

Appendix: Questionnaires for Top Japanese Managers (Original in Japanese)

					Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea	
1.	Respondent's name _____	Age _____			42.3 ¹⁾	43.6	43.5	44.8	48.5	43.6	48.4	48.3	
2.	Company's name _____	Respondent's position _____											
3.	Company's address _____	First year of operation _____			1976	1974.6	1971	1969.7	1974.1	1971.8	1970.3	1972.1	
4.	President's name _____												
5.	Amount of capital _____	Unit _____			30,029 ²⁾	18,878	25,030	45,591	3,990	2,947	2,039	19,672	
6.	Japanese equity share _____	% _____			49.5	87.1	62.4	50.9	60.7	95.4	74.8	62.8	
7.	Products a _____	b _____											
	c _____	d _____											
8.	Destinations a _____	b _____											
	c _____	d _____											
9.	Business performance												
		1977	78	79	80								
	Sales					93,834 ³⁾	34,559	47,887	531,900	19,914	9,828	22,596	
	Profits/ Sales					8.6%	7.4	5.5	5.0	21.3	6.0	8.8	
10.	Employees	Male	Female	Total		454	380	374	394	434.8	155.1	443.4	671.7
	Racial composition a			Japanese		3.8	7	9.4	8.7	7.4	7.3	5.3	3.1
	b			Chinese		0.9	267	80	77	5.4	143.6	447	
	c			Indigenous		356	112	260	374	387			614.6
	d			Others		0.2	73	66	75	10.9	10.0		
<i>Management Policy</i>													
11.	Composition of the board of directors												
				unit: no.									
		Locals	Japanese										
	Full time	_____	_____										
	Part time	_____	_____										
	Total	_____	_____										

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
12. Does your management adopt localization as a basic policy?								
Yes _____	28.5 ^{d)}	33	39	42	53	28	61	46
No _____	8.5	11	6	5	9	6	17	8
(Our management is the same for all countries)								
13. What is the extent to which local employees are promoted to high positions?								
	unit: no.							
	Personnel managers/Managers/Supervisors							
Locals	1.9/13.1/ 31.6	1.4/9.1/ 23.4	2.1/7.5/ 14.1	1.3/7.6/ 23.9	1.5/8.0/ 17.1	0.9/0.8/ 8.9	1.9/6.8/ 7.2	
Japanese	0.6/2.8/ 0.8	0.8/4.9/ 1.5	1.0/3.2/ 1.3	1.0/3.3/ 0.4	0.4/3.4/ 0.6	1.0/1.1/ 4.2	0.6/1.8/ 1.6	0.5/1.3/ 1.3 ⁵⁾
14. Please give the following information for your employees.								
1. Average years of work _____	4.0	2.5	4.1	6.9	4.8	4.5	5.2	5.0
2. Attendance rate _____	94.2	95.3	93.5	94.7	94.5	97.5	95.8	
3. Separation rate (per month) _____	1.5	4.9	3.1	0.8	1.5	2.1	3.1	3.9
4. Average salary (managers) _____	3,518 ⁶⁾	1,691	1,396	12,370	355.1	7.3	25.2	617.6
5. _____ (workers) _____	1,135	491	390	3,951	75.9	2.8	11.3	208.6
15. What is the percentage of locally procured parts? Are you satisfied with it?								
1. _____ (%)	39.4	46.7	47.2	50.4	39.3	43.5	50.0	48.0
2. Satisfied _____	12	12	22	21	18	10	34	15
3. Not satisfied _____	22	31	30	22	42	2	43	34
16. What is your policy on the transfer of technical and management know-how?								
1. We recruit people with the necessary technical and management know-how from outside _____	12(27%) ⁷⁾	12(27)	14(27)	12(23)	10(16)	7(21)	18(22)	15(26)
2. We train people within the company _____	41(91%)	41(91)	44(84)	52(90)	59(94)	27(82)	79(95)	53(95)
3. We have an engineering department _____	11(24%)	16(36)	6(11)	8(14)	6(10)	7(21)	28(34)	18(32)
4. We have a research and development department _____	6(13%)		3 (6)	4 (7)	4 (6)		14(17)	13(24)
5. Others _____		3 (7)	5(10)	3 (6)	3 (5)	1 (3)	7 (8)	3(6)

17. Have you had trouble with your partner on management policy?
Please check appropriate columns in the following table.

	a) Serious			b) A little			c) No trouble																
	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c					
1. Personnel policy	18	22		2	16	1	7	27	12	36	2	17	37	1	6	4	17	42	15	29			
2. Promotion	1	12	24		18		6	27		9	39		15	40	1	6	2	13	48	13	32		
3. Salaries	2	13	24	1	3	14		7	26		10	38	1	14	41	2	5	2	14	46	3	8	34
4. Bonuses & welfare	1	11	26		2	16		3	30	1	5	42	2	8	44	2	5	1	12	48	1	8	36
5. Remunerations to directors		4	31			17	1	3	27	2	2	42	3	6	43	2	5		3	52	2	6	31
6. Dividends		6	28			16	2	4	21	2	13	31		9	45	2	5		11	45	1	11	28
7. Investment plan	3	12	13		2	15	1	7	23	2	10	34	1	16	37	2	5	4	9	43	2	12	31
8. Technological transfer		8	29			16		2	30	1	10	35		11	43	2	5	3	11	40	3	15	26
9. Sales policy	1	13	24		1	16	2	8	23	3	9	35	4	13	42	1	6	6	16	37	1	11	34
10. Pricing policy	2	8	26		1	16	1	4	26	2	10	34	1	11	44	2	5	5	14	41	1	12	33
11. Purchasing policy		9	26			17	2	1	30	3	8	36	3	8	42	2	5	2	10	46	1	13	31
12. Others		7	17			9		1	19		4	28	3	5	26		4	2	5	30	4	3	14

Please explain "others" _____

18. Are you promoting Japanese management consciously? If so, which features of Japanese management have you adopted? Please check all those you have adopted.

1. Employment stabilization	23(50%)	41(81)	34(71)	36(64)	50(79)	30(75)	66(81)	37(68)
2. Seniority-based wages	15(33%)	24(48)	22(46)	27(48)	40(64)	18(45)	37(45)	33(61)
3. Seniority-based promotion	13(28%)	19(38)	17(35)	16(29)	30(48)	10(24)	28(34)	28(52)
4. Job rotation	18(29%)	23(46)	16(33)	14(25)	21(33)	8(20)	32(39)	20(37)
5. Emphasis on management philosophy and objectives	33(72%)	28(56)	29(60)	30(54)	39(62)	15(37)	68(83)	38(70)
6. Little dependence on the job manual (flexible management)	16(35%)	26(52)	11(23)	12(21)	23(37)	13(32)	31(38)	21(39)
7. Group decision-making	20(43%)	22(52)	19(40)	15(27)	23(37)	9(22)	26(32)	24(44)
8. Group responsibility	8(17%)	9(18)	7(15)	5(9)	17(27)	2(5)	18(22)	14(26)
9. Emphasis on smooth human relations	21(46%)	37(74)	25(52)	27(48)	40(64)	25(61)	58(71)	36(67)
10. <i>Ringi</i>	15(33%)	10(20)	8(17)	11(20)	16(25)	8(20)	35(43)	35(65)
11. Minimization of the status difference between workers and managers	13(28%)	24(48)	14(29)	6(11)	14(22)	8(20)	25(20)	17(32)
12. Others		3	4	1	4	16	4	3

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
19. As a measure of employment stabilization, which of the following measures have you adopted? Please check all those you have adopted.								
1. Improvement and expansion of welfare facilities _____	18(42%)	18(37)	22(47)	26(46)	40(60)	7(17)	43(51)	29(50)
2. A pension scheme _____	11(26%)	3 (6)	14(30)	24(43)	17(25)	11(26)	37(44)	14(24)
3. Seniority-based wages _____	14(30%)	23(47)	27(57)	32(57)	46(69)	25(60)	39(46)	37(64)
4. Commendations for long service _____	16(37%)	34(69)	24(51)	33(57)	34(51)	10(24)	56(66)	43(74)
5. A scheme to encourage workers to buy houses _____	3 (7%)	1 (2)	5(11)	2 (3)	17(25)	5(12)	1 (1)	8(14)
6. Job rotation _____	11(26%)	19(39)	11(23)	7(12)	15(22)	9(21)	21(25)	15(26)
7. Internal promotion _____	30(70%)	38(78)	40(85)	34(61)	51(76)	26(61)	55(65)	41(71)
8. Smooth human relations between workers and managers _____	25(58%)	33(67)	26(55)	31(55)	43(64)	23(55)	55(65)	35(60)
9. Small group activities _____	12(28%)	24(49)	11(23)	11(20)	17(25)	5(12)	37(44)	32(55)
10. Continuous training _____	28(65%)	26(53)	23(49)	19(34)	43(64)	12(29)	51(60)	37(64)
11. High productivity – high wage policy _____	16(37%)	15(30)	13(28)	16(29)	17(25)	11(26)	23(27)	11(19)
12. Others _____	3 (7%)	2 (4)	5(10)		6 (9)	1 (2)	5 (6)	3 (5)
20. To increase productivity, have you adopted any of the following small group activities?								
1. Suggestion scheme _____	29(85%)	24(50)	14(50)	24(44)	30(73)	10(30)	54(79)	49(91)
2. Zero-defect movement _____	3 (9%)	3 (6)	5(18)	4 (7)	2 (5)	1 (3)	4 (6)	3 (6)
3. QC circles _____	16(47%)	22(46)	17(61)	25(46)	12(29)	5(15)	45(60)	43(80)
4. Others _____	1 (3%)	4 (8)	8(29)	2 (4)	9(22)	2 (6)	8(12)	4 (7)
<i>Rewards System</i>								
21. Are the wages of your workers basically fixed or dependent on results?								
1. Fixed _____	22	30	38	46	45	30	52	47
2. Dependent on results _____		1	3			1		
3. Combination of both _____	23	17	8	11	22	9	33	11
22. How are your workers rated for wage computation?								
1. Hourly rated _____	3	3.7	1		1		3	5
2. Daily rated _____	4	10.2	6	1	8	2	12	10
3. Combination of (2) and (4) _____	11	17	16	26	26	8	44	30

