Title	Study on commitment and engagement of Indian employees at the Japanese manufacturing companies in India
Sub Title	
Author	Bansod, Prashant(Toma, Tetsuya) 当麻, 哲哉
Publisher	慶應義塾大学大学院システムデザイン・マネジメント研究科
Publication year	2016
Jtitle	
JaLC DOI	
Abstract	
Notes	修士学位論文. 2016年度システムデザイン・マネジメント学 第219号
Genre	Thesis or Dissertation
URL	https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40002001-00002016-0012

Study on Commitment and Engagement of Indian Employees at the Japanese Manufacturing Companies in India

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September 2016

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SUMMARY OF MASTER'S DISSERTATION

Student Identification Number	81434674	Name	Prashant Bansod

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Abstract

In the era of globalization, many organizations are spreading their businesses across the world. In the quest of increasing the global footprint, they have to deal with various obstacles while doing business. The culture is one of the most important aspects which is imperative to cognize for the organization for sustained growth. Japanese Multi-National Enterprise's policies led to severe violence and burning of the company property by the workers in July 2012 in Gurgaon, India. As many Japanese companies have invested in India, it is necessary to understand how do they deal with the cultural intricacies. The transaction between the two nations is not only monetary but the cultural also. Therefore, in a long run, the importance to understand the culture of the target country cannot be sidelined.

The employee Engagement and Commitment are dependent on their empowerment. There should be more responsibilities and autonomy given to the Indian employees in Japanese companies. The Employee Commitment and Engagement depend on how much they are empowered in an organization. The employees will be more enthusiastic to work in a company environment if they are given some autonomy. This is very crucial for trust building between both the counterparts. The aim of the research is to highlight some concerns that might affect the organizational culture in the Japanese. This research will be helpful for those organizations also which are planning to invest in India. Surveys were administered to the Indian employees working in Japanese companies in India to determine their commitment and engagement at the workplace in a given organizational work culture. The research method used is Bayesian Belief Network and descriptive statistics to determine the most critical factor for improving the Commitment and Engagement of the employees.

Key Word: Culture, Employee Commitment, Engagement, Empowerment

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CHAPTER 1 INTRODUCTION

This chapter comprises three main topics. The first part is the background which will explain about the importance of India as a manufacturing hub. Second chapter discusses how the manufacturing sector in India has prospered and how India is an enticing prospect in terms expanding the business in the other regions. Third part is about the Japanese Manufacturing companies in India.

1.1 Background

As the second-most-populous country in the world and one of the fastest growing economies in the world, India has always offered much to the international firms. For any country's economy the role of the Manufacturing industry is very crucial. It provides not only jobs for the people but also it helps to ameliorate the economy. The manufacturing industry has played pivotal role in the developed world for decades. Asian giant China, has shown its mettle in the manufacturing industry and has set an example for other developing nation to catch up the race towards becoming a leader in the Manufacturing Industry. In the quest of achieving new heights, India has also started catching up and has made very distinct changes in the industrial policies.

Sighting the lucrative market which India provides many developed nations have tried to take their share in the manufacturing industry. Along with these enticing opportunities there are some pitfalls which every organization has to be vigilant about. These external factors are the main concerns for the overseas companies in India.

The eccentric characteristics of a particular country has to be studied well before investing and the organizations should have the knowledge of these factors which impedes the process of swift business. One of such obstacle is the knowledge of the culture of the host country. Also, it is important to find the engagement and commitment level of the employees working in an organization.

1.1.1 Overview of the Manufacturing Industry in India

India's manufacturing industry has seen different phases of development over the years. It started with building the industrial foundation after independence in 1950's and early 1960's. Then the inception of second phase in 1965 till 1980 which can be seen as an economic stagnation period due to license-permit Raj.

The 1991 reforms were the historic moments of Indian economy. The licensing system was altogether relinquished. Foreign Direct Investment restrictions eased with this reform. Third phase of transition brought lot of changes in the policies. It has been a deciding factor for the Indian economies process.

India's manufacturing industry is on high trajectory. As per National Manufacturing Competitiveness Council(NMCC), it is set to contribute 25 per cent to the GDP by 2025 compared to the current (2015) share of 16 per cent. It is estimated to crate 100 million jobs according to Planning Commission of India. Government of India's initiative of Make in India is one the measures to bolster the economy and put India on the global map as a manufacturing hub. India has been for long being known for its service sector which contributed 62.5% of the Gross Domestic Product (GDP). The statistics are definitely not

that welcoming after considering the wide gap between the contribution of the respective sectors to the Gross Domestic Product.

