responsibilities are more important than personal matters."* (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.71 | 173 | 1.41 | 0.11 | 22.5% | 59.0% |
| Thai (JP data) | 2.98 | 136 | 1.26 | 0.11 | 69.1% | 9.6% |
| Japanese (TH data) | 5.41 | 173 | 0.98 | 8.53E-02 | 1.7% | 93.1% |
| Japanese (JP data) | 5.86 | 136 | 1.06 | 9.32E-02 | 4.5% | 82.6% |

The gap in perception between the Japanese and Thai managers concerning the Thai employees' attitude towards the sometimes conflicting company responsibilities and personal matters perhaps may be accounted for by differences in perception of how values are reflected in behavior. The Thai managers see their behavior as reflecting the value of "company responsibilities are important, and personal matters must often be set aside" to a significantly greater degree than the Japanese managers do. For the Japanese the code of behavior that is believed to reflect such values appears to be quite different. From personal experience in Japan, I clearly see a different measuring stick.

For example, professors from each faculty went to a city far away from where the campus is located to meet the parents of students. The number of students' parents for our faculty was quite a bit less than that for other faculties. So having finished early and a former student from that city waiting to take me around to see the sights, I mentioned that I wanted to leave. The reaction of the office worker responsible was very negative, even though my being there could in no way reduce the workload of the professors from other faculties. Furthermore, since the university life of a professor is not usually a 9 to 5 type of job, and may be thought of as being more task-focused

than time-focused, it seems only natural within my value system that leaving when the work is done is normal acceptable behavior. In my opinion, my value system sees work responsibilities at a similar level with my Japanese colleagues. The difference is in the perception of what values the behavior represents to the observer. This same type of difference in perception most likely explains the above phenomenon observed in Thailand.

The American subsidiary data presented in Table 8 indicates that there is not the same great difference between the Thai and expatriate employees at American subsidiaries that is seen in the case of Japanese subsidiaries. The Thais see themselves more positively than the Americans and the Americans see themselves as more positively than the Thais. In fact, the percentages of responses above 5 are almost perfectly reversed. Thus, it seems that there are not the same great differences of opinion on what behavior demonstrates this value as in the case of the Japanese and Thais. Japanese tend to stay late at work to demonstrate loyalty and commitment even when they are not pressed to finish the work at hand (or when their superior stays late). This and other practices of Japanese employees are not so common among both Thais and Americans.

**Table 8: *"Think that company responsibilities are more important than personal matters."* (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.76 | 21 | 1.04 | .23 | 14.3% | 66.7% |
| Thai (AM data) | 4.15 | 27 | 1.56 | .30 | 34.6% | 42.3% |
| American (TH data) | 4.67 | 21 | 1.24 | .27 | 14.3% | 42.4% |
| American (AM data) | 4.81 | 27 | .96 | .19 | 11.1% | 66.7% |

## Meeting Deadlines

The next item on the list also deals with another time-related behavior: *"Tend to meet deadlines."* In this case also the Thais seem to have a much more optimistic view of their performance (mean: 5.17, % 5 or above: 72.6) than Japanese have of Thai employees (mean: 3.17, % 5 or above: 20.6). The difference is quite sticking: 2.0 for the mean and 52% in terms of the number of responses for 5 or above. On the other hand, we see a repeat of the perception of Japanese behavior. Thais give the Japanese a mean of 5.83 and a percentage of 5 or above of 91.3. That is close to saying almost all Japanese meet deadlines most of the time. The Japanese perception of

their own behavior (mean: 5.52, % 5 or above: 87.2) is slightly less positive than that of the Thais towards the Japanese.

**Table 9: *"Tend to meet deadlines."* (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.17 | 175 | 1.23 | 9.31E-02 | 9.7% | 72.6% |
| Thai (JP data) | 3.17 | 133 | 1.33 | .12 | 66.9% | 20.6% |
| Japanese (TH data) | 5.83 | 173 | 1.00 | 7.61E-02 | 4.0% | 91.3% |
| Japanese (JP data) | 5.52 | 133 | .87 | 7.52E-02 | .8% | 87.2% |

This phenomenon would appear to be due to the same factors concerning the differences between Japanese and Thai national culture in relation to time and uncertainty avoidance. In the eyes of the Thais the Japanese managers may be setting deadlines earlier than they need be. Thus, the Thais would feel that they have met the real implicit deadline even when they miss the explicit deadline.