4. Monthly salaries	14	28.2	26	30	30	32	26	12
5. Others	12	9						1
23. On what criteria do you base the determination of the wages of your workers?								
1. Job category	7	6.5	8.5	2	13	6	22	14
2. Merit	5	5	7	3	12	6	7	6
3. Seniority		3	5	4	2	2	2	8
4. Overall rating	23	31.5	28.5	46	36	27	52	29
5. Others	10		1	2	1	1		1
24. Do you differentiate the wages of those holding the same post on the basis of job evaluation?								
1. Yes	39	40	42	52	62	36	77	41
2. No	7	9	4	5	5	4	8	16
25. Of the fringe benefits listed below, please give details for those which you have adopted.								
1. Annual leave days/year	13.7	11	14	11.9	12.6	11.4	17.8	10.4
2. Sick leave days/year	14.3	19.6	19.9	32.4	143.7	46.5	23.9	36.4
3. Marriage leave days/year	3.3	3.7	3.4	4.5	3.4	5.3	6.7	5.2
4. Maternity leave days/year	44.7	58.6	51.4	38.5	74.2	52.6	50.9	38.8
5. Birth, marriage and funeral leave days/year	2.7	4.1	2.6	4.8	2.5	3.1	5.8	5.0
6. Overtime % extra	40.2	59.5	59.9	72.2	117.3	36.5	41.5	72.7
7. Relief allowances % extra	12.0	23.7		10.0	36.0		30.5	69.3
8. Family allowances								
9. Food allowances								
10. Transportation allowances								
11. Inflation allowances								
12. Others								
26. Do you have a retirement benefit system?								
1. We do not have such a system	8	34	17	4	12	13	8	1
2. We have a lump sum grant at the time of retirement	28	8	22	42	50	20	69	52
3. We have a pension scheme	5		3	5		3	3	5
4. Others	3	2	5	2	3	2	4	1

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
27. Do you pay bonuses? If so, how many months' salary or wages do they amount to?								
<i>managers</i>								
1. We do not pay bonuses _____	3	1			5	2	2	
2. We pay bonuses amounting to _____ months' salary	44(1.5M)	48(1.8)	45(1.8)	57(2.4)	5(1.9)	30(2.5)	80(3.0)	59(4.2)
<i>workers</i>								
1. We do not pay bonuses _____	3		1				2	
2. We pay bonuses amounting to _____ months' wages	44(1.3M)	49(1.4)	44(1.5)	57(2.1)	4(1.7)	36(2.5)	81(2.6)	57(4.0)
28. What is the nature of your bonuses?								
1. Annual wage supplements _____	21	19	16.5	15	16	16	13	23
2. Profit sharing _____		1	2	3	11		6	3
3. Results sharing _____	4	2	8	6	6	3	9	1
4. Combination of (1) and (2) _____	8	5	5	16	10	5	20	12
5. Combination of (1) and (3) _____	4	17	11	15	10	11	31	17
6. Others _____	7	4	3.5	3	11	4	4	2
29. What welfare facilities or programs do you have? Please check appropriate items.								
1. Restaurant _____	33(73%)	26(53)	42(88)	41(72)	48(73)	7(18)	53(62)	49(85)
2. Company housing: dormitory _____	6(13%)	14(28)	15(31)	14(25)	22(33)		41(48)	32(55)
3. Commuting bus _____	11(24%)	23(47)	28(58)	26(46)	82(49)	4(10)	32(38)	31(53)
4. Clinic _____	29(64%)	24(49)	25(52)	36(63)	43(65)	3(7)	19(22)	21(36)
5. Sports facilities _____	19(42%)	16(33)	30(63)	31(54)	38(58)	1(2)	22(26)	36(62)
6. Athletic meeting _____	20(44%)	15(31)	23(81)	33(58)	34(52)	4(10)	26(30)	41(71)
7. Locker room _____	23(51%)	40(82)	30(63)	24(42)	38(58)	12(29)	45(53)	51(88)
8. Working clothes _____	37(82%)	45(92)	39(81)	49(86)	55(83)	18(44)	77(91)	56(97)
9. Annual dinner _____	23(51%)	43(88)	33(69)	38(67)	28(42)	35(85)	50(59)	27(47)
10. Restaurant for managers _____	8(18%)	1(2)	3(6)	5(9)	6(9)	2(5)	2(2)	7(12)
11. Others _____	5(11%)	10(20)	12(25)	11(19)	17(26)	10(24)	30(35)	14(24)
<i>Promotion and Training</i>								
30. Do you base promotion primarily on seniority or merit?								
1. Seniority _____		2	4	3	4	2	3	5

2. Merit	30	16	20	22	18	21	31	11
3. Both	16	29	24	31	45	18	51	42
31. Which do you emphasize, internal promotion or recruitment from outside?								
1. Recruitment from outside		2	1	1		2		1
2. Internal promotion	28	24	22	39	50	26	64	45
3. Combination of both	17	21	25	15	16	9	21	13
32. What methods do you use for manpower training?								
1. On-the-job training	41(89%)	41(87)	47(98)	51(88)	62(93)	36(86)	74(89)	45(76)
2. Off-the-job training	11(24%)	13(28)	12(25)	6(10)	14(21)	4(10)	16(19)	11(19)
3. Job rotation	7(15%)	15(32)	8(17)	9(16)	11(16)	4(10)	25(30)	15(25)
4. Training in Japan	22(48%)	33(70)	28(58)	41(72)	46(69)	22(54)	65(78)	43(73)
5. Others	4 (9%)	5(11)	2 (4)	1 (2)	6 (9)		1 (1)	6(10)
<i>Industrial Relations</i>								
33. Do you have a trade union?								
1. Yes	22	23	23	22	50		46	17
2. No	24	25	26	36	17	42	39	42
34. If you do, what type of trade union is it?								
1. Industry-wide union	3	19	18.5	4	18		11	7
2. Craft union	2	2	2		2			1
3. Regional union	3	1		1	4		7	1
4. Enterprise union	9	1	2.5	16	20		25	7
5. Others	5			1	6		1	1
35. If you do not have a trade union, do you have an employee representative system?								
1. Yes, we do	1	3	4	5	2	2	7	25
2. We have an official committee which plays the same role		2	3	6	1		8	14
3. We have an unofficial committee which plays the same role	2	2	1	3	3	4	8	1
4. We do not have any organization which represents employees	19	18	17	19	7	32	18	3
36. Does your union operate on the basis of open shop or union shop?								
1. Open shop	6	20	13	17	21		14	15

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
2. Union shop _____	14	2	9	6	24		25	7
37. Which groups of workers are included in the union?								
1. Temporary workers _____	3(14%)	2 (9)	3(13)	1 (4)	5(10)		9(21)	3(12)
2. Unskilled workers _____	17(77%)	17(77)	21(91)	19(83)	48(96)		38(86)	18(75)
3. Skilled workers _____	21(96%)	19(86)	23(100)	22(96)	49(98)		43(98)	22(92)
4. Office clerks _____	15(68%)	20(91)	17(74)	16(70)	43(86)		40(91)	15(62)
5. Foremen and supervisors _____	3(14%)	12(55)	12(52)	11(48)	36(72)		42(96)	10(42)
6. Engineers _____	9(41%)	8(36)	6(26)	12(52)	32(64)		40(91)	11(46)
7. Managers _____		1 (5)		2 (9)	11(22)		12(27)	3(13)
38. What is the rate of unionization? _____ %	67	46	76	67	90		93	72
39. Which of the following is your counterpart in negotiations?								
1. Enterprise union _____	13(59%)	3(10)	7(30)	17(74)	30(59)		28(61)	8(32)
2. Head of your factory branch _____	4(18%)	1 (3)	3(13)	5(22)	10(20)		6(13)	3(12)
3. Head of your company branch _____	2 (9%)	4(13)	4(17)	1 (4)	8(16)		9(20)	7(28)
4. National union representative _____	3(14%)	13(43)	13(57)		1 (2)		1 (2)	
5. Regional union representative _____	3(14%)	5(17)	8(35)		1 (2)		1 (2)	
6. Others _____	2 (9%)	4(13)	1 (4)		3 (6)		5(11)	7(28)
40. Does each shop elect a shop steward as its representative?								
1. Yes _____	20	13	20	15	31		42	22
2. No _____	5	15	5	17	20		11	7
41. Do you have collective agreements with your union?								
1. Yes _____	22	22	23	14	31		20	20
2. No _____	6	7	3	24	22		35	11
42. Do the agreements specify certain rules on the promotion, transfer, and firing of union members?								
1. Yes _____	17	12	23	9	32		14	11
2. No _____	6	13	2	12	4		16	13
43. Are such rules based on seniority, or do they give some weight to merit?								
1. Based only on seniority _____	3	5	7	3	3		5	2
2. Give some weight to merit _____	10	5	12	7	25		16	12