According to the report of the Planning Commission of India, the contribution of Indian manufacturing industry is just 1.8%. Whereas the manufacturing sector contributes 34% to the Gross Domestic Product and is 13.7% of the world manufacturing according to the same report. Currently the manufacturing industry in India provides meagre 9 percent for employment overall. This is in stark contrast with the   The strides towards making India as a Manufacturing hub are quite promising. Manufacturing industry in India has great potential looking at its growing middle class population.
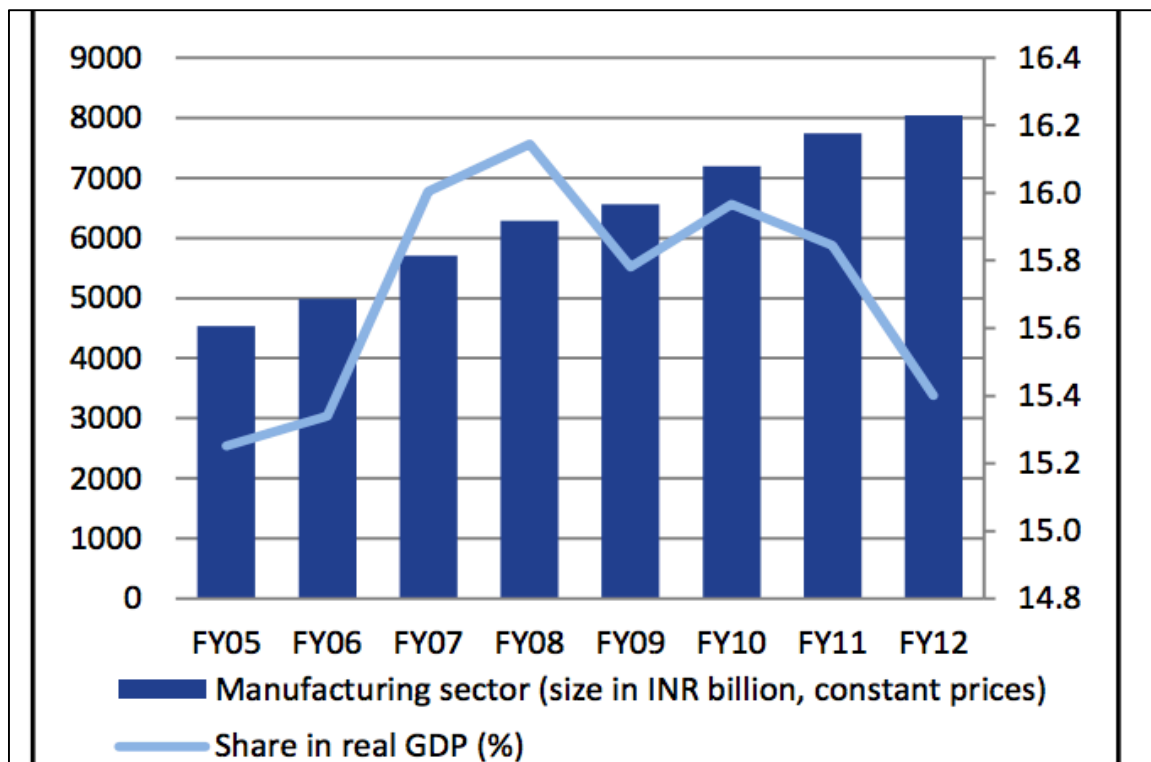
*Figure 1 Size of Manufacturing sector in India(*Source: RBI, ARANCA Research)*

The figure above shows the contribution of Manufacturing industry to the Indian economy for the period 2005-2012.

Another aspect of comparing manufacturing industry with the service industry which has for long been a driver of the Indian economy. From the statistics it clearly depicts that there is tremendous gap between the contribution of manufacturing industry and service sector towards Indian economy in terms of GDP.
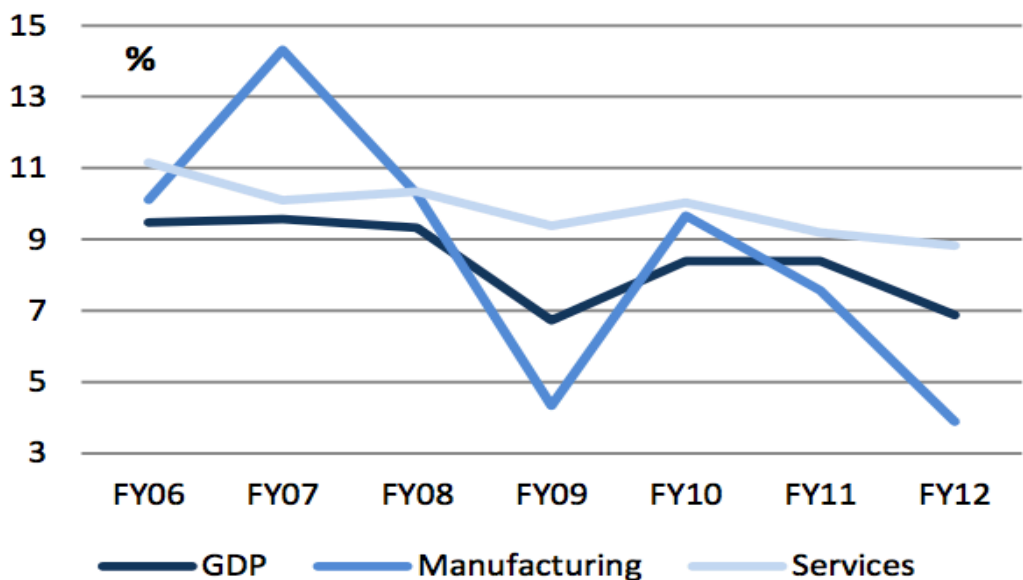
Figure 2 Growth in real GDP, Manufacturing and services

(*Source: RBI, ARANCA Research)

1.1.2 Japanese Companies in India

India-Japan has been long time connected with each other through various means over the years. As the second largest country in terms population India is the most lucrative country in terms of doing business. India's Economy will grow at an average of 7.1% per

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year to 2020, according to EIU forecasts. India has youthful population (65% population is below the age of 35) and the burgeoning middle class. According to the same report, between 2015 and 2030 its urban population will rise by 39% to nearly 600 million people. Such growth implies that there is a massive increase in the demand for consumer goods and financial services that Japanese companies should be well positioned to provide, given their experience in the emerging markets.