In addition, Holmes and Tangtongtavy (1997: 77-8) comment that there is a major difference in how Thais and Westerners approach deadlines and the feeling of urgency. Though the comment is a comparison of Thai and Western work-related values, Japanese values might be considered closer to Western than Thai values in this case:

> Work is treated in the West as a continuous series of interrelated activities; one segment leads to the next step, and so forth. The preferred work pattern is steady, even relentless. There's a great concern for planning, to assure this developmental building process and achieve goals a year or five years hence. The future is seen, to some extent, as being predictable, even controllable ... many Thais do not always perceive the same connection as Europeans do between certain individual tasks. Nor is the future so reliable. This partly explains a certain lack of enthusiasm for making projections and monitoring goals along a schedule ... projects are often completed in a flurry of last minute effort. And afterward it makes sense to relax a bit between jobs.

Holmes and Tangtongtavy advise that one positive way to instill a sense of urgency and a commitment to the deadline is to clearly explain the reason for the urgency of the matter at hand. This is much more effective than simply stating that a task must be completed by a certain time. This is especially true if different explicit and implicit deadlines often exist. Frequent follow up

can also be useful, especially in the case of an unfamiliar task or project, but it should be supportive and not seen as applying pressure.

In the case of the data from the American subsidiaries (Table 10), the Thais rate the Americans just as high as the Thais rated the Japanese. However, the Americans rated the Thais more positively than the Japanese did. This result is probably due to Americans having a much lower degree of uncertainty avoidance than Japanese (Hofstede, 1980). Greater uncertainty avoidance usually leads to the existence of implicit and explicit deadlines.

**Table 10: *"Tend to meet deadlines."* (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.36 | 22 | .95 | .20 | 9.1% | 59.1% |
| Thai (AM data) | 4.22 | 27 | 1.45 | .28 | 34.6% | 42.3% |
| American (TH data) | 5.82 | 22 | .80 | .17 | 0% | 90.9% |
| American (AM data) | 5.78 | 27 | .80 | .15 | 7.4% | 77.8% |

## Working Overtime

The next item is *"Think they should work overtime to finish their work when necessary"* (Table 11). Here also Thais have a more optimistic view of their attitude (mean: 5.29, % 5 or above: 77.1) than Japanese have of Thai employees' attitude (mean: 4.15, % 5 or above: 46.3). Again, we see a repeat of the perception of Japanese behavior. Thais give the Japanese a mean of 6.21 and a percentage of 5 or above of 96.0, while the Japanese give themselves a mean of 6.01 and a percentage of 5 or above of 94.7.

**Table 11: *"Think they should work overtime to finish their work when necessary."* (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.29 | 175 | 1.21 | 9.13E-02 | 9.1% | 77.1% |
| Thai (JP data) | 4.15 | 133 | 1.56 | .14 | 32.4% | 22.1% |
| Japanese (TH data) | 6.21 | 174 | .79 | 6.02E-02 | .6% | 96.0% |
| Japanese (JP data) | 6.01 | 133 | .74 | 6.45E-02 | 0% | 94.7% |

It is clear that both the Thai and Japanese mangers believe that Japanese will work overtime

to finish their work when necessary. The Japanese data yielded 0% for the cumulative percentage of Japanese 3 or below, and 32.4% for cumulative Thai employees 3 or below. On the other hand, the Thai data indicates only 9.1% for the cumulative percentage of Thai employees 3 or below.

Working overtime is a very common practice in Japan. However, Japanese often work overtime if their superior is still at the office, even if they have finished their own work. Perhaps the discrepancy between the Japanese and Thai managers' view of Thai employees is due to the Thai employees leaving once they feel they have accomplished their work for the day, even if their superior stays to work overtime.

The American subsidiary data for this question is displayed in Table 12. The percentage of American manager responses 3 or below for Thai employees is very similar to that of the Japanese, however, the percentage of American manager positive responses (5 or over) were more than double that of the Japanese. The Thai responses for Americans were not as high as those for the Japanese. However, the percentage of American manager positive responses about American employees is close to 100%, the same is also true of the Thai's responses concerning Thai employees. However, the means for Americans (both Thai and American responses) is lower than those for the Thais.

**Table 12: *"Think they should work overtime to finish their work when necessary."* (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.86 | 22 | .77 | .17 | 0% | 95.5% |
| Thai (AM data) | 5.63 | 27 | 1.01 | .19 | 33.3% | 51.9% |
| American (TH data) | 5.00 | 22 | 1.41 | .30 | 18.2% | 63.6% |
| American (AM data) | 4.81 | 28 | .96 | .19 | 0% | 92.6% |

## Willingness to Help Others

The next item in the scale is *"Are quite willing to help with tasks they are not directly responsible for."* The Thai managers have almost the same view of Thai employees (mean: 4.89, % 5 or above: 64) as they have of the Japanese employees (mean: 4.94, % 5 or above: 66.1). In fact, there is no significant difference between the means. On the other hand, Japanese managers view Thai employees' behavior quite differently (mean: 2.68, % 5 or above: 11.3). The difference is

dramatic. Though, the Japanese managers' view of Japanese employees is similar to how the Thais view them (mean: 4.53, % 5 or above: 46.6), the Thais still give the Japanese a higher rating than the Japanese give themselves.

**Table 13: "*Are quite willing to help with tasks they are not directly responsible for.*" (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.29 | 175 | 1.21 | 9.13E-02 | 9.1% | 77.1% |
| Thai (JP data) | 4.15 | 133 | 1.56 | .14 | 32.4% | 22.1% |
| Japanese (TH data) | 6.21 | 174 | .79 | 6.02E-02 | .6% | 96.0% |
| Japanese (JP data) | 6.01 | 133 | .74 | 6.45E-02 | 0% | 94.7% |

Perhaps part of the explanation can be found in examining and comparing the typical organizational behavior patterns in Japanese and Thai firms. In Japanese companies roles are usually ambiguous and teamwork is usually emphasized. The key unit of organizations is the group and not the individual since the predominant pattern in most corporate organizations is teamwork. The work group is the basic building block of Japanese organizations. Owing to the central importance of group efforts in their thinking, the Japanese are extremely sensitive to and concerned about group interactions and relationships (Keeley, 2001). For the Japanese, independence in an organizational context has negative connotations; it implies disregard for others and self-centeredness (Pascale and Athos, 1981: 101-2).

Holmes and Tangtongtavy (1997: 77-8) state that because hierarchical relationships are so important within Thai organizations, the average Thai is used to getting instructions from his or her boss, and is normally very responsive to those instructions. When it comes to lateral requests from people in other departments, who have a different boss, responsiveness and easy cooperation are not necessarily automatic. There is less belief that cooperation is a normal part of one's duty. Thais tend to see this lateral cooperation as a favor, given voluntarily; not part of their duty. Thus, cooperation tends to be engendered mainly through relationships in the organization.

The data for the responses from American subsidiaries in Table 14 below indicates that the Thai employees see themselves much more willing to help than the Americans. Perhaps this is due to the more defined job responsibility that tends to typify American organizations. Also Americans tend to be much more individualistic than Thais (Hofstede, 1980).

**Table 14: *"Are quite willing to help with tasks they are not directly responsible for."* (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.64 | 22 | .73 | .15 | 0% | 90.9% |
| Thai (AM data) | 4.78 | 27 | 1.34 | .26 | 14.8% | 51.9% |
| American (TH data) | 3.86 | 21 | 1.31 | .29 | 38.1% | 33.3% |
| American (AM data) | 5.00 | 27 | 1.30 | .25 | 14.8% | 63% |

## Sharing Information Freely

The next item is "*Share information freely with other people in the company.*" For this item the Thai managers rate Thai employees (mean: 4.60, % 5 or above: 57.7%) slightly higher than they rate Japanese (mean: 4.49, % 5 or above: 54.6%). On the other hand, there is a greater difference between how Japanese rate Thai managers (mean: 3.74, % 5 or above: 30.9%) and how they rate themselves (mean: 4.80, % 5 or above: 60.9%).

**Table 15: *"Share information freely with other people in the company."* (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.60 | 175 | 1.42 | .11 | 21.7% | 57.7% |
| Thai (JP data) | 3.74 | 133 | 1.57 | .14 | 41.2% | 30.9% |
| Japanese (TH data) | 4.94 | 174 | 1.34 | .10 | 23.6% | 54.6% |
| Japanese (JP data) | 4.80 | 133 | 1.12 | 9.71E-02 | 10.5% | 60.9% |

Apparently, the Japanese managers do not feel that Thai employees are as open and cooperative with others in the organization as they expect them to be. This result may also be related to the degree of expected cooperation and teamwork within in the organization. In this regard, Japanese and Thai managers most likely have different expectations and understanding of the concept of cooperation and teamwork. Furthermore, the Thai managers may have the impression that Japanese managers are withholding information from them. Keeley's (2001) previous field studies in Thailand and other countries in Asia indicate that local managers are often left of the communication loop between Japanese managers. It is not always intentional and sometimes may be attributed to communication difficulties related to language and culture.

The data for American subsidiaries in Table 16 shows that both Thais (mean: 5.45, % 5 or above: 87.3%) and Americans (mean: 5.22, % 5 or above: 85.2%) see themselves sharing information more freely than they do their counterparts. The American responses for the Thais are very similar to those of the Japanese. There are probably similar language and culture barriers involved. Also the Thai responses for the Americans (mean: 4.59, % 5 or above: 59.1%) and those for the Japanese (mean: 4.49, % 5 or above: 54.6%) show a very similar pattern.

**Table 16: "*Share information freely with other people in the company.*" (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 5.45 | 22 | 1.14 | .24 | 4.5% | 87.3% |
| Thai (AM data) | 4.15 | 27 | 1.56 | .30 | 40.7% | 37% |
| American (TH data) | 4.59 | 22 | 1.37 | .29 | 22.7% | 59.1% |
| American (AM data) | 5.22 | 27 | .93 | .18 | 3.7% | 85.2% |

## Feel Responsible Only for Assigned Work

This brings us to the final item in the scale (Table 17): "*Feel responsible only for their own assigned work.*" This is another measure of teamwork and cooperation. It is reverse-coded in the analysis of the scale; and high numbers indicate a feeling of responsibility for more than just their own assigned work. For this item there is also no statistically significant difference between how the Thais view Thai employees (mean: 3.69, % 5 or above: 30.3) and how they view Japanese employees (mean: 3.66, % 5 or above: 28.9). However, the Japanese do see a significant difference between Thai (mean: 3.08, % 5 or above: 14.7) and Japanese employees (mean: 4.23, % 5 or above: 41.4%).

**Table 17: "*Feel responsible only for their own assigned work.*" (Reverse-coded) (JP)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 3.69 | 175 | 1.39 | .11 | 48.0% | 30.3% |
| Thai (JP data) | 3.08 | 133 | 1.35 | .12 | 71.3% | 14.7% |
| Japanese (TH data) | 3.66 | 173 | 1.50 | .11 | 45.1% | 28.9% |
| Japanese (JP data) | 4.23 | 133 | 1.22 | .11 | 25.6% | 41.4% |

The data for the American subsidiaries (Table 18) shows that the Thais overwhelmingly feel that the American employees do not feel responsible for only their assigned work. This may be due to the managerial positions of the American employees and a tendency to overview on-going projects. However, the same phenomenon is not seen in the case of the Japanese subsidiaries.

**Table 18: *"Feel responsible only for their own assigned work."* (Reverse-coded) (AM)**

| Data Sets | Mean | N | Std. Dev. | Std. Error | % 3 or below | % 5 or above |
|---|---|---|---|---|---|---|
| Thai (TH data) | 4.27 | 22 | 1.24 | .26 | 27.3% | 50.0% |
| Thai (AM data) | 3.33 | 27 | 1.44 | .27 | 55.6% | 25.9% |
| American (TH data) | 5.45 | 22 | 1.22 | .26 | 9.1% | 77.3% |
| American (AM data) | 5.22 | 27 | .93 | .18 | 33.3% | 33.3% |

## Conclusion

The major finding is the large difference of perception between Japanese and Thais concerning Thai employees in relation to the "Positive Work-Related Habits, Attitudes and Behavior Scale." Examining the responses for the seven questions that comprise the scale reveals that the greatest difference appears in the items "Company Responsibilities versus Personal Matters" and "Meeting Deadlines." The large difference in perception between the Thais and Japanese concerning the appropriate balance between company responsibilities and personal matters is most likely accounted for the by the differences in what behavior demonstrates this value. From the standpoint of many cultures (especially that of North America) Japanese organizational behavior seems exaggerated when it comes to showing dedication to ones work. This dedication along with the collectivist tendencies in Japan leads to behavior that it is not necessarily rationally contributing to the work at hand, rather is an expression of solidarity and/or submission to the group norms in the organization. The difference between perceptions of meeting deadlines is mostly accounted for by the tendency of Japanese to set an explicit deadline, dictated by high uncertainty avoidance, that is considerably earlier than the real implicit deadline.

As for the comparison of the results from the Japanese subsidiaries to those of the American subsidiaries in Thailand, the Japanese tended to view the Thais more negative than the Americans did. In addition, the Thais viewed themselves more positively than they viewed the Americans

for certain items in the scale such as "working overtime," "willingness to help others," and "sharing information." On the other hand, Thais did not rate themselves significantly higher than the Japanese for any items.

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