

# CHAPTER I

## INTRODUCTION



### 1-1. Background of the Research

Nowadays, the difference between winners and losers is clearly distinguished and the competition among businesses in the world is becoming more and more intense. Some industries are affected by the economic recession due to overall excess capacity in the industry. The improvement of QCDS (Quality, Cost, Delivery, and Service) and making profit is inevitable to survive and compete with competitors.

Many Japanese companies have transferred factories from Japan to overseas. Market is spreading all over the world. The labor cost of Japan is too expensive to compete with competitors that come from China or ASEAN. In addition, companies have to produce in near market and the place where they can find many good workers easily. The ratio of overseas sales, production and foreign employees are increasing more and more. Over half of sales and products come from Asia.

By the way, there are many factors to enhance productivity and effectiveness. Some companies introduce up-to-date machines, train operators, or promote Kaizen. Among them, the motivation is one of the most important factors. The employees in Thailand seem to be more enjoyable about working than those in Japan. If we can apply both advantages of Thai and Japan, we can improve yield, quality, process capability, and so on.

Japanese companies have many advantages. For example, TOYOTA has developed TOYOTA production system, kaizen, just in time, etc. Many companies refer to them and also have developed own management system. Some companies become very successful and famous in the world.

These Japanese management systems are made by Japanese people for themselves. In Japan, there are not many foreigners, but only Japanese. They have same background, culture, and viewpoint. After World War II, they had same objectives to revive again. In only one race community, they could understand each other very easily.

## 1-2. Statement of the Problem

We are facing a lot of problems now. Some people, especially young people lose motivation and refuse to work. Suicide is increasing in Japan, especially NEET, who are Not in Employment, Education or Training. Life time employment and seniority system are about to break down. Office seems to have bad mood and employees are not enjoying working. In these days, some employees belong to the company not to contribute to the targets of company, but to achieve their own targets.

Companies in Thailand have advantages as well as disadvantages. Offices in Thailand seem to have better mood and atmosphere. Compared to Japanese employees, Thai and foreign employees change jobs easily and it's difficult to grow up leaders.

If Japanese companies are transferred to foreign countries, other problems happen. Thai people might not accept Japanese culture and management system. In addition, the yield may decrease. The communication between Japanese and local people might not so close because some Japanese are shy and poor at speaking English and local language.

The summary of the problems may be listed as follows:

1. There is a wall which is not visible between local and Japanese people at Japanese companies in foreign countries and it is difficult to work together.
2. Japanese companies don't know how to treat with overseas operators in spite of they are increasing more and more.
3. When new products are transferred in foreign countries, productivity and yield decrease.
4. Some Thai or foreign people change job easily and it's difficult to bring up leaders.
5. Some Thai or foreign people do not accept Japanese culture and management system.

6. Japanese management system has some problems, and there are a lot of people who are NEET or commit suicide.

#### 1-3. Objective of the study

The objective of this research is to compare motivators and satisfaction factors toward works of Thai and Japanese workers who work at manufacturing company.

#### 1-4. Expected Benefits and scope of the study

It is expected that this research will compare and explain differences of motivation and productivity in the case company. These results will be able to apply for not only Thai operators who work in Japanese companies in Thailand but also Japanese operators who work in Japan. To suggest new ideas or solutions for enhancing motivation and job satisfaction is also possible. When Japanese companies build new factories in Thailand or hire more operators, they will be able to manage many Thai operators and keep high motivation and productivity easily. It is also hoped that the research would be academically beneficial since reports of actual cases in this area are not generally found in the open literature.

The research will involve only comparing and explaining differences of motivation and productivity at assembly factory's workers between Thailand and Japan. Researched companies are Japanese manufacturing companies in Thailand and Japan. Most of these workers are young and do not have long experiences in manufacturing company.

This is the research schedule.

1. Gather information by questionnaire and interview
  2. Analyze and compare data statistically
  3. Find and explain the origin of these differences
  4. Suggest new ideas for enhancing motivation
- Contents of comparison between Thailand and Japan
- Motivators and satisfaction factors

- Culture
- Background
- General image of employees
- Working environment
- Work contents, etc.

#### 1-5. Thesis schedule

The proposed schedule for the research is shown in Figure 1.

		2006						
		Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Study related materials related motivation	■						
2	Gather information by questionnaire, interview and literature	■	■					
3	Analyze and compare data		■	■				
4	Find and explain the origin of problems			■	■			
5	Suggest new ideas for enhancing motivation				■	■		
6	Conclusion						■	
7	Write and review report						■	■

Figure 1: Research schedule