The success of Suzuki and Honda which formed partnerships with Indian firms to launch their successful products to dominate their respective markets, demonstrates the potential for the other Japanese companies. Looking at this bright perspective, the trade between India and Japan is not substantial. The potential for the bilateral trade is so far not realized. India ranks only 20th as a destination for Japanese export. In the year 2013, Japan's foreign Direct in India was 750 billion Japanese Yen which accounts only for 1.5% of Japan's foreign direct investment (Ministry of Finance, Japan). There are very few Japanese operating India as compared to Thailand.
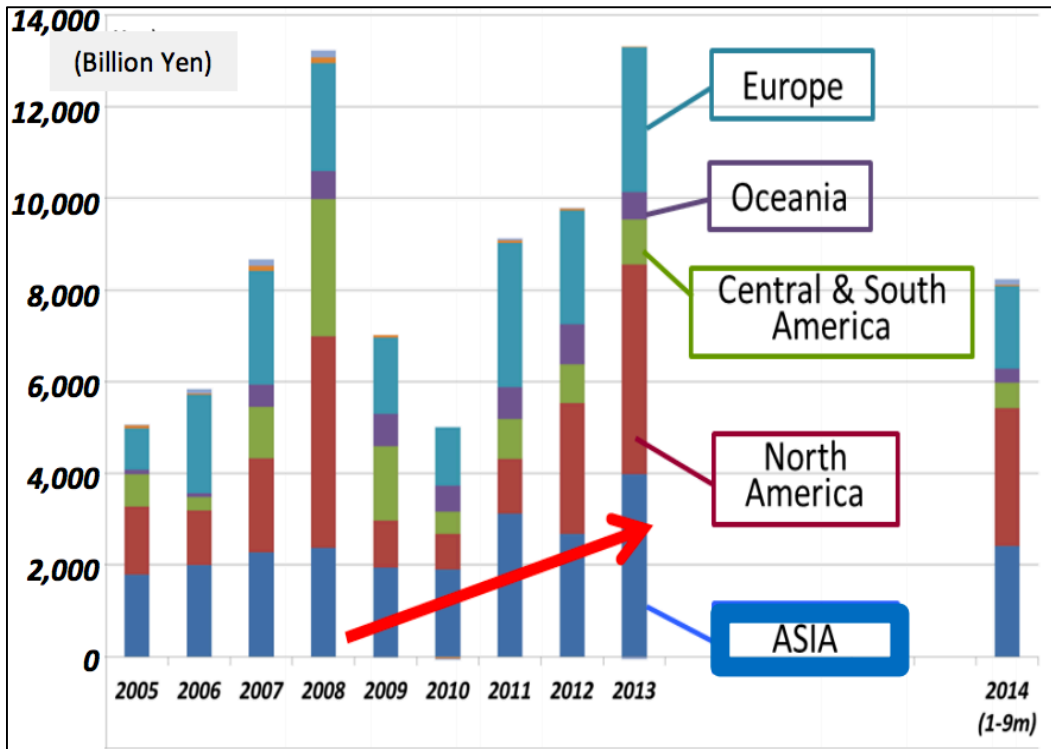
Figure 3 Japan's FDI outflows by region(*source: office of International Research and Cooperation, Policy Research Institution, Ministry of Finance Japan.)

As seen from the above statistics about the investment of Japanese companies across the region, North America has the largest amount of Japan's FDI followed by Asia.

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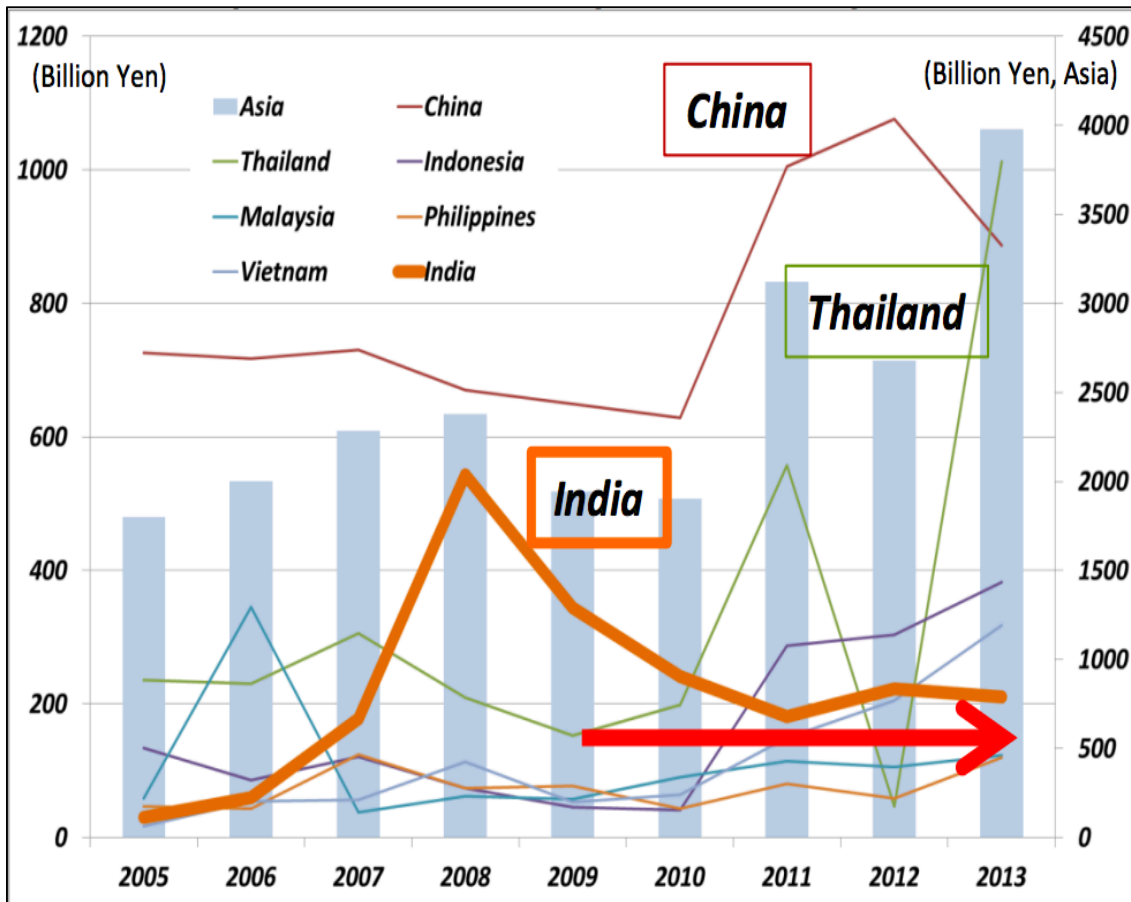
Figure 4 Japan's FDI outflow country specific (*source: office of International Research and Cooperation, Policy Research Institution, Ministry of Finance Japan)

