Satisfaction and Dissatisfaction of Foreign Employees in Japanese Companies

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GULIBOSITAN YASEN

古麗波斯坦 亜森

Abstract

Due to the low birth rate and the aging population problems faced by Japanese society, the shortage in talented Japanese employees has taken place especially in the last years. Japanese government and companies nowadays are more concerned with hiring foreign workers than before. Foreign employee are joining Japanese companies on an increasing rate . However, due to the cultural differences between Japan and other countries, many problems are faced by Japanese companies in managing their foreign employees. Foreign employees are also highly affected by these cultural differences, and this may lower their commitment, satisfaction and motivation.

Since, Company's employee's satisfaction is essential for the succeeding in business, this paper aims to assess and analyze to what extent foreign employees in Japan are satisfied with their work. By highlighting the causes of their dissatisfaction, Japanese if any companies can get better understanding of their its employees' needs.

The research findings reported in this paper are based on 20 interviews with foreign workers in Japanese companies. I report what foreign employees in Japan are thinking about their companies and to what extent are they satisfied. This will be beneficial to both Japanese companies and employees since such understanding can be used by companies to solve the problems facing its employees and increase the level of satisfaction by their foreign employees. The understanding can also be useful to reduce employee turnover rates and increase productivity, satisfaction, motivation and organizational commitment.

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1. Introduction

1.1 General Discussion of Concepts

In recent years, globalization has occurred in Japanese companies because of the government has taken a more welcoming approach to highly skilled foreign workers who are the objects of a global war for talent. In globalization, the problems that faced by Japanese society, for example, low birth rate, aging population, shortage in talented extra can be solved in some level. But in the same time, diversity in workplace has occurred too. The workforce diversity as gender, race, nationality, age, tenure, education, disability, religion and sexual orientation (Robbins, and Judge, 2009)

As definition, the satisfaction and dissatisfaction are the extent to which employees are happy or content with their jobs and work environment OR have received enough of a desired object (Edward E. Lawler, 1973). So, in the Japanese companies which going on globalization way, does the satisfaction and dissatisfaction of the foreign employees is the same with Japanese employees? Are they satisfying with the Japanese style of management?

1.2 Background of the research: The recent tendency of the foreign employees in Japanese companies.

The wall street journal reported that, "Prime Minister Shinzo Abe's government is easing the path for foreign workers, with new policies that include a pledge to deliver the world's fastest permanent-residency cards for skilled migrants.

A set of immigration measures, including that one, was buried amid dozens of ideas released last week in Mr. Abe's annual list of policy changes. The government also said it planned to bring in more workers for understaffed nursing homes and 2020 Tokyo Olympics construction projects.

And it promised to raise the proportion of foreign students in Japan who stay in the country to work after finishing their studies. That figure, which is currently around 30% according to a labor ministry official, is targeted to rise above 50%." (June 8, 2016)
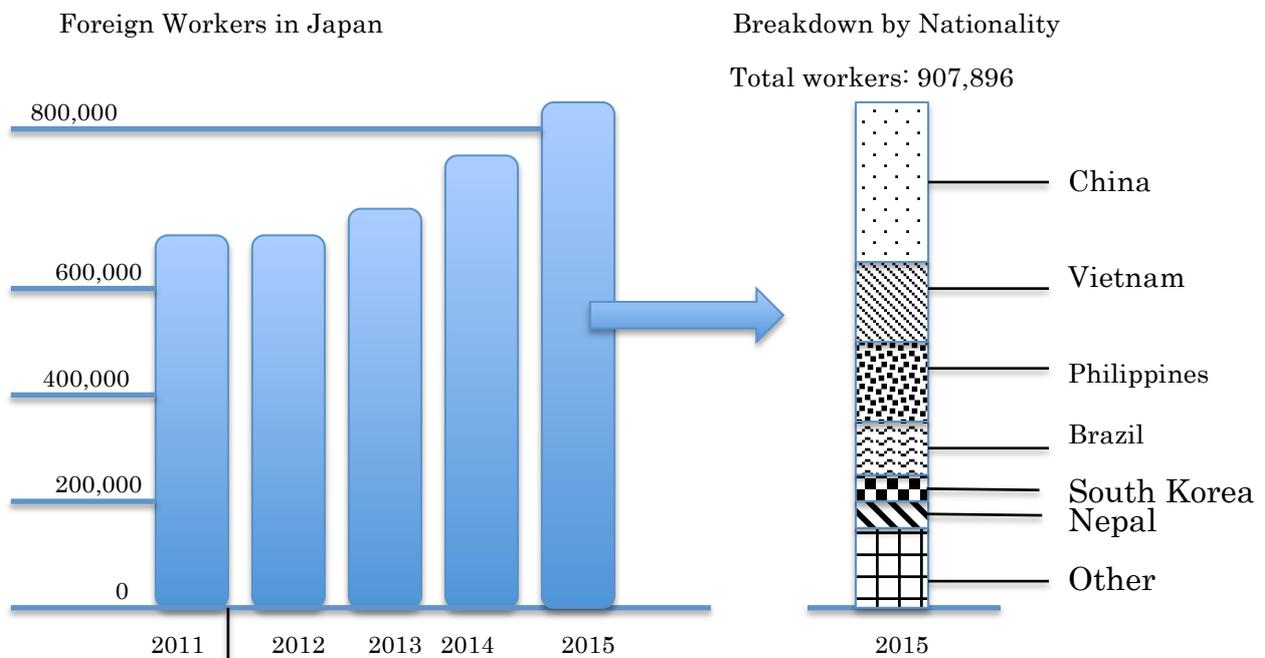
Note: As of Oct.31 each year
Source: Ministry of Health, Labor and Welfare/THE WALL STREET JOURNAL

Figure1, The number of foreign workers in Japan

1.3 Literature Review

1.3.1 The Satisfaction and Dissatisfaction

While talking about the satisfaction and the dissatisfaction in workplace, it basically

refers to the combination of people`s affective reactions to the various facts of their job. For example satisfaction with job, satisfaction with work group, satisfaction with organization and satisfaction with leaders (Cranny, Smith and Stone, 1992) Employees who are highly satisfied with their workplace report better work results. However, the employees who dissatisfied with the companies, intent to quit or actual turnover, as well as with voluntary absenteeism and tentatively with lateness (Joseph G. Rosse & Stacy L. Saturay , 2004)

1.3.2 Japanese style of management

The three pillars of Japanese management exemplify traditional Japanese management: lifetime employment, the seniority system, and enterprise unionism. These elements of traditional Japanese management correspond to parts of the organization-oriented employment system (Jacoby, 2005). These three pillars had a significant effect on the success of Japanese companies.