3. Others	3		2	2	1		1	
44. Do union members object to job evaluation?								
1. Yes	1	1	1		3			3
2. No	16	23	22	25	46		45	17
45. Does your union participate in management as part of institutionalized union-management consultation?								
1. Yes	2	3	1	2	3		6	10
2. No	18	21	23	26	48		39	23
46. Have you had a serious industrial dispute thus far?								
1. Yes	4		7	8	6	1	3	5
2. Yes, though not very serious	4	12	10	18	26	2	16	24
3. No	11	19	13	14	21	9	33	16
47. If so, what were the major reasons for it? Choose two from the following.								
1. Salary increase	7(88%)	4(33)	8(47)	19(76)	23(64)	2(80)	14(64)	20(69)
2. Welfare program	2(25%)	1 (8)	1 (6)	11(44)	4(11)		5(23)	9(31)
3. Promotion		2(17)	1 (6)	4(16)	1 (3)		3(14)	5(17)
4. Working hours	1(13%)	3(25)	2(12)	5(20)		1(40)	3(14)	1 (3)
5. Holidays		1 (8)	3(18)	3(12)	1 (3)	1(40)	1 (5)	2 (7)
6. Human relations	2(25%)	6(50)	6(35)	5(20)	4(11)	1(40)	9(41)	5(17)
7. Others	4(50%)	4(33)	4(24)	3 (5)	10(28)		3(14)	6(21)
48. Besides the items listed above, please write down anything else you feel important, based on your experience as the manager of a Japanese company abroad, for a Japanese company which is planning to invest abroad in the future.								

Appendix: Questionnaires

- Notes: 1. The figures are averages for Questions 1, 3, 5, 6, 9, 10, 13, 14, 15(1), 25, and 38. The figures for the rest are the numbers of responses.
2. The monetary unit of Questions 5 and 9 is 1,000 pesos for the Philippines, 1,000 S\$ for Singapore, 1,000 M\$ for Malaysia, 1,000 baht for Thailand, 1,000 US\$ for Indonesia, Hong Kong, and Taiwan, and one million won for Korea.
3. Sales in Question 9 are for 1980.
4. In a few cases, the number of responses is not an integer. This is because, in a question in which only one item should be chosen, two or more items were chosen. In such responses, (1/n) was assigned to each item chosen, where n is the number of items chosen.
5. For Korea, the second category is "production technology managers" and the third "other managers."
6. The monetary unit is pesos for the Philippines, S\$ for Singapore, M\$ for Malaysia, baht for Thailand, US\$ for Indonesia, 1,000 HK\$ for Hong Kong, 1,000 NT\$ for Taiwan, and 1,000 won for Korea.
7. Unless specified otherwise, figures in parentheses are percentages. For item i in question j, the percentage = $100 \times (\text{the number of people who chose item } i / \text{the number of people who answered question } j)$.

Questionnaires for Local Middle Managers¹⁾

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
<i>Basic Information</i>								
1. Respondent's name _____ Age _____	34.5 ²⁾	31.8	36.5	39.2	41.4	38.5	44.3	41.7
2. Company's name _____ Dept. _____								
3. Respondent's position or job title _____ (e.g., sales manager, production supervisor)								
4. Education _____	163	57	35	51		11	63	69
Univ.	2	33	7	21		5	21	1
Pol. Tech.	4	39	30	12		4	54	7
High Sch.		5	6	4		14	4	1
Others								
<i>General Questions</i>								
5. How long have you been working with this company? _____ years	4.9	4.9	7.1	10.5	8.2	9.5	10.8	8.7
6. Did you work at any other company before coming to this one?								
1. Yes _____	150	153	62	53	93	32	120	58
2. No _____ <i>If no, go to Q 11.</i>	20	51	17	36	32	4	24	23
7. If yes, how many times have you changed your employment so far? _____ times	2.6	2.2	2.3	2.1	2.2	2.6	2.3	1.8
8. By what type of organization were you employed just before you entered this company?								
1. Japanese company _____	15	34	5	15	17	7	18	9
2. European company _____	8	37	16	12	17	6		1
3. American company _____	28	33	10	15	6	5	8	4
4. Local Chinese company _____	22	33	17	15	26	13	72	
5. Local indigenous or non-Chinese company _____	59	4	10	14	40	3		39
6. Government office _____	17	22	9	13	24	5	23	8
7. Others (specify: _____)	40	22	14	6	20	2	19	
*Foreign companies include joint ventures								
9. What was your position or job-title in that company? _____								
10. What were the main reasons why you left your previous organization?								

1. Irrational management	24	26	14	7	20	4	13	11
2. Bankruptcy or pull-out	14	13	3	11	16	3	9	12
3. Low salary or wages	47	21	10	11	18	6	6	3
4. Bad human relations	14	13	8	3	6	3	6	7
5. Unstable employment	21	20	12	6	13	1	10	3
6. Poor prospects of advancement	65	54	31	17	41	9	10	6
7. Little chance of learning new technology	39	40	13	12	28	9	31	5
8. Others (specify: _____)	49	42	26	17	39	11	62	18
11. How did you come to know about this company?								
1. A relative is a manager of this company	4	1	4	6	12	3	12	8
2. My friend works in this company	34	33	18	21	32	12	35	7
3. My school recommended it	1	7		5	9	1	3	5
4. Newspaper advertisement	62	118	39	19	23	14	52	22
5. Public employment office	1	3	5	2	2	1	2	
6. Others (specify: _____)	71	50	20	43	51	5	44	42
12. What were the main reasons for choosing this company? Please mark <i>three important reasons</i> .								
1. Higher salary or wages	46	27	14	22	21	8	21	7
2. Higher status or position	56	33	19	21	17	16	30	5
3. Better working conditions	38	49	21	19	37	13	77	31
4. More chance of learning new technology	104	118	42	48	48	19	80	23
5. Stable employment	54	78	36	40	28	14	46	21
6. Good reputation of this company	53	62	31	31	24	13	73	13
7. Better prospects of advancement	113	108	45	40	63	12	22	19
8. Others (specify: _____)	22	48	24		27	9	19	26
13. Have you been sent to Japan by the company for the purpose of training?								
1. Yes _____	61	107	45	54	64	19	86	53
2. No _____	112	101	35	35	58	17	55	29
If yes, how long 3. _____ months	3.0	3.5	2.8	3.8	4.0	2.2	2.6	
14. What type of training do you want to get in Japan, if you are given the opportunity?								

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
<i>Working Relations with the Company</i>								
15. Are you proud of working with this company?								
1. Yes, very much _____	141	144	60	73	76	10	44	34
2. Yes, a little _____	31	62	20	16	45	22	68	41
3. No _____		4			3	4	31	8
16. Would you say that you feel you are committed to this company?								
1. Yes, definitely _____	126	122	61	60	63	22	105	60
2. Yes, somewhat _____	42	71	19	28	37	13	34	23
3. No _____	4	10	1		23	1	4	
17. Do you have a feeling of participation in the management of this company?								
1. Yes, very much _____	130	82	50	49	87	11	53	21
2. Yes, a little _____	34	109	27	38	35	24	80	48
3. No _____	8	18	4		2	1	11	13
18. What type of management, would you say, prevails in this company, authoritarian (top-down) or participatory (bottom-up) management?								
1. Authoritarian _____	48	110.5 ^{a)}	49	16	74	17	74	25
2. Participatory _____	100	92.5	29	61	47	18	64	56
19. Are there any communication barriers between Japanese and local staff in your company?								
1. Yes _____	93	119	43	55	54	22	85	48
2. No _____	72	89	34	35	72	14	57	31
<i>If no, go to Q 21.</i>								
20. If yes, please mark <i>three important factors</i> contributing to the barriers.								
1. Language barriers _____	65	85	31	36	45	18	76	29
2. Difference in customs _____	52	30	13	9	15	13	29	28
3. Value differences _____	39	40	17	35	19	5	41	30
4. Religious differences _____	3		3		2			
5. Japanese staff's short stay in Southeast Asia _____	19	22	14	9	12	8	19	6
6. No personal relations outside the workplace between Japanese and local staff _____	20	45	15	18	17	10	22	9

7. Japanese staff tend to form a closed and exclusive circle	22	47	19	20	21	8	18	4
8. Japanese management is geared too much to the head office in Japan	41	47	14	25	29	7	44	30
9. Others (specify: _____)	7	7	5	6	6	2	8	2
21. Do you think that Japanese staff are willing to transfer new technology or management know-how through on-the-job training in this company?								
1. Yes, very much	111	93	42	21	50	15	80	26
2. Yes, a little	51	103	32	59	71	16	46	45
3. No	5	9	4	8	3	4	14	11
22. Do you observe job-hopping among your acquaintances?								
1. Very often	35	42	17	6	23	4	25	10
2. Occasionally	86	135	45	35	77	11	58	66
3. Rarely	47	31	19	45	27	19	58	6
23. What do you think of job-hopping?								
1. Perfectly natural & OK	25	13	5.5	2	9	9	67	
2. Undesirable but justified	58	91.5	36.5	16	62	15	44	22
3. Too much is not good	64	61	30	11	35	8	20	52
4. No good	9	59.5	10	59	23	2	7	8
<i>Morale</i>								
24. Are you satisfied with your pay?								
1. Yes, very much	35	41	10	11	31	7	34	9
2. Yes, a little	98	126	53	69	75	21	87	44
3. No	37	40	17	8	21	8	21	29
25. Are you satisfied with your job responsibility?								
1. Yes, very much	115	112	47	36	82	15	52	36
2. Yes, a little	47	86	32	52	43	17	80	44
3. No	10	9	2	1	4	3	10	2
26. Are you satisfied with the relations with your chief?								
1. Yes, very much	125	130	53	28	87	18	61	25
2. Yes, a little	39	74	24	58	41	15	75	50
3. No	4	2	3	3	1	2	8	7

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
27. Are you satisfied with the relations with your peer group?								
1. Yes, very much _____	114	130	50	37	110	15	48	30
2. Yes, a little _____	53	69	27	49	18	20	90	48
3. No _____	2	7	3	3		1	6	4
28. Are you satisfied with your prospects of advancement in this company?								
1. Yes, very much _____	73	77	35	29	65	10	53	17
2. Yes, a little _____	78	103	39	57	52	17	67	51
3. No _____	17	16	5	3	11	9	20	14
<i>Groupism</i>								
29. Do you participate in regular management meetings?								
1. Regularly _____	114	108	49	50	59	13	97	22
2. Sometimes _____	51	44	21	18	41	13	29	24
3. Rarely _____	24	52	11	14	19	9	16	35
30. How many times a month do you attend? _____ times a month	5.6	4.0	3.1	3.6	3.3	2.3	4.5	2.9
31. Do you find ample opportunity to voice your opinions on management decisions in your company?								
1. Yes, often _____	82	56	38	41	66	16	88	17
2. Sometimes _____	74	100	34	35	41	13	41	49
3. Rarely _____	15	47	10	8	16	6	11	17
32. Do you have group meetings with your subordinates?								
1. Yes _____	114	110	42	34	62	11	61	39
2. Yes, irregularly _____	50	88	37	46	48	15	68	39
3. No _____	7	10	1	6	11	8	11	4
If yes, how often _____ times a month	1.6	2.2	1.5	2.0	1.2	2.0	2.1	2.0
33. What are the primary purposes of group meetings? Mark as many as you wish.								
1. Goal setting _____	150(89%) ^d	153(76)	69(84)	54(60)	80(69)	13(39)	85(60)	44(44)
2. Problem solving _____	167(99%)	189(94)	79(96)	78(87)	106(91)	30(91)	126(89)	64(82)
3. One way communication _____	51(30%)	50(25)	20(24)	58(64)	34(30)	2 (6)	26(18)	34(44)

4. Socialization _____	67(40%)	72(36)	33(40)	42(47)	27(24)	6(18)	60(42)	23(30)
5. Others (specify: _____)	32(19%)	43(21)	14(17)	25(28)	20(17)	4(12)	12 (9)	7 (9)
34. Do you think that these group meetings should be held only within normal working hours?								
1. Yes _____	25	60	11	24	47	17	59	4
2. Not necessarily _____	135	140	70	62	73	10	37	75
3. No _____	5	6	1			6	42	3
35. Do you encourage team work to achieve a group objective rather than individual performance?								
1. Yes _____	169	206	81	82	116	30	140	81
2. No _____	1	2	1			1	2	
36. If you are asked unexpectedly to look after a fellow manager's work due to his sudden sickness, which of the following attitudes do you take?								
1. Will do so because it is part of my job _____	62.5	146	60	62	98	28	103	72
2. Happy to help a friend in an emergency _____	88	47.5	14	20	23	7	34	6
3. Will do so if paid _____	0		1					
4. It is not my duty _____	2				1			
5. Others (_____)	18.5	15.5	7	5	6	1	7	4
<i>Motivation for Efficiency</i>								
37. What kind of incentives, do you think, are important to motivate local workers to improve productivity? Please mark <i>two items</i> .								
1. Money incentive _____	114	116	42	39	53	21	71	29
2. Promotion _____	47	40	16	62	22	15	22	6
3. Good human relations _____	74	116	45	43	61	13	19	44
4. Excellent leadership encouraging teamwork _____	78	86	35	21	81	10	92	31
5. Self-managing work group _____	11	5	1	10	11	1	21	21
6. Job-enrichment or making job interesting _____	68	68	28	16	54	9	56	29
7. Others (specify: _____)	6	4	6	5	12	2	6	1
38. Do you think that pay increases and promotion should be based on personnel appraisal rather than merely on seniority even in the case of workers?								
1. Yes _____	161	199	73	85	122	33	131	54
2. No _____	8	7	8	4	5	3	10	27

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
39. Do you offer friendly counselling to your subordinates over their private affairs as well as job-related matters?								
1. Yes _____	165	183	73	86	107	34	143	64
2. No _____	2	24	8	1	17			6
If yes, how often 3. _____ times a month	4.5	2.7	4.2	9.7	2.5	1.8	5.6	3.1
40. If you find an employee incapable of, or unfit for, performing his job, what would you do?								
1. Will transfer him to another job in the same company _____	115	168	53	54	113	23	107	58
2. Will try to find him a job in another company _____	5	5	4		1		17	3
3. Will press him to resign _____	13	5	3	1	1	1	3	
4. Will fire him _____	7	8	3	1	5	5	3	
5. Others (_____)	49	39	22	37	21	12	25	
<i>Mensualization</i>								
41. Do you think that managers should be given their own private offices?								
1. Yes _____	81	51	37	45	23	17	39	1
2. No _____	91	154	42	42	99	17	101	82
42. Do you like to participate in games or club activities with general workers?								
1. Yes _____	143	184	66	81	94	24	117	64
2. Not much _____	26	21	16	5	25	10	25	16
3. Not at all _____	4	3			3	2		2
43. Do you like to participate in an annual dinner party sponsored by the company or a recreational committee?								
1. Yes _____	150	191	77	81	108	31	137	64
2. Not much _____	17	18	5	5	17	4	6	13
3. Not at all _____	3							4
44. Do you have lunch with workers at the company canteen?								
1. Yes _____	152	168	61	69	76	18	120	76
2. No _____	18	32	17	15	46	14	18	6
45. Do you think that managers should be provided with a company restaurant separated from the canteen for workers?								

1. Yes	19	5	4	12	23	2	6	4
2. No	154	201	77	75	100	33	134	78
<i>General Impression</i>								
46. Do you think that the job descriptions specifying each post's authority and responsibility in detail should be made available to local staff?								
1. Yes	145	150	50	75	112	33	126	72
2. No	26	56	30	11	14	3	13	7
47. What, do you think, are the most satisfying features of this company's management? Please mark as many items as you wish in the following list.								
1. The status difference between managers and workers is very small	60	102	39	36	39	8	47	52
2. Even top managers mix with workers	100	104	43	41	40	18	70	32
3. No lay-offs	39	57	32	25	22	3	35	27
4. No severe punishment for mistakes or failures	33	63	25	20	19	13	30	27
5. Good human relations between Japanese and local staff	102	97	41	41	89	23	66	38
6. Good chance to learn technology and know-how	130	99	48	45	89	15	67	34
7. Good chance of career advancement	98	69	32	35	77	5	21	19
8. Good team spirit prevails	94	76	36	46	95	16	62	19
9. Others ()	13	6	6	15	9	1	6	2
48. What, do you think, are the weak points of this company's management? Please mark as many items as you wish in the following list.								
1. Slow decision-making	60	92	28	27	34	10	45	37
2. Poor chances of promotion	36	14	18	12	29	7	21	27
3. Poor training opportunities	39	71	28	29	49	6	47	28
4. Poor management system	20	45	11	17	10	8	35	14
5. No clear responsibility for individuals	63	91	32	44	39	10	62	33
6. Others (specify:)	41	31	15	23	20	9	12	8
49. Do you welcome the consensus approach to decision-making in Japanese management?								
1. Yes	153	179	75	75	109	27	124	76
2. No	13	17	3	5	9	5	12	6

	Philippines	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	Taiwan	Korea
50. If you are given opportunities for job rotation and to become a generalist rather than one type of professional, do you welcome them?								
1. Yes, very much _____	141	130	52	53	103	31	125	71
2. Not so much _____	28	59	24	26	17	3	18	8
3. No _____	1	15	5	2				1
51. Do you think that even workers should be given the chance of job rotation?								
1. Yes _____	151	167	67	82	92	25	117	60
2. No _____	19	36	11	5	32	9	25	20
52. Please note any new experiences in management or running of the factory that you have had after working with this company. _____								

- Notes: 1. This English version was used for Malaysia, Singapore, and the Philippines, but for the other five countries, it was translated into the national language.
2. The figures are averages for Questions 1, 5, 7, 13(3), 30, and 39(3). The figures for the rest of the questions are the numbers of responses.
3. In a question in which only one item is to be chosen, if n (two or more) items were chosen, (1/n) was assigned to each item chosen.
4. Figures in parentheses are percentages. For example, for item i in this question, the percentage = $100 \times (\text{the number of people who chose item } i / \text{the number of people who answered this question})$.