

CHAPTER III

ENFORCEMENT OF QUESTIONNAIRE

3-1. Questionnaire Design

- Step 1: Planning Questionnaire Research
- Step 2: Conducting Item Try-Outs and an Item Analysis
- Step 3: Preparing a Questionnaire for Administration
- Step 4: Selecting a Sample of Respondents
- Step 5: Preparing Statistical Tables and Figures
- Step 6: Describing Averages and Variability
- Step 7: Describing Relationships

The objective of questionnaire is to get information about the differences how to think about motivation and works for Japanese and Thai people. Objective and background are explained to object people clearly. And questionnaire is tried among ten people actually. Whether my questionnaire has any problem or misunderstanding is checked before enforcing questionnaire. After that questionnaire among actual object people are done. All questions are designed be simple and unambiguous to avoid misunderstanding. After collecting questionnaire, data is analyzed statistically and describe relationships between Thai and Japanese workers.

3-2. Sampling method

The questionnaire is made based on the Herzberg's motivator – hygiene model. There are a couple of questions by each factor of his model. Respondents have only to choose one answer among four answers. The objects of questionnaire are workers of manufacturing companies in Thailand or Japan on June in 2006. They are young operators who do not have a lot of experiences in the company. They work for manufacturing companies, and Thai people work for Japanese manufacturing companies in Thailand.

The formula of sampling number is as follows.

$$n = \frac{N}{\frac{(N-1)e^2}{1.96^2 P(1-P)} + 1}$$

Where:

N=the size of the total number of cases

n=Sampling size

P=Probability of an event

e=Expected error

N is about 2,000 in each factory in Japan and Thailand. P is supposed 10% and e is 5%. These values are substituted in that formula.

$$n = \frac{2000}{\frac{(2000-1) \times 0.05^2}{1.96^2 \times 0.1 \times (1-0.1)} + 1} = 129$$

If 129 people among 2,000 people are chosen at random, it is a sampling which is 95% probability and within 5% error. Sampling size is 200 considering gathering rate. Systematic random sampling is used in this case. There are two groups in operators. Each group works in day or night in shifts. Therefore, 100 numbers of people are selected in each group by name list. Sampling rate is 10 people.

1	satoh
2	suzuki
3	takahashi
4	tanaka
5	watanabe
6	itoh
7	yamamoto
8	nakamura
9	kobayashi
10	saitoh
11	katoh
12	yoshida
13	yamada
14	sasaki
15	yamaguchi
16	matsumoto
17	inoue
18	kimura
19	hayashi
20	shimizu
21	yamazaki
22	nakajima
...	...

Figure 8: Systematic sampling

3-3. Process of Questionnaire

All questions were discussed with concerned people many times. Members were these people and author.

1. Factory manager (Japanese)
2. Personnel department manager (Japanese)
3. Personnel assistance manager (Thai)
4. Production department manager (Japanese)
5. Production assistant manager (Thai)

These members understand both Japanese and Thai culture and background of employees well. In addition, they have long experiences to work in Japan and Thai. After long discussion based on Herzberg's motivator – hygiene model, only

proper questions were chosen. Questions are organized personal information, general image of company, working environment, and work content.

3-4. Contents of Questionnaire

Totaling is added up as No.1 is 3 points, No.2 is 2 points, and No.3 is 1 point in ordering questions. On the other hand, totaling is added up as “agree” is 3 points, “agree a little” is 2 points, “disagree a little” is 1 point, and “disagree” is 0 point. And ratio of each factor and reasons are analyzed. Results are compared between Thailand and Japan.

First of all, personal information about respondents is asked.

- A) Are you a male or a female?
- B) How old are you?
- C) Are you single or married?
- D) What is your educational background?
- E) How many years have you worked in your company?
- F) What division of the company do you work in?
- G) What is your position in your company?

Respondents have to put them in order of satisfaction from No.1 to No.3.

- ① High salary
- ② Worthwhile work
- ③ Good management policy
- ④ Good relationships with others
- ⑤ Success of works
- ⑥ High recognition from boss

Next, respondents put them in order of dissatisfaction from No.1 to No.3.

- ① Low salary
- ② Worthless work
- ③ Poor management policy
- ④ Poor relationships with others

- ⑤ Failure of works
- ⑥ Low recognition from boss

The objectives of these questions are to understand that respondents feel satisfaction and dissatisfaction by which factors. Each question responds following factors.

- ① Salary
- ② Working contents
- ③ Company policies
- ④ Human relationships
- ⑤ Achievement
- ⑥ Recognition

After that, respondents have to answer following questions among 4 answers, which are agree, agree a little, disagree a little, and disagree.

⊙ General image of your company

1. We work hard
2. We have strong sense of responsibility
3. We love our company
4. We work according to the plan
5. We act quickly after problems
6. We keep time and promise
7. We have good relationships in the office

⊙ Working environment about you

8. I'm satisfied with salary
9. Salary should depend on only the results of work
10. I'm satisfied with the number of holidays
11. I take a moderate break during my work
12. I keep my own pace when I work
13. I understand the policy of my company and boss

14. I have a lot of opportunities to talk with my boss
15. I can work for my company or boss
16. I have a rival or a target person
17. I want to work in my company for a long time
18. Which is the most important?

© Your work

19. I'm satisfied with the result of my work
20. I'm often praised by my boss
21. I'm essential person for my company
22. I do my best to finish assigned work
23. I want to be a leader or manager soon
24. I study to improve my skill
25. I enjoy working
26. Which is the most important in your work?

These are all questions of questionnaire. It takes about 10 minutes to answer all questions. They are minimum quantity. If there are more, answers may not be correct.

3-5. Explanation of each question

3-5-1. General image of your company

1. We work hard
2. We have strong sense of responsibility
3. We love our company
4. We work according to the plan
5. We act quickly after problems
6. We keep time and promise
7. We have good relationships in the office

These questions are about general image about attitude to work, responsibility, loyalty, management, and human relationship. It is useful for

managers to understand each employee think about our company. But it is only an image for employees themselves, so there is a gap between thoughts of managers and employees. Some employees may feel self-satisfaction. Managers have to understand employees' idea and fill in these gaps.

Expected answer is that Japanese people think they are more diligent than Thai people. However, Thai people love company and have good relationships with others. So question the Thai score is better than Japanese in question no.3 and 7, but Japanese is better in question no. 1,2,4,5, and 6.

3-5-2. Working environment about you

8. I'm satisfied with salary

9. Salary should depend on only the results of work

These questions are about salary or money. It is without saying that salary is one of the most important motivators. All employees and the labor union hope high salary. They sometimes strike in order to ask high salary. When the company recognizes employees' abilities or results, salary is the most convenient tool. People cannot feel satisfaction when they are only praised. People always want money not only recognition but also enough money. It is easy to compare the recognition with others by salary or bonus.

However, some might say that they cannot change honor or pride into money. But it may be possible to convert. The promotion in the company is honorable and related with the high salary. Managers can get more money than their subordinates. And they are respected. There is a opinion that honor or recognition and the pay should be balanced.

There is another idea of money as interchangeability. Everyone is not willing to work. Work is not everyone's reason for living. Many people work only for earning money and spending their hobbies. This is not so bad because it is their life style. Money is necessary for such people to give motivation.

The effect of money to motivation is more complex. We cannot be satisfied with much money. We are glad if we get an increase in salary. But after that we want more again. This is said by Herzberg's model, too. It is not efficient for the management of motivation. If people cannot break off such greed, they cannot control their feelings about money and may deceive or betray others. In these cases,

money cannot work as a good motivation at all. When salary is low, a little increase can make employees happy. But when salary is high, much increase is necessary to satisfy employees. It is very difficult matters about money.

Expected answer is that Japanese people feel more satisfaction about salary than Thai people. Japanese minimum wages are more moderate as the prices of commodities. There are some gaps between rich and not in Thailand and many respondents are not rich people.

10. I'm satisfied with the number of holidays

This question is about welfare facilities or conditions of company. Among them, the number of holidays is one of the most important things. Moderate holidays can heal their exhaustion and make new motivation to work.

Expected answer is that Japanese people feel more satisfaction about the number of holidays than Thai people. Thai company has fewer holidays than Japanese company and many Saturday is not holiday.

11. I take a moderate break during my work

12. I keep my own pace when I work

These questions are about working condition. Employees think that they want to keep their own pace. Some people do not like ordered jobs. The break during work is also an important factor. People cannot keep their concentration on work after a few hours. Especially smokers cannot. And this break can make opportunities to chat with colleagues.

Expected answer is that Thai people keep their own pace more than Japanese people. Generally speaking, Japanese company is strict about break during working hour.

13. I understand the policy of my company and boss

This question is about management policy or strategy of company. Our jobs are based on and start from it. If we do not understand it well, we may lose the objectives of works and cannot think what to do next.

Expected answer is that both Japanese and Thai people are not interested in

management policy.

- 14. I have a lot of opportunities to talk with my boss
- 15. I can work for my company or boss
- 16. I have a rival or a target person

These questions are about human relationships with boss and subordinates. This is also one of the most important motivators. Change of boss also may change the atmosphere of office and subordinates increase motivation. This is also said about the members of group. These human relationships are necessary to work together and make a group. If we can trust members of same group, the quality and quantity of works can increase, too. It is deep relationships between human relationships and productivity or efficiency.

More than a half century ago, Hawthorne found that the job results of operators depend on not working hour or salary, but surrounding interest and boss's attention. This research started to find the moderate brightness in the factory. However, if it got dark until operators couldn't see around them, they kept working and productivity did not become worse. This means that even if operators work in bad working condition, they do not lose their motivation to work. After that, it is found that human relationships are important to improve productivity.

It is also said that the human connection play an important role in the group. In the organization of company, some members make a group and work together. It is a formal group, which is a unit to make the hierarchy. This group is necessary to share works and cooperate.

But we have to consider the informal group more. Actually, the effect of informal group is often deeper, bigger, and stricter. This group can protect small individuals, so it may be more important for each member. But each character of members cannot express in some cases. Like this, there are deep relationships between groups and motivation, and it is not simple to explain.

Expected answer is that Thai people have better relationship than Japanese people. Thai people often talk with their boss and colleague and atmosphere of office is better.

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

This question is a total question about working environment. If respondents feel satisfaction with working environment and like their company, they may think that they want to work there for a long time.

Expected answer is that Japanese people want to work in their company for a long time than Thai people. Lifetime employment is common in Japan and Thai people change their jobs more often than Japanese people.

18. Which is the most important, salary, work condition, management policy, or human relationships?

This question aims to know what is the most important among working environment or hygiene factors for employees.

Expected answer is that Thai people think salary is the most important, but Japanese people think human relationship is the most important.

3-5-3. Your work

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

This question is about achievement of their work, which is one of the internal factors. It is possible that external factors such as salary or human relationship may lose motivation. If employees can like their works from their heart, they may think that they do not want salary or human relationships. How can employees prefer their works to meals?

Employees sometimes think that they want to work for themselves rather than someone's order. This is internal motivators. These days, internal motivators are thought more important than external motivators. It is important to find worthwhile works. The commitment is a condition of high motivation. Generally speaking, freshmen devote themselves to work. However, they cannot be absorbed in their work after they get accustomed. If they can meet proper work in which they can appeal their abilities, they can keep this condition long.

All people think that they want to appeal themselves and accomplish their objectives. They hope the conditions to try. These are feelings that employees want to solve problems by themselves. Some people make problems if there are not proper problems around them.

If employees are thrown cold water on their internal motivation, such as low recognition by their boss or bad results or works, they may not want to work. All their efforts come to nothing even though they work hard. They think that they want to be trusted their judgments.

To have clear targets is effective for improving motivation. The reasons are that it lets the people to consider they have to do their best, understand how to make efforts, and imagine the condition of accomplish. It is better that targets are a little difficult, because people think that they want to try themselves and express their abilities.

Expected answer is that Japanese people are not so satisfied with the result of their work. Japanese people are more ambitious to promote or achieve their own target than Thai people.

20. I'm often praised by my boss

This question is about recognition from their boss. Praise and scold are most important communication between boss and subordinates. Boss should praise what is praised and improve motivation, and scold what is scolded not to do it again. This repetition is valuable. And if what is praised and scolded happen together, boss should praise first, scold next, and praise finally again. Last praise can make feelings of employees positive.

Expected answer is that Thai people are praised by their boss more often than Japanese people. Japanese people do not communicate with their boss and it is rare that boss praise subordinates.

21. I'm essential person for my company

22. I do my best to finish assigned work

These questions are about responsibility or authority. If people can feel strongly their value of existence in the company, they can try to express their ability. This connects with long service for company.

Expected answer is that Japanese people think they are essential people for their company more than Thai people.

23. I want to be a leader or manager soon

This question is about promotion. Strong will to promote may cause the motivation to work. Promotion needs high recognition from boss. Moderate will of promotion is good for everyone. But too strong will of promotion is not so good because they try to please their boss regardless their ways and others around them fed up with behaviors of such people.

Expected answer is that Japanese people are more interested in the promotion than Thai people.

24. I study to improve my skill

This question is about growth. People with motivation try various things to improve themselves. They study what relates with works to gain knowledge. On the other hand, people without it tend to do nothing for themselves and waste time. If respondents have high motivation, they mark in high point.

Expected answer is that Thai people study to improve their skill. It is common for Thai people to study with working or after work.

25. I enjoy working

This question is total question about work itself. To enjoy working is very important for employees. We are not a robot or machine to do simple work. If we can feel that working is fun and worthwhile, it causes a lot of good results such as high motivation, loyalty for company, and so on.

Expected answer is that Thai people enjoy working more than Japanese.

26. Which is the most important in your work, achievement, recognition, work itself, or responsibility?

This question aims to know what is the most important among contents of work or motivators for employees.

Expected answer is that achievement is the most important for both Thai and Japanese people. And Japanese people think more important than Thai people.