As can be seen in an automobile factory where workers assemble parts components, Japanese worker exercise their multiskilling ability and handle a wide range of work tasks. Their ability to perform multiskilling tasks allows for team-based or interdependent jobs and teamwork is a source of the high level of productivity competitiveness demonstrated by Japanese companies. Jobs in these work environments are not demarcated as much as those in western workplaces and are designed to be carried out by a team workers. Helping colleagues with a problem on the same production line or in the same workplace and other team activities can facilitate

team-based jobs; thus, teamwork, a practice popular in Japanese companies is that Japan is a collectivist society. Japanese workers are inclined to work together and skilled at teamwork (Takashi Sakikawa, 2012)

Japan is also an egalitarian society, and the difference between managerial and general employees in terms of authority and remuneration is small. Accordingly, Japanese team structures are not that hierarchical and all employees are allowed to make decision. The nature of Japanese teams involves a large amount of direction or autonomy in decision-making. Decisions are occasionally group oriented in that each employee makes a decision in the interests of her or his team, not in his or her own interests (Takashi Sakikawa, 2012)

Among management policies, the three pillars of Japanese management:

Lifetime employment

Seniority system

Enterprise unionism

Among management practices, the following team-based practices:

Multiskilling tasks

Interdependent jobs

Teamwork

Autonomous team structures

Decision made in the interest of the team

Improvement activities

Quality control circles

Table 1, the traditional style of Japanese management (Takashi Sakikawa, 2012)

Improvement activities are the common team-based management practices in Japanese companies. These activities are quit often be performed by team rather than an individuals done. Quality control activates represent one type of improvement activates and prevalent in Japanese companies in both the manufacturing and nonmanufacturing sectors. These performance sometimes are also performed based on teamwork, and members of a Quality control circles are thus rewarded according to their team`s outcomes (Takashi Sakikawa, 2012).

Many medias and journals in Japan have devoted special reports on the increasing of foreign workers in Japanese companies, though very little have been known about foreign employee`s special needs and the process to become a long-term member in Japanese companies.

In this paper, I will highlight the problems that foreign employees are facing in their workplace, satisfaction and special needs they want transfer to their companies.

In the following chapter I am going to introduce the research method and the foreign employees satisfaction and dissatisfaction under Japanese style of management.

2. Research method

2.1 The study

As I mentioned above, there were many quantitative researches has been done in order to find the theories about satisfaction. In my research I chose to do qualitative study because I want to get more details about human behavior, emotion, and personality characteristics that cannot achieve in quantitative studies.

This survey conducted on November 2016. 20 foreign works invited to participate the interview.

2.2 The interviewees:

The interviewees have mainly been elected from Japanese companies, which manufacturing industry (especially automobile company), and some of them were from IT. Among these 20 interviewees data 17 were validated, 3 interviewee`s answer were canceled because in the end of our conversation I got to know one of them was in training period and two were in Japanese branch company of some foreign companies.

The interviewee`s nationality were China, France, Malaysia, Iran, Palestine, India, Tunisia, Serbia, Indonesia, Vietnam. The chart below (Table 2) is the general information of the interviewees:

Table 2, The General Information of The Interviewees

Nationality	Working years	Educational Background	Gender	Type of Industry	Job Occupation
India	2	Bachelor of Engineering	Male	Automobile	Design Engineer
India	3	Bachelor of Engineering	Male	Automobile	Design Engineer
China	2.5	Master of Biology	Female	Service	Staff of recruitment department & assistant of senior manager
China	7	MBA	Female	Manufacturing	The senior manager of digital department
India	1	Bachelor of Engineering	Male	Automobile	Technical Engineer
Palestine	3	Master of	Male	Healthcare	Senior Assistant of Business Strategy Development
Iran	2	PHD. Product Design	Male	Automobile	Car Designer
Tunisia	9months	1, Master of Industrial design 2, Master of Universal Design	Male	Automobile	Staff of International Sales Department
France	2.5	MBA	Male	Apparel Business	International department
Malaysia	1.5	Master of mechanical engineering	Female	Manufacturing	Engineer
China	2	MBA	Female	Telecommunication company	International department
Vietnam	6Months	MBA	Female	General trading company	Business investment department
India	2	Bachelor of Engineering	Male	Automobile	Design Engineer
China	3	MBA	Female	Service	Sales department
Indonesia	4	MBA	Female	Manufacturing	International sales
China	4	Bachelor of Engineering	Male	IT	Design Engineer
Serbia	5	Mater of psychology and linguistics	Female	Manufacturing	International sales (in charge of Europe)

Our conversation with each interviewee was last for 40 minutes at least, and longest were an hour and half. Interviews were face to face with 8 interviewee, others were via Skype & Line call.

2.3 The interview questions

The main questions asked to the interviewees were:

1. What are your reasons behind applying to this company?

2. To what extent your expectations about the company are met? Were you disappointed regarding some issues? Were you able to overcome these disappointments? Was the company helpful in doing so?

3. Have you contributed creatively in your job? If yes, how did the top government feel about it?

4. As being a foreign employee, have you ever felt inequality in your working place? If yes can you please explain more by giving some examples? Do you still feel so? Have the problem solved or no?

5. What is your biggest gain out of working in thus company?

6. Name one thing that keeps you working in this company (something that you will miss the most if you have to leave your current job).

7. What is the most thing you don't like about working in this company?

8. When comparing between same industry companies in your country and in Japan, in which aspects Japanese companies are better?

9. Are you going to recommend this company to your friends? If yes please explain

why?

10. What is the best part of working for this company?

11. Are you dissatisfied about some issues in your company? If yes please explain more (when and what happened).

12. Do you have any other foreign friends working in Japanese companies? Have you ever talk about each other`s jobs or working environment? What is their job or company like? Which parts of their job or companies attract you the most?

13. If you plan to quit your job, what is the strongest reason for that?

14. How has the company changed over the last few years?

15. If you were in a position that offers you to change the way of dealing with foreigners in Japanese companies, what would you do? What could be your contribution to insure better working environment for foreigners in Japan?

16. Would you like to share with the moment you have fall in love with your company?

After each question, according to the interviewee`s answer I asked following questions. Then I was able to get detail answer and the reason behind.

3. The facts and findings

3.1 The strong desire to take risk, self-improvement and challengeable work place

In business, courageous action is really a special kind of calculated risk taking. People who become good leaders have a greater than average willingness to make bold moves, but they strengthen their chances of success. Business courage is not so much a visionary leader's inborn characteristic as a skill acquired through decision-making processes that improve with practice. In other words, most great business leaders teach themselves to make high-risk decisions. They learn to do this well over a period of time, often decades. (Kathleen K. Reardon, 2007)

In Geert Hofstede`s culture dimension, it is reported that, At 92 Japan is one of the most uncertainty avoiding countries on earth. This is often attributed to the fact that Japan is constantly threatened by natural disasters from earthquakes, tsunamis (this is a Japanese word used internationally), and typhoons to volcano eruptions. Under these circumstances Japanese learned to prepare themselves for any uncertain situation. This goes not only for the emergency plan and precautions for sudden natural disasters but also for every other aspects of society. You could say that in Japan anything you do is prescribed for maximum predictability. But taking risks and challenging new thing at work was common desire among foreign workers. In my interview, the good examples for this would be:

Interviewee 1,

 "The reason I joined to this company is I was interesting in its challengeable workplace as

in its description during the interview process. "

Interviewee 3:

" *The most thing I don`t like about my company is the same job contents, no chance to level up. I want to level up, do more job, take more responsibility and get higher salary, but not given the chance."*

"I am dissatisfying with my company with the point that lake of the opportunity to take risk, contribute through creativeness at work."

" *If I were in the managerial level, I would give my employee chance to use challenge, get full use of their ability."*

Interviewee 5:

"The most thing that I don`t like about my company is lack of chance to show my ability, I need opportunity, even can take more responsibility."

" *If I were in the managerial level, I would do, firstly, give the job to the employees, get full use of their ability and pay as their work. Secondly, change work system, allow them to be more creative on the job."*

Interviewee 10,

"I got disappointed after I entered the company because the job was not as challengeable as I imagined."

"I would quit my job if it is continually the same routine in the job, have no chance

to challenge, lack of progress."

" If I were in the managerial level, I would give foreign employees more chance to take challenge, more creative in the job and contribute more."

Interviewee 11,

" I have no problem with Japanese language, but some times I feel like I can`t get some opportunity because I am a foreign employee."

" The dissatisfaction toward my company is, first, lack of chance to appeal my ability. Second, not given some big responsibility because of my appearance (I am look younger than my age)

Interviewee 13,

"The most thing that I don`t like about my company is lack of chance to do more work, to gain others trust for example, I am a good cook, but they just gave me little tea to prepare it, I am doing it good, but now I need orders and materials for food."

" I will quit if it is continually lack of opportunity to prove myself."

" If I were in the managerial level, I would give the employees the space to think freely, contribute to work more dynamically, also let them work more and give higher salary.

Interviewee 14,

"I got disappointed after I entered the company because wanted more opportunity

to work more and learn more, but had no chance."

Interviewee 17,

" The biggest gain out of working for this company Firstly, the challenging job. Secondly, the multi language chance during the work."

"One thing that keeps me working for this company. Firstly, consistently challenge in my job. Secondly, new things everyday."

"I think the best part working for this company is the contribution that I can do to the company and society."

According to these answers, we could easily realize that the lack of chance to learn more and act more creatively in the workplace, are the important aspect of expectation, satisfaction and dissatisfaction of the foreign employees. Having the chance to learn new things, making improvement in their field, challenging job or not is directly related their intentions (goals) to stay or leave. Also these desires are also because they are talented, so that they want opportunity to appeal themselves.

Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). As my findings, more than half of my interviewee has the goal of self-improvement. According to the goal setting theory, there appear to be two cognitive determinants of behavior: values and intentions. A goal is defined simply as what the individual is consciously trying to do. Locke and Latham postulate that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to do things consistent with

them. Goals also affect behavior (job performance) through other mechanisms. For Locke and Latham, goals, therefore, direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished. (Fred C. Lunenburg, 2011)

3.2 The importance of the people and the social relationship to foreign employees

During the interview, one of my findings is, the foreign workers are belong to extrovert type. They don`t mind to share thoughts with you, always open mind, and appeal their emotions directly. This is maybe because of they having more experience dealing with different types of people and multi-languages during daily life. Also they are living in here rather lonely, no close family members (if has, only one or two), and neither many friends. In this situation, the people who they are working with are naturally become their major social relations. So that, the co-workers and the relationship with them are influencing the level of foreign employee`s satisfaction and dissatisfactions at workplace.

Interviewee 1,

"Better parts of my company compare to the companies in my country are firstly

the training part (Japanese are patient, help us with the problems at job). Secondly, Japanese are modest, don`t mind to ask for help."

Interviewee 2,

"I will recommend defiantly recommend. Because you can learn the sincerity of Japanese people."

Interviewee 3,

"The biggest gain out of working for this company is the experience, personal relationship is growing and offers from other same industries company."

"One thing that keeps me working for this company is the personal relationship, (I have juniors who I trained, following me)."

Interviewee 6,

" I had no disappointment at first, because I was worrying about language problem before entering the company, but after entering, worked in a group with the people who can speak English and nice, they helped me a lot. Which I deeply appreciated until now."

"One thing that keeps me working for this company is the people, the working atmosphere is nice, comfortable,"

" I will defiantly recommend. Because of the people."

"The best part working for this company is the people. They are corporative, supportive, respect my religion."

Interviewee 8,

"The best part working for this company is the people are nice, friendly, approachable."

Interviewee 11,

"The One thing that keeps you working for this company the people, like a family."

Interviewee 15,

"The reason I joined to this company is their attitude made me more confident during the interview process."

" I get disappointed at first because the HR people were not as nice as the beginning, but ok."

Any experiences of unequal treatment because of you are a foreign employee: "no, I am glad because of their special kindness."

Interviewee 16,

" I had no disappointment at first, because the people were very nice, welcomed me as a family member, I was glad because of this."

"Better parts of my company compare to the companies in my country are the the respect from people, the kindness."

"If I plan to quit, the strongest reason would be if the relationship with people gets worse or broke."

"The moment I fall in love with my company is the moment when we have friendly jokes

among co-workers in daily."

Interviewee 17,

"The reason I joined to this company is people from HR department so nice, gave me the impression of nice working environment."

"Surely I will recommend this company to my friends, because the people in it are nice, they do take care of foreigners, for example, in language issue. I fall in love with this company when I just started my job. At that time my Japanese was not that good, once I didn`t catch with my boss during the meeting, he explained the thing took a chocolate's example.

As manager, in order to give a comfortable working environment to each employee, one should consider about the relationship among employees. Especially in the case of foreign employees, whom those see the people and social relationship pretty much important. So, how to lead and motivate employees to be in a healthy relationship in multicultural working environment?

3.3 The Pursuit of Self-Esteem

The pursuit of self-esteem is linked to motivation and goals. When people pursue self-esteem, their actions are guided by beliefs about what they need to do or be to have worth and value as a person (Dykman, 1998). Success at these goals not only means "I succeeded" but also "I am a success and therefore I feel worthy." Failure not only means "I failed" but also "I am a failure and therefore I feel worthless." (Jennifer Crocker and Lora E. Park, 2004)

Evidence of cross-cultural differences in the pursuit of self- esteem support the view that the pursuit of self-esteem is a cultural phenomenon rather than a universal human need. A growing body of evidence, particularly from Japan, suggests powerful cultural differences in the nature and importance of self-esteem (Heine et al., 1999)

Japanese do not appear to maintain, protect, and enhance self- esteem to the same degree as Americans; they are more willing to appraise their strengths and weaknesses, address their shortcomings, and persist through difficulties (Heine et al., 1999).

In my interviews, I notice that almost every of my interviewee having the self-esteem pursuing.

Interviewee 1,

" *The most thing I don`t like about my company is we (the designers) can`t attend the company meeting, I want to know about my company.*"

"*The moment I fall in love with my company is when the project comes, I had the chance to contribute.*"

Interviewee 2,

"*Better parts of my company compare to the companies in my country value the work i have done.*"

"*The best part working for this company is that you can learn about strong company structure and the managers listen to you, no matter they accept your suggestion or not but listen.*"

"The moment I fall in love with my company is when people express respect to me."

Interviewee 3,

"The moment I fall in love with my company is when my work be valued and I could help others."

Interviewee 4,

Contributions and the reaction of the managers: "I wanted to do some contribution, so tried to join my advice to business plan in global business plan, but be refused."

"The moment I fall in love with my company is when my manager gave me a project and when its finished, he accepted my work result."

Interviewee 5,

Contributions and the reaction of the managers: "I try to complete the work creatively, some times add my own idea. Company glad with it, and sometimes accept my idea."

"The moment I fall in love with my company is when I responsible to a new project."

Interviewee 7,

"The most thing I don`t like about my company is, 1, just one person is really supportive but others are ignoring the foreign designer's work 2, lack of direct communications with foreign employees."

"If I plan to quit, the strongest reason would be if I feel useless. Living in Japan and working in here, I am sacrificing a lot, including the time that I could spend with my family and friends, why I don`t think to live a worthy life in here."

Interviewee 11,

"The reason I joined to this company is the job position, I can responsible for the branch company in my country."

"I disappointed just after entered the company because I couldn`t get the opportunity to do for the branch company."

"If I plan to quit, the strongest reason would be lack of chance to appeal my self."

It is contended that self-esteem is linked to behavior and social problems through the pursuit of self-esteem, specifically the goal to validate one's abilities and qualities in domains of contingent self-worth. Whereas critics have argued that self-esteem has no important objective effects (Baumeister et al., 2003; Scheff & Fearon, 2003), we argue that the desire for self-esteem and the goal to validate the self in these domains underlie much of human behavior.

Although high self-esteem is associated with the illusion of belongingness, competence, and optimism, and perhaps also with the illusion of immortality, there is little evidence that pursuing self-esteem by attempting to satisfy standards of value and worth actually increases social inclusion, competence, efficacy, relatedness, or immortality or leads to improved objective outcomes (Baumeister et al., 2003; Colvin &

Block, 1994).

In order to maintain foreign employees, obtain employees satisfaction and clarify their needs, better to consider about self-esteem and insufficiently on what others that they have worth and value, and on the consequences of this pursuit.

3.4 Work life balance

Work/life balance is becoming hot issue in Japan nowadays. It is widely debated on HR conferences, in newspapers and books, but the point is, whether the Japanese companies have sufficiently accepted it or not? Let`s look at what were my interviewees saying about it.

Interviewee 1,

" The most thing I don`t like about my company is we (the foreign employees) can`t go beck to our country when the time we want."

"The dissatisfaction toward your company is no work-life balance, no food on time, no rest in our holidays."

"If I was in the managerial position I would try to learn about their culture, give flexible holidays, according to their culture (want to go back when its our holiday in our country).

Interviewee 2,

" The most thing I don`t like about my company is the personal problem is out of consideration, even when my wife gave birth to my child, I got ten days of rest to visit in such

a complicated application process. I was so disappointed at that time. We are human."

"If I plan to quit, the strongest reason would be 1, low salary 2, Japanese way of "job first, family second" thought."

Interviewee 3,

"I will not recommend to my friends to this company, because of the hardness of the job, no work life balance."

"If I plan to quit, the strongest reason would be the continues of broken work like balance."

Interviewee 8,

"If I was in the managerial position I would consider case by case, for example more vacation days, foreigner needs holidays according to their nationality. If you want to be a global company you have to prepare yourself as consider globally, otherwise no global talents will work for you."

Interviewee 10,

"The dissatisfaction toward my company is frequently over time working, no work life balance."

Interviewee 11,

"If I was in the managerial position I would give more holidays to refresh themselves."

Interviewee 12,

"The best part working for this company is having no over time work."

3.5 The hierarchical relationship inside the Japanese companies (Senpai-Kohai relationship)

Fiona Graham, in his book "Inside the Japanese Companies"(2003) mentioned about sen-pai kohai relationship in Japanese companies. He also took the example that: "The hierarchical relationship is, therefore, one of the most important in the company, and it has been recognized as such by earlier Japan authors, particularly Dv Vos (1984) and Rohlen (1974).

Interviewee 4,

"The most thing I don`t like about my company is the hierarchical relationship."

"The changes company has toward foreign employees is: as the seniors get older, the stronger hierarchical relationship is."

Interviewee 9,

"The most thing I don`t like about my company is hierarchical relationship (ordered to do something not in my job inclusion because I am younger that my colleague)."

"The dissatisfaction toward your company is the strong hierarchical relationship."

"If I plan to quit, the strongest reason would be getting bore from hierarchical relationship."

Interviewee 10,

"The most thing I don`t like about my company is the hierarchical relationship, you have to use kei go (honorifics), that gives you pressure."

Interviewee 16,

"The most thing I don`t like about my company is you can`t make mistake, if you do, seniors will change their attitude towards you suddenly, but usually they are very nice."

So, after many scholars have been researched about sen-pai, kohai relationship in Japanese companies since 19th, now after long time past, current employees still mention about its influence. Especially, on foreign employees who learning kei-go and Japanese culture as a first time experience, it would be hard to fit into Japanese style of working environment.

It is also shown that, the relationships between turnover intention, commitment, and satisfaction have been supported in several additional studies (Bluedorn, 1982; Hollenbeck & Williams, 1986; Tett & Meyer, 1993). In addition, Ulrich, Halbrook, Meder, Stuchlik, and Thorpe (1991) found that decreases in turnover led to increases in organizational performance and a reduction in costs associated with losses of firm- and job-specific knowledge, hiring, and retraining of replacement employees. Reduced turnover shrinks associated indirect costs such as lower new employee productivity, additional time needed by managers in support of new employees, and diminished productivity of established employees as they serve as mentors to new employees

(Cascio, 2000)

3.6 The desire wants to be seen as an individual not a "Member A" of a team

One more interesting finding that I found during the interview that each of my interviewee is so much confident and really clear about what they are doing. Maybe this is because they are started their independent life since they became a foreigner to this land. So that foreign employees want to be seen as an individual, not as a part of a team, and their work results can be validated as his or her contribution to the company. Though, as I mentioned above, the Japanese style of management, it is team-based practice.

Interviewee 2,

"Better parts of my company compare to the companies in my country is, here they value the work you have done. This makes me glad and appreciated."

Interviewee 6,

"If I plan to quit, the strongest reason would be the Japanese system of "rule is rule", I want Japanese people can do some changes on their old rules, but I will never quit this company because they are so respecting of my religion and culture."

"The moment I fall in love with my company is 1, in Ramadan time they respect my religious culture give me flexible working hours 2, I can go to the Friday prayer (which takes an hour of time every Friday) 3, I can do my prayers on time. So really appreciated, this is a big motivation for me.)

Interviewee 7,

"The moment I fall in love with my company is 1, when I get feed back (what ever good or bad) 2, my work valid and being respected, appreciated."

Interviewee 11,

"The best part working for this company is, firstly, you can speak up, managers listen to you always, regardless of accept or not your advice. Secondly, the training and teaching with patience."

"If I was in the managerial position I would do these for the foreign employees, 1, give more holidays to refresh themselves. 2, try to communicate more, and get to know what they are thinking about. 3, give more care about on their personal life and help."

Interviewee 12,

"The moment I fall in love with my company is when I got the permission to leave the work earlier, so that I can pick my child from nursery."

Interviewee 15,

"The one thing that keeps me working for this company is the special treatment because of my religion."

"The best part working for this company is having no worries of my scarf and prayer time, as the same time I am learning."

"The moment I fall in love with my company is in the interview, when they gave me the

permission to work with scarf and allow me to pray during work hours."

Interviewee 17,

"The moment I fall in love with my company is when they take care of me. (When I just started my job, my Japanese was not that good, once I didn`t catch with my boss during the meeting, he explained the thing took a chocolate's example)."

3.7 The Invisible rules in Japanese companies

Interviewee 2,

"The dissatisfaction toward my company is when talk to the managers about add some personal idea to the design of the product, they refused, I have to obey the rules all the time."

"The most thing I don`t like about my company is there are many old standards, they are following even the Japanese employees are don`t want to follow."

Interviewee 6,

"The most thing I don`t like about my company is the beucerisy of Japanese system. The process of report line, some rules even Japanese workers are following them with no knowing what is happening."

"The dissatisfaction toward my company is some times I want my Japanese co-workers try the short ways, not stick to old way."

"If I was in the managerial position I would change work system, allow them to be more creative on the job."

Interviewee 9,

"The Worse part of my company compare to the companies in my country is Japanese company gives you tough working atmosphere, there are many invisible roles you have to obey. But in my country it is totally different, employees has more free workplace."

Interviewee 11,

"The most thing I don`t like about my company is you have to work even you are sick deadly, even if you can`t do the job efficiently 2,my managers don`t take paid holidays, so it is embracing to take 3, too many report to submit."

Interviewee 16,

"I will recommend my friends to my company, but only If they are the people who obey the rules, because you can`t exist in my company without of this mind."

Interviewee 17,

"The most thing I don`t like about your company is too many reports, the process to get a permission takes too long, too complicated."

4. The Summary of Findings

The sanctity of life-long employment and senior-based compensation and advancement is being challenged due to current economic conditions in Japan. The resulting change in employee job attitudes brings up the question of whether the current Japanese management system still motivates employees, or whether they are/would be more motivated working under Western management. Through a questionnaire survey extended to five Japanese firms and five foreign-affiliated firms (gaishikei), this research collected data concerning work-related values, perceived work conditions, and satisfaction for twelve work factors. The conclusions suggest that Japanese employees in gaishikei value intrinsic factors more than employees at Japanese firms; gaishikei offer intrinsic work content to a greater extent than Japanese firms; Japanese employees at gaishikei are more satisfied than employees at Japanese firms; and, incongruence of workers' values with corporate culture results in dissatisfaction. (Sven HP Tapp , Japanese Journal of Administrative Science ,Volume 16. No 2, 2002, 45-62. 経営行動学科第 16 巻 1 号 2002, 45-62.)

So, we are here to consider which aspects Japanese companies are failing in the case of satisfaction and dissatisfaction of foreign employees. (Figure. 2)

As it has shown in Figure 2, motivating employees is vital to employee`s turnover or staying. A motivated workforce means a long term employee and highly productive staff, all of which will help Japanese companies achieve foreign employees and global business goals. And this should be the main objective of Japanese companies.

Before building a motivational strategy, the first step understands what motivates

Specific issues influencing the satisfaction of the foreign employee

+	*Offered a project*
+	*Technical base*
—	*No chance to show ability*
—	*Less chance to do the expected job*
—	*No chance to try and learn new things*

The characteristics of foreign employees   *needs of foreign employees*

Retention

—	*The hierarchical relationship*
+	*Be taken care of the personal problem*
—	*Be considered as a independent individual*
+	*Treated nicely as a family member*
+	*Be listened*

Talented
Ambitious
Lonely
Individualist

Growth needs

Relationship/social needs

Life autonomy

Satisfaction

Or

Dissatisfaction Of

The Employee

Motivated

Demotivated

Turnover

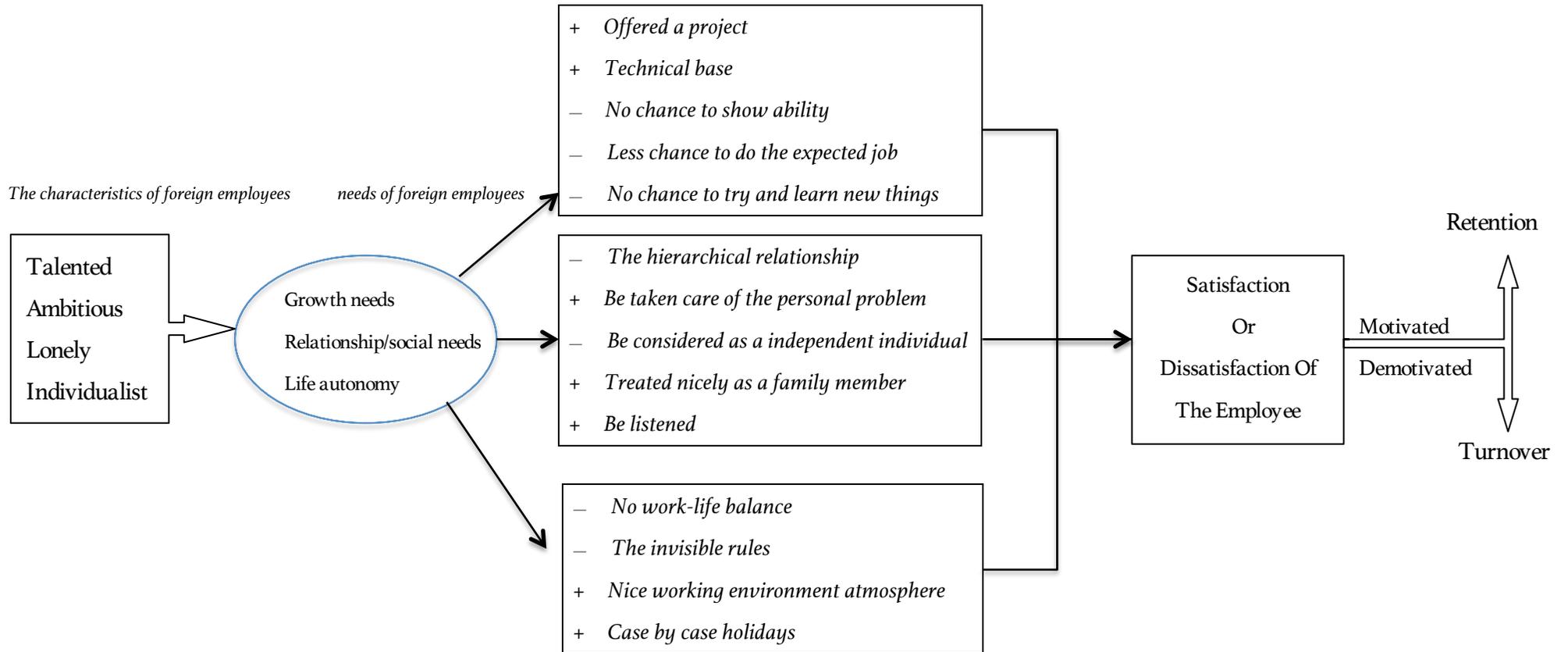|	
—	*No work-life balance*
—	*The invisible rules*
+	*Nice working environment atmosphere*
+	*Case by case holidays*

Figure 2.

foreign employees. While not every foreign employee will be motivated by the same thing.

According to my findings, I figured out the result fits with one of the motivation theory: Self-Determination Theory (SDT). SDT supports three basic psychological needs that Competence, Relatedness, and Autonomy must be satisfied to foster wellbeing and health. These needs can be universally applied. However, some may be more salient than others at certain times and are expressed differently based on time, culture, or experience ((Deci and Ryan,1970)(Pritchard, Campbell and Campbell (1977) Chua and Koestner (2008)). Like these other theories, self-determination theory (SDT; Deci & Ryan, 1980, 1985b, 1991) has differentiated the concept of goal-directed behavior, yet it has taken a very different approach. SDT differentiates the content of goals or outcomes and the regulatory processes through which the outcomes are pursued, making predictions for different contents and for different processes. Further, it uses the concept of innate psychological needs as the basis for integrating the differentiations of goal contents and regulatory processes and the predictions that resulted from those differentiations. Specifically, according to SDT, a critical issue in the effects of goal pursuit and attainment concerns the degree to which people are able to satisfy their basic psychological needs as they pursue and attain their valued outcomes. (Edward L. Deci and Richard M. Ryan, 2000

5. Discussion

After all theoretical backgrounds, interviews, analyses and conclusion, I want to give some suggestions to the Japanese companies about the management of foreign employees. Let`s talk about the plus and minus issues which are influencing the satisfaction of foreign employees.

The first step requires that a manager work to understand where a problem employee is coming from: What drives that person? What blocks those drives? What might happen if the impediments are removed? How to motivate employee based on these questions?

Managers attempting to boost motivation should take note. It's hard to argue with the accepted wisdom—backed by empirical evidence—that a motivated workforce means better corporate performance. But what actions, precisely, can managers take to increase their employees' overall motivation? (Nitin Nohria, Boris Groysberg, and Linda-Eling Lee, 2008)

5.1 The Pluses

(1) When offered a project, feeling the Japanese company`s strong technical base the employees are feeling they are satisfied and motivated according to the interview result. These are the signs that a foreign employee`s desire to growth. They are more likely to grow themselves in a challengeable environment. So when managing foreign employees it seems that giving them the chance to think freely in work and learn from their own mistake would be the better way to enhance their motivation. The manager can try them

on some small projects first, and then observe according to the result. If they are failed,

try to talk to them and encourage thinking from company perspective, always failed in

project is not acceptable in business world.

＊ Principles to Remember:

  Do:
- Treat the person with respect throughout the process, even if you think he/she can`t
    handle the project
- Acknowledge the courage it took to make the request
- Explain patiently why you offer or not offering the project to the person

  Don't:
- Say yes or no right away; instead, ask for more information from the person and the
    people around him/her
- Grant the request without making clear that it was earned and that you now have
    higher   expectations for the person

  (2) When the employees be taken care of the personal problem, treated as a family

member, their voice be listened, feeling the nieces of the people, getting a nice working

atmosphere and getting paid or unpaid holidays when they need to visit their county,

they can feel the self-worth. So that they would feel given more love from the company

and willing to give love too. In my interview more that half of my interviewee told me

how nice the people are, some of them are working just because of the people and the

relationship with them, even some of them said that they would quit if the relationship

with people are getting worse. I think Japanese companies manages should thankful of

this attitude of the foreign employees. Because what Japanese companies need is to hire

a family member not a employee in many cases. So in my opinion, foreign employees attitude of love toward the people in the same workplace are deserved to be worth. One of my female interviewee said that:

"It was given me the image that nice working environment, actually the HR is doing great job but people are not seropositive (I have child, company gave me the permission to go back earlier but the workers are seems not happy with it)."

And one another said:

"If I were the manager of the company I would work on Japanese employees thinking toward foreign employees, try to train their mutual understanding."

From these two answers we can learn that the Japanese companies managers have a big responsibility to working on multicultural environment making.

A good example can be taken: business with an exemplary culture is the Wegmans supermarket chain, which has appeared for a decade on Fortune's list of "100 Best Companies to Work For." The family that owns the business makes a point of setting a familial tone for the companywide culture. Employees routinely report that management cares about them and that they care about one another, evidence of a sense of teamwork and belonging. (Nitin Nohria, Boris Groysberg, and Linda-Eling Lee, 2008) Here are some tips to make a nice multicultural environment (The Commisceo Global Blog):

t1. Flexibility is the key to working in a multicultural environment; the work environment always demands flexibility on your part, but in a multicultural environment the adaptation becomes all the more important.

t2. Develop understanding for different cultures and values and respect those

differences.

t3. Keep and develop the quality to listen to what others think. Of course what you have to say matters too, but by listening first you can actually avoid a number of diplomatic blunders that ruin relationships before they even begin to form.

t4. Do not impose your own set of values on others; it is the easiest way to lose respect in a multicultural environment because values usually are what you grow up with and every individual has the intrinsic need to defend them.

t5. Give foreign employees the chance to communicate their views, share your own, and as with any discussion, it is important to let the other person know you are listening and thinking over their views too.

t6. The last one suggestion is from Harvard Business Review: the drive to bond. Many animals bond with their parents, kinship group, or tribe, but only humans extend that connection to larger collectives such as organizations, associations, and nations. The drive to bond, when met, is associated with strong positive emotions like love and caring and, when not, with negative ones like loneliness and anomie. At work, the drive to bond accounts for the enormous boost in motivation when employees feel proud of belonging to the organization and for their loss of morale when the institution betrays them. It also explains why employees find it hard to break out of divisional or functional silos: People become attached to their form attachments to larger collectives sometimes leads employees to care more about the organization than about their local group within it.

5.2 The minuses:

(1) No chance to show ability, less change to do the expected job, no chance to try and learn new things are becoming the unhelpful points to the satisfaction and performance of the foreign employees.

A variety of factors can block people's natural motivation. One of the most common blockages occurs when employees feel that their bosses don't really care about them. For this or other reasons, problem employees usually don't much like their managers. Also the manager needs to look at the employee not as a problem to be solved but as a person to be understood. And chances are that the sentiments are mutual—which makes conventional pep talks about improving performance come across as insincere, at best. To motivate an employee to work toward your goals, you need to take judo like approach: Find the person's locus of energy and leverage it to achieve your ends. To accomplish this, you may have to rethink what your foreign employees can reasonably be motivated to do. But the approach will help you get the best from them, whatever their abilities and skills.

Some of my interviewees showed their disappointment about the company promises that be done during the interview process, and the employee couldn't get the same jib position which promised by the company. My suggestion to the Japanese companies is try not to overpromise to the foreign employees. Because the special Japanese hiring system (companies need to take time in choosing the right people, will adhere to their corporate culture, not the job position) is not be accepted by foreigners yet, this cause their disappointment to the company in the first moment entering the company, as be

tricked by the company. So in order hire the right person to the right position, and avoiding the misunderstanding, Japanese companies should do the clear job description to the applicants from the interview process.

In order to pull foreign employees skills and energy, through the way of designing jobs that are meaningful, interesting, and challenging. This move not only advanced the company's success in fulfilling the drive to bond, but also challenged employees to think more broadly about how they could contribute to making a difference for co-workers, customers, and investors.

(2) The hierarchical relationship inside Japanese companies, don`t be considered as an independent individual, no work-life and the invisible rules have to obey are becoming the reason of the dissatisfaction and low performance of the foreign employees.

As we all know Hierarchy is extremely important in Japanese corporate culture. But as showed in my interview result, some of my interviewees said that he/she would quit if the strong hierarchical relationship continues, some of them said the most thing that they don`t like about their company is the hierarchical relationship, and some of them said that the dissatisfaction about their company is the hierarchical relationship. So according to this result what can do? Since the hierarchy effect is important to both side. To be honest, in this situation we just need to analysis the problem from both side. One is the Japanese people are think the hierarchy is a kind of culture, and it can`t be changed easily. But still the Japanese companies want to be international and hire global talent. At the same time, the foreign workers are not satisfied with the strong hierarchy

inside the company, even would quit be due to that. When consider about the advantages and disadvantages, if the company wants to attract more foreign employees to make their business more globally, they need to change the attitude toward foreign employee. For example, being more understood of foreign employees language barrier, give more tolerance, and try to teach & motivate them with more Japanese cultural studying.

Each of the ways we have described is independent; they cannot be ordered hierarchically or substituted one for another. You can't just pay your employees a lot and hope they'll feel enthusiastic about their work in an organization where bonding is not fostered, or work seems meaningless, or people feel defenseless.

As I mentioned earlier the foreign employees are independent individuals. It means the hope of foreign employees is addressing the information, "Understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual." As one of my interviewee said that: "*I will never quit, because I am getting respect of my religion and culture.* (Interviewee 6)

The Charter for Work-Life Balance highlights working hours as a primary focus for concrete measures. It sets out to reduce long working hours, encourage workers to take their annual paid leave and promote the use of flexible working hour systems. On the problem of working locations, meanwhile, it aims to promote teleworking and working at home, as well as mentioning female labor problems, prohibition of discrimination, fair conditions, and the introduction of balanced treatment systems to meet the increase in part-time workers. It also cites measures to develop infrastructure for child-rearing and nursery care, as well as in- come guarantees and reduced burdens of costs related to these, and measures to support the career development and employment of young people, the elderly, foreign employees and women.

Organizations may try flexibility programs in terms of work-life balance and build a culture of engagement. It is important to increase focus and motivation at work knowing that family and work commitments are being met. Not only financial factors should be taken into consideration to engage and motivate employees but, most importantly, a proper work-life balance should be provided to foreign employees. This will mean great employee satisfaction, loyalty and commitment, resulting in lower turnover and higher attraction levels. Flextime systems give workers discretion over their hours of starting and finishing work, on condition that they provide a certain number of labor hours within a certain period of time (the settlement period).

5.3 The summary of the discussion

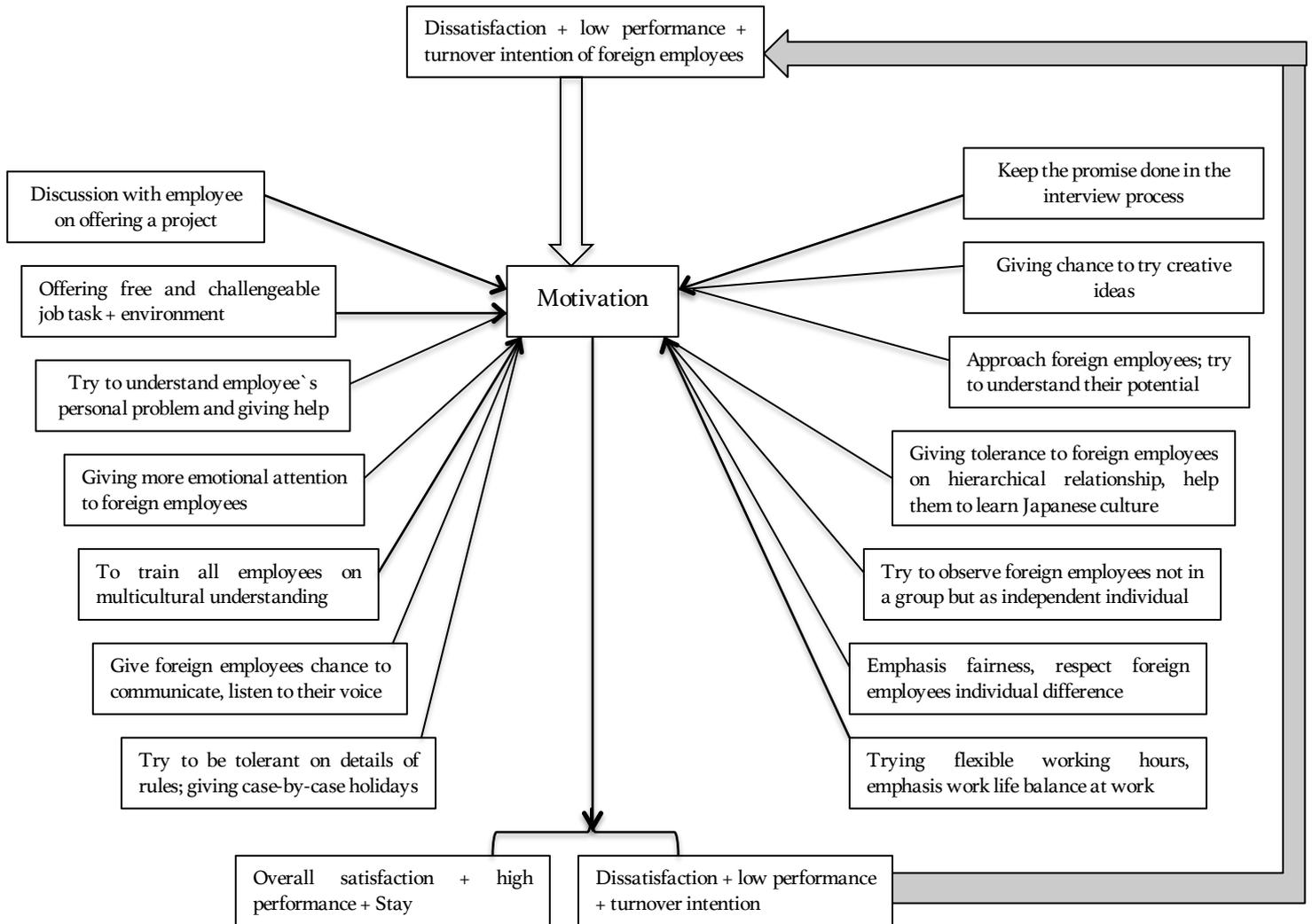As the summary of my discussion, the figure 3 has completed.

Figure 3, The motivation model for foreign employees in Japanese companies

This model posits that a complex Japanese system of managerial and organizational factors influences foreign employee motivation. If we take as a given that a motivated workforce can boost company performance and satisfaction, then the insights into human behavior that my article has laid out will help companies and executives get the best out of employees by fulfilling their most fundamental needs.

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