



CHAPTER V

RECOMMENDATION AND CONCLUSION

5-1. Salary system

Thai people do not satisfy their salary. Their average point is 1.06. Salary is the most important things for workers. Especially Thai people often change their jobs because of salary problem. One problem is that salary raise is low in Thailand. For example, if workers work long at the same company, their salary is nearly same as those of newcomers. If they get a promotion, their salary does not increase so much in spite of hard work.

Thai company should consider their salary system again. Not only long time raise, but also short time raise is also effective. Employees who give long service to company should have raised salary every year. However, accessible bonus is more suitable for Thai people. In addition, this bonus is more effective if award winner is people around and bonus is cash. For example, monthly excellent group or member is qualified as a candidate for winner. Setting up meal is also good way.

5-2. Decrease of stress

Especially Japanese people feel some stress for work. The stress is to get distortion by external stimulus or the condition of getting. If this stress is too strong, people are exhausted. The causes of stress are from various things. For example, we feel stress when we have to do works beyond our abilities. The works which need high quality, strict deadline, or limited expenses have exceeded the limit. They decrease motivation. The serious cause of stress is not work, but human relationships. We can get over by good idea or efforts in case of work stress. Or we can give up if we cannot solve for no ability or misfortune. On the other hand, we cannot improve by only our efforts in case of the stress of human relationships. It needs efforts of others and they often do not make efforts. The typical example is burn out. This means that people stop working because they are tired from human relationships. Especially serious people are taken this condition easily.

5-3. Loyalty to company

Japanese people do not have loyalty to company so much. If there are many people with loyalty to company, groups become active in any case. R. Puresas divided the loyalty in the organization into three categories, which are promotion type, indifference type, and both value type. These types are different by deriving from each person's personality. For example, promotion type can unify the organization easily, justify it all the time, and recognize the value of devotion highly. In this type, there are two types further. One is the elite who are sure to be a manager, and another is the faithful follower. They have strong motivation to work.

5-4. Improvement of human relationships

This problem is very serious for Japanese people because they worry about it. The improvement of human relationship is very effective to decrease stress and improve motivation. Especially Japanese people feel that human relationship in their company is not so good. Some people quit job because of it. Good relation with boss and subordinates can get better results. Condensation or depth of relationship, and productivity are connected as follows graph.

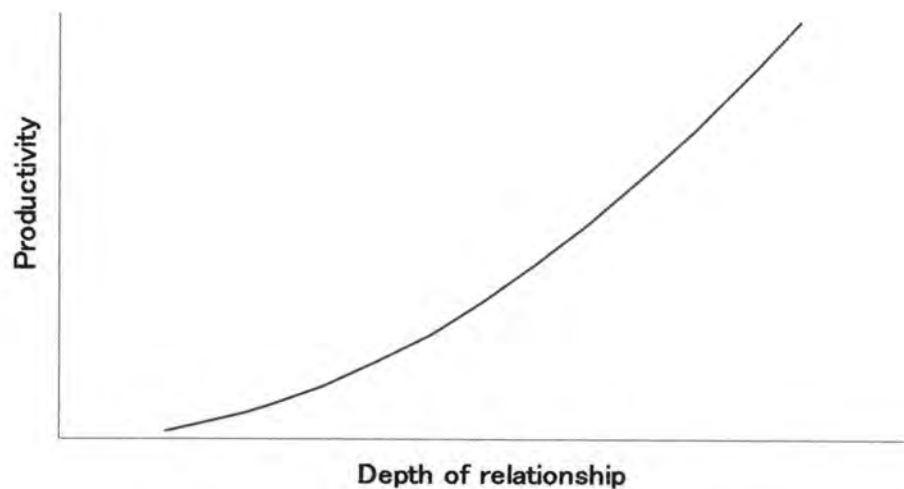


Figure 50: Graph of relationship and productivity

There are a lot of ways of improvement of human relationships. One answer is being closer with others. If we are together, we have a lot of opportunities to talk with and work together. We just are there together. After that, we can feel fascinations of others. Communication is one of the best ways to make good relationships. Talking between boss and subordinate is necessary to understand each other. Every worker salutes each other with smile. Boss should talk to their subordinates and give opportunities to suppose their opinions. This can make workers happy.

The harder our works are, the deeper our relationships are. We have to contact and understand others to finish works. After understanding, it is easy to agree and cooperate. If we experience success or failure, we can make good relationships.

5-5. To make a good atmosphere

All employees hope the good atmosphere where they can work comfortably. This is the target for all, especially managers or leaders. This is not a short term objective, but a long term one which everyone has to keep making efforts.

This atmosphere can make good motivation. There are 4 factors to improve the atmosphere.

1. Independence of individuals
2. Structure of works
3. Fairness
4. Consideration

For example, some people do not inform problem, and try to hide it. However, if they do action and communicate with related people soon, problem does not become worse and can be solved easily. Japanese word, Ho-ren-so, means inform, contact, and conference, which are very important for good atmosphere. And supervisors and managers have to make good circumstances where employees can communicate easily. If we work in good atmosphere, productivity and quality also improve.

5-6. After work and breaks during works

Making conditions to improve motivation is not limited in the office. Outside of office may be more important. Not working hour is over half of a day. For example, we can relax and heal our tired body in our homes. We have to take care of our family, and should not distinguish our company and home.

Japanese people often go drinking and karaoke with colleagues after work. They talk about worries of works and are able to relax. Thai people also have lunch with many people. They express their stress freely and try to work hard again.

5-7. The way of job design

The job design is a technique which reduces stress or alienation and improves works or office. It can create not simple boring jobs, but worthwhile jobs. This idea emphasizes on the humanity. Job design can change the contents of works. There are two directions to improve. One is to complicate works by enlarging. Another is to complicate works by enriching.

(A) Enlarging

It is to increase working unit. For example, operators not only screw only one screw, but also fix a wire and inspect finished goods. Changeless works decrease motivation. The multi operator is a good way of enlarging. This can improve moral of operators, cost, and quality of products. However, enlarging is not the good way in all the time. Some people like simple and repeating jobs.

(B) Enriching

It is to change the depth or content of works. Change of width is just increase works for an operator. But enriching is working creatively. Operators are sometimes given authority or responsibility.

The experiment of Volvo is very famous about humanizing of works. They changed operations from the conveyor system to turn table system. A car body is put on the table and assembled from beginning to end by some operators. They had to master various processes and be multi operators. In the end, they could improve

motivation. Canon did same things and made good results.

These six characters of works can enlarge motivation towards works and relax.

1. Variety

There are a lot of operations and tooling in their works.

2. Autonomy

Operators can make a plan, choose tooling, and decide by themselves.

3. Task identity

Operators can see whole operations of them, accomplish them, and identify their efforts.

4. Feedback

Operators can get useful information from their works

5. Relationship with others

It is necessary to contact with subordinates, boss, and customers to finish their works.

6. Opportunity of making friends

Operators can talk with others and make friends with them during works.

These characters connect one another and give a lot of influents on human behavior. This is scored following expression as MPS, which is the motivating potential score.

$$\text{MPS} = (\text{variety of skill} + \text{task identity} + \text{meaningfulness}) / 3 \times \text{autonomy} \times \text{feedback}$$

5-8. Conclusion

According to the questionnaire, there are a lot of differences between Thai and Japanese people. These results are interesting and necessary to understand both Thai and Japanese people. First of all, we have to understand their cultures and how to think about works each other. Thai people enjoy working and are more satisfied with their company than Japanese people. It is important for Thai people to get high salary or agree with management policy. They get satisfaction from working environment rather than working contents. However, they are easy to lose satisfaction and motivation.

Japanese people focus on not only working environment but also working contents. Japanese people can put up with their situation without satisfaction. Those who cannot endure may lose motivation to work and become NEET or commit suicide.

Thai people may become like Japanese people in near future. Thai people will focus on working contents as well as working environment. Some Thai employees work as operators of simple jobs. They are satisfied if working condition is good for them. However, it is boring job and they will lose motivation in near future. Managers should consider operators' jobs to enjoy working more. For example, they should be given responsibility in charge of many processes. If they can improve their own processes by themselves, their responsibility to work becomes big and quality of products is also improved. They are not machines, but human beings. If they can enjoy and are satisfied with working, productivity and efficiency are also enhanced a lot.