India has been the largest recipient of Japanese ODA loan for the past several years. Japan has a long familiarity in directing long term, low cost funds for infrastructure projects. Japan is paying big role in building 90 billion USD Mumbai-Delhi Industrial corridor and similar project linking Chennai and Bangalore. Japan has just signed a deal to supply Shinkansen to India which will be running between Mumbai and Ahmedabad. Japanese companies like Hitachi, Toshiba, Mitsubishi are working on the Indian Government project to build smart cities.

Country	1957	1980	1985	1990	1995	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
India	18	19	69	105	129	19	66	111	125	134	155	185	225	236	218	48	290	353	365
China	0	56	75	123	141	214	161	121	97	86	0	137	46	0	0	0	0	0	0
Indonesia	0	71	75	182	170	99	42	123	120	115	93	125	106	121	114	44	74	15	82
Vietnum	0	0	0	0	128	71	74	79	79	82	91	95	98	83	146	87	270	203	202
Thailand	0	50	73	0	62	96	6	45	0	45	35	0	62	63	4	24	0	0	0
Myanmar	0	32	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	199	51

Table. Japan's ODA loan to Asian countries

*source: Japan's ODA White Paper

Amongst the ODA recipients from Japan, India ranks first. In 2013 Japan's ODA was 365 billion JPY which is the highest for that year amongst the other countries. Looking at this scenario, there is an evident effort by the Japanese government to improve ties with India.

According to the Office of International Research and Cooperation, Policy Research Institution, Ministry of Finance Japan, the future growth potential of Indian market is very huge. Moreover, between 2015 and 2030 India's urban population will rise by 39% to nearly 600 million people (The Economist Intelligence Unit Limited 2015). The source of labor in India are inexpensive as compared to China and Thailand.
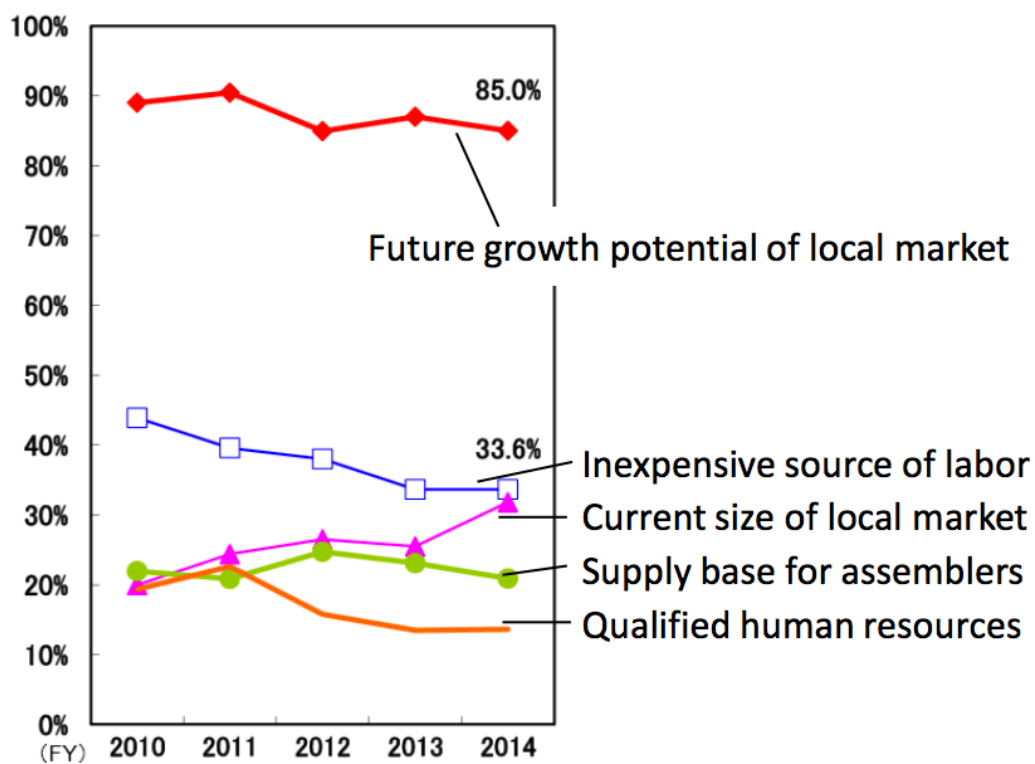
*Figure 5 Reasons for India being a promising country for Japan to invest(*source: office of International Research and Cooperation, Policy Research Institution, Ministry of Finance Japan)*
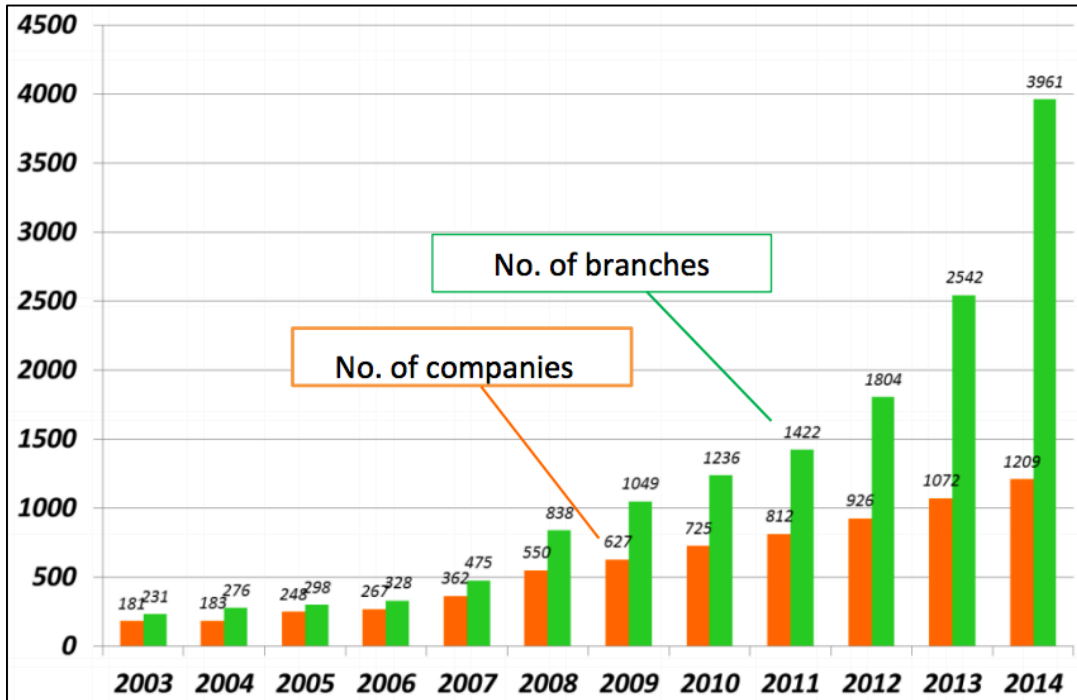
Figure 6 Number of Japanese companies in India

(*source: Ministry of Finance, Japan)

There are various reasons for the difficulties in India. Dealing with its complex bureaucracy and regulations, jurisdictions and inadequate infrastructure. This has put off many investors from different countries to do business in India. According to the Office of International Research and Cooperation, Policy Research Institution, Ministry of Finance Japan, infrastructure is the prime challenge for the Japanese companies. Also, the labor laws and the legal system in India are the other big hurdles for Japanese companies.
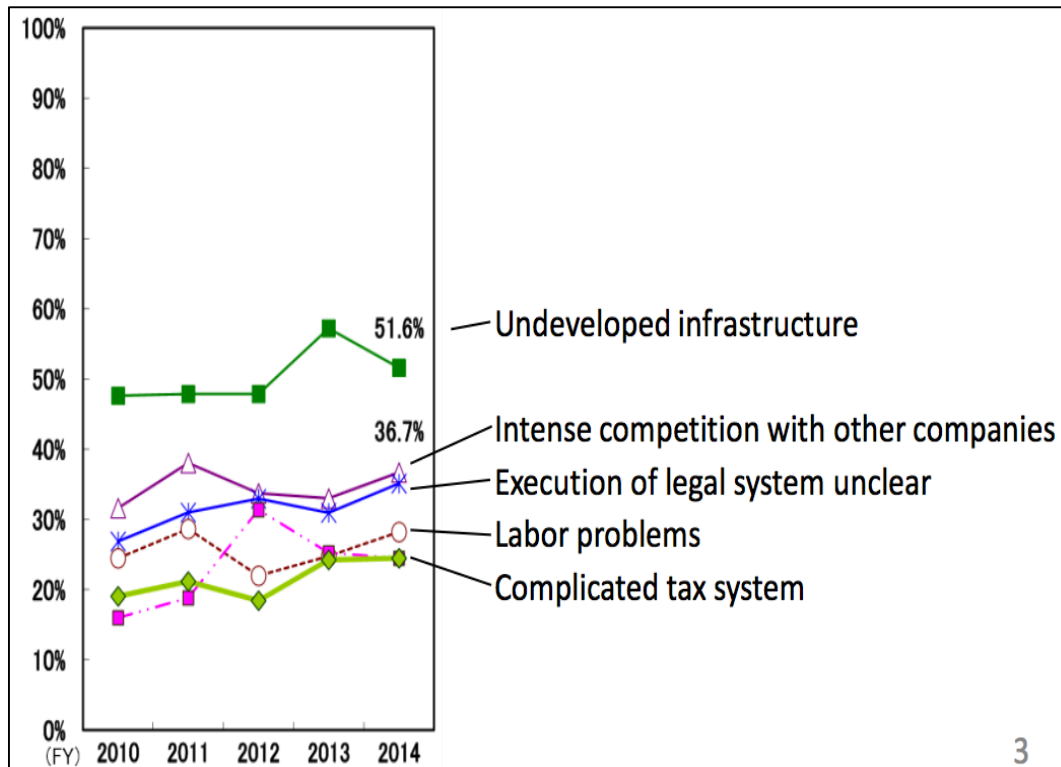
Figure 7 Challenges for the Japanese companies in India for doing business

*source: Japan Bank for International Cooperation (JBIC) "JBIC Survey Report on Overseas Business Operations by Japanese Manufacturing Companies (2014)"

Infrastructure has been India's nemesis in the process of foreign direct investment. The Indian government is pushing hard on the infrastructure development projects

From the report by Japan Bank for International Cooperation (JBIC) (Figure 7), it is evident that labor problems are one of the major issues for the Japanese companies in India which is the relevant to this research also. There are many issues related to trade union which need to be addressed for the smooth functioning of the business. During the visit to the Japanese companies in India for this research, it has been observed that labor and trade union have a serious impact on the Japanese business. Many of the Japanese companies face a threat of labor strikes due to various reasons such a wage increase demand or union issues.

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Trade union is a "continuous association of wage earners for the purpose of maintaining or improving the conditions of their employment" (Webb, Sidney; Webb, Beatrice ,1920). Trade union is for the welfare of the employees or the labor force in an organization. Its purpose is to achieve the common goals of some of the key areas such as wages, hours and working conditions at a workplace. India has the largest number of trade unions (Barber B,2003). Although there are number of trade unions, growth has been very slow. Unions are facing various problems such as loss of membership, dearth of mature union leadership. It is also evident that the management and union relationship has hindered the welfare of the labors. Tussle between the union and management has been the issue in many Japanese companies in India and this is one the reasons for the difficulties at work place. The political influence in the trade unions also cannot be ignored. The majority of labor force in India is illiterate, ignorant and poor (Gupta, Abhishek 2013). According to the same research paper, that only 28 percent of the workers are unionized. There are several unions inside one organization with different political affiliations. This brings inter union rivalry and each union tries to project their political ideologies which promulgates mistrust for the unions amongst the labors. Also, the rights of the labors are misused because of this rivalry which is oppressive as the benefits of union are not utilized properly. The workers are divided on the basis of caste, religion by the political groups which is against the core idea of the union of identity and unity (Gupta, Abhishek 2013). Ignorance and illiteracy of the labors is the major concern for the manufacturing industry in India. There is a need of strong relation between management team and labors. Through this research it has be sensed that the trade unions are considered a hindrance in the business. There is substantial amount of loss man-days because of the strikes. There

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has to be a better coordination amongst the union and the management. One of the issues mentioned in the Japan Bank for International Cooperation(JBIC) Survey report on overseas business operations by Japanese Manufacturing companies (2014) in India is the labor problem.
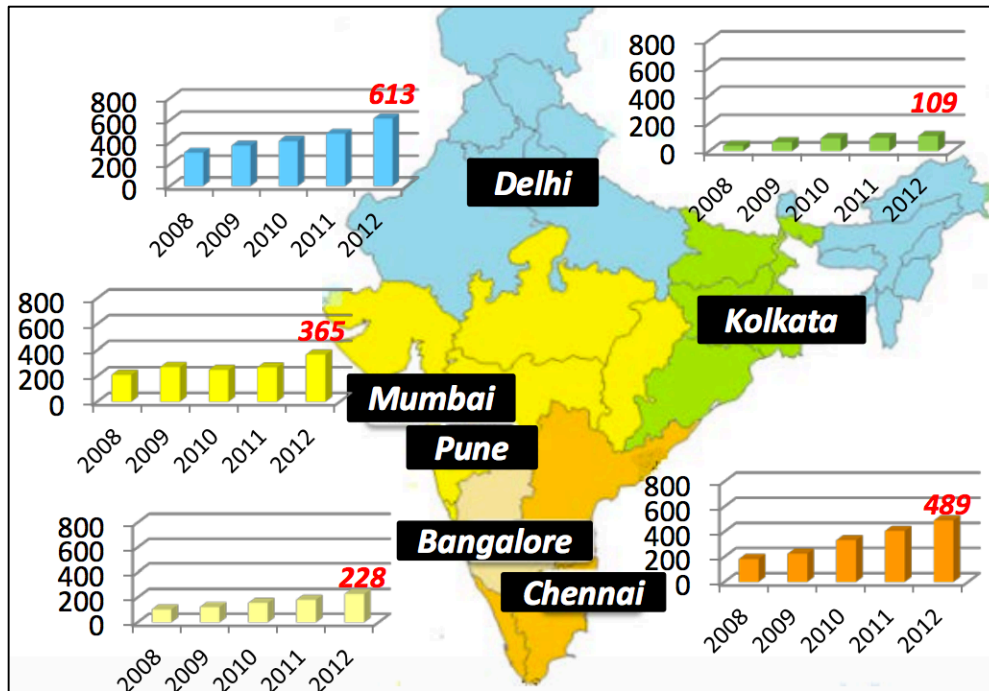
Figure 8 Number of Japanese companies in India by region (*source: Ministry of Finance, Japan)

For the research purpose, the Japanese companies from North India have been visited. The Northern region has lot of investment from Japanese companies. In Gurgaon region of Northern India, presence of Japanese companies can be seen widely. Japanese companies in Bawal District of Gurgaon has been the part of this research.
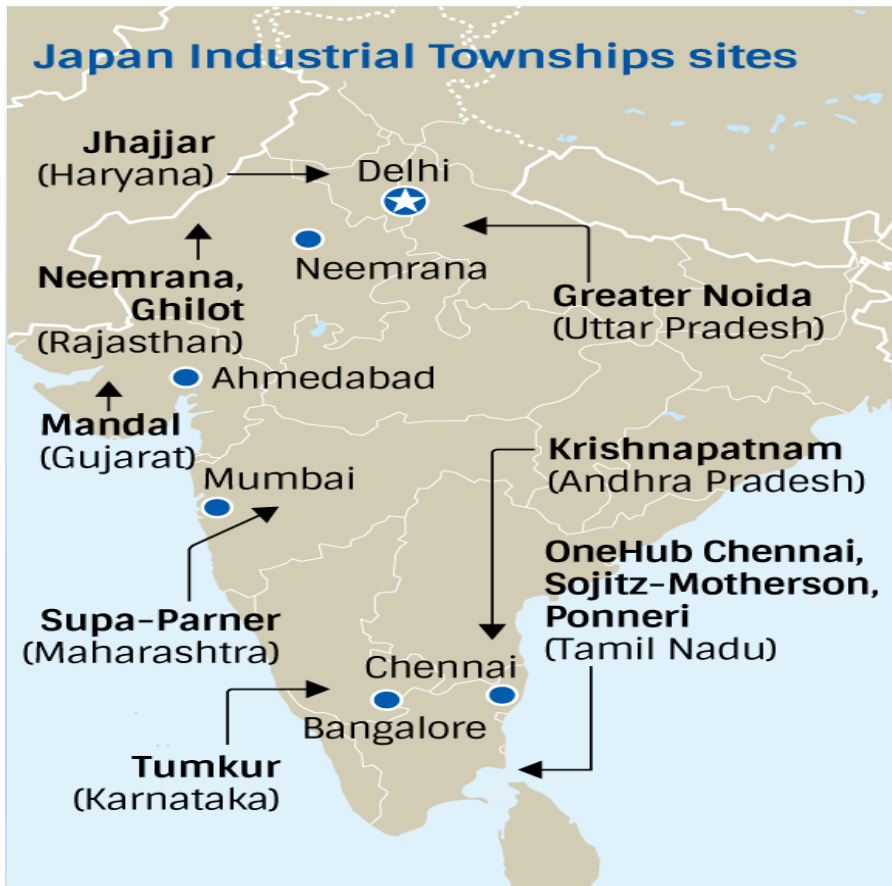
Figure 9 Japanese Industrial Township(* source: Ministry of Economy, Trade and Industry, Japan)

Japanese Industrial Townships (Figure 9) are spread all across India. Neemrana Ghilot has maximum number of Japanese companies involved. The construction of Mumbai-Delhi Industrial corridor is considered to be the game changer in the Indian economy. Japanese government has already invested a lot in this project. Another project which is Chennai-Bangalore Industrial corridor also has been initiated for greater role of these important cities in the economy. The role of Japan building infrastructure projects in India has been tremendous and mostly is providing the technological and financial support.

1.2 Problem discussion

In the era of globalization, many organizations are expanding their businesses across the world. While doing so cultural barriers will rise and pose new challenges and opportunities for the business (House et al,2004). In general, culture can be defined as a set of shared experiences understanding, and meaning among members of a group, organization, a community, or a nation (Davis, 1984; Hofstede, 1991; Schein, 1992). While doing business overseas the cultural understanding is imperative for any organization. Wilhelm (1994) states that cultural differences are one of the most usual basis of misunderstanding. Indian employees in Japanese companies facing some issues related to the trust and empowerment. There is a trust deficit between the Indian and Japanese counterpart. Trust deficit in an organization between the employees can be very detrimental to the organizational culture.

The empowerment of the employees is also important facet of the organizational culture. According to Bystydzienski (1992:3), empowerment is 'a process by which oppressed person gain some control over their lives by taking part with others in the development of activities and structures that allow people increased involvement in matters which affect them directly'. Another way of defining empowerment: 'voicing the silenced, owning one's own vision, facilitating transformation from subject to object, creating autonomy and raising self-esteem'(Pearson,1999:329).

The organizational culture at the Japanese companies needs to be improved in the future for better commitment and engagement from the employees. The empowerment of the employees should be done in order to improve their morale. The importance of the families in the life of employees also cannot be ignored in the organization. As for most of the employees, they are sole bread earner in the family, their families should be

included in the organizational welfare schemes as much as possible.
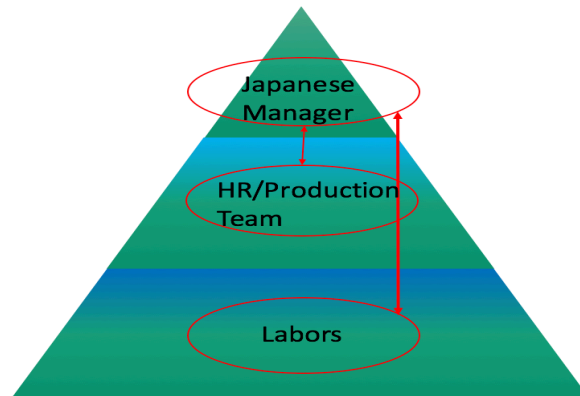
*Figure 10 Japanese Manufacturing company
structure in India*
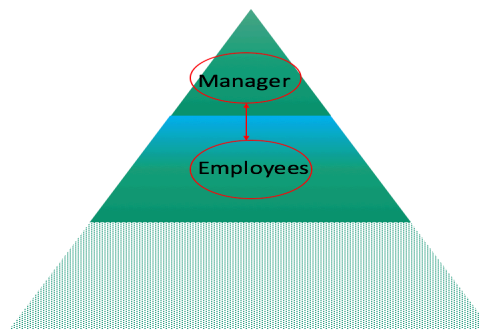
*Figure 11 Japanese Manufacturing
company structure in Japan*

The Manufacturing company organization structure in India is quite complex. There is a need of a bridge between the Japanese Manager and the Indian employees. This possible barrier can be crossed through the mediator such as either HR manager or Production manager. This mediator is very important link for Japanese management team to understand the cultural intricacies involved while working with the Indian employees. On the other hand, the Japanese Manufacturing company organization structure in Japan is quite open and there is a lack of interaction or understanding about each other's work ethics and the behavioral aspects. Due to this reason, when Japanese companies go to the

India with ethnocentric thinking, it creates problem. The importance of well experienced HR managers should be taken seriously in order to avoid the things to escalate.

1.3Research purpose:

The purpose of the research is to find what are the most important factors which are need to be addressed while doing business in India for Japanese companies. There are various issues in the Japanese companies that need to be tackled with due diligence. This research is to find the most critical factor which hinders the process of doing business with ease by suing Bayesian Belief Network. This research will help the Japanese companies who want to set up their businesses in India in the future. Also, this will be helpful for those companies who already have established business in India to improve on their way of doing business.

Chapter 2 Literature review

The literature review of this research starts with the understanding of the cultural differences between India and Japan. India and Japan has been connected culturally from 6th century when Buddhism spread indirectly from China and Korea. (Source-Wikipedia). Indian culture sieved through Buddhism has a great impact on Japanese culture and there is a greater sense of attachment of Japanese people to India.

2.1Culture

In general, culture can be defined as a set of shared experiences understanding, and meaning among members of a group, organization, a community, or a nation (Davis, 1984; Hofstede, 1991; Schein, 1992). "Culture is the integrated sum total of learned behavioral traits that are shared by members of a society" (Terpstra,1994).

We cannot avoid the cultural factor while doing business in other countries. Cultural knowledge can be either the reason for loss or gain in monetary terms. While doing business in a foreign country it is not only the monetary transaction but also of the cultural exchange. According to Czinkota (2007), cultural factors have an important impact on the flow of the business. In order to do better business and influence consumer needs foreign companies need to understand the culture of the target company. In Hofstede's words, "culture is the fabric of meaning in terms of which human beings interpret their experiences and guide their action" (Geertz Hofstede,1973, p.145). Culture is "standards for perceiving, believing, evaluating and acting" (Godenough,1970, p.140).

Hofstede defines culture as "the collective programming of the mind distinguishing the members of one group or category of people from others" (Hofstede 1994, p.4). This collective programming defined how people organize and conduct themselves as managers or leaders or followers.

In the field of culture studies Geert Hofstede has done extensive work for many years. Hofstede has done perhaps the most far-reaching study of how values in the workplace are influenced by the culture of the particular country. There are six dimensions of national culture given by Hofstede. He analyzed employees value score collected by IBM and through combination of statistics and theoretical reason he came up with these dimensions. By comparing Japan and India on the basis of these six dimensions we can study similarities and difference between two nations.

2.2 Cultural Dimensions:
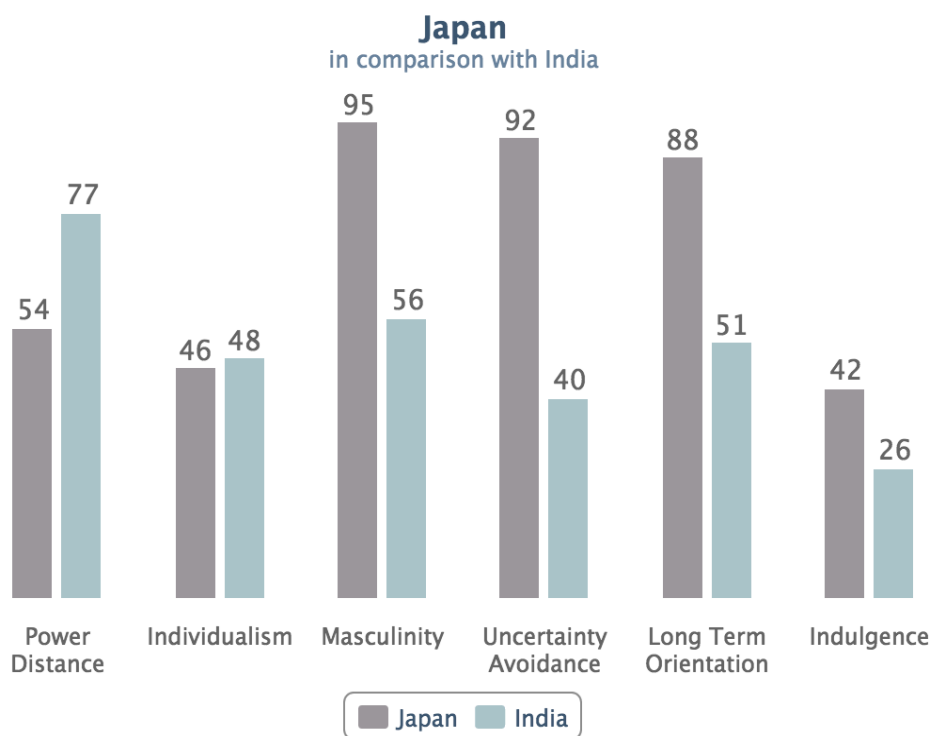
Figure 12. Comparison between India and Japan using Geert Hofstede online tool

The cultural dimensions given by Hofstede give understanding of why the people from particular culture behave and handle the situation in a certain way. Hofstede's dimensions portray how the behavior of a particular culture is unique and why distinct from other cultures.

The culture of Japan and India can be understood through Hofstede's 6-Dimesnion model. The 6-D model comprises Power Distance(PD), Individualism(IDV), Masculinity/Femininity(MAS/FAM), Uncertainty Avoidance(UAV), Long Term Orientation(LTO), Indulgence(IN). According to Geert Hofstede (Hofstede ONLINE), Japanese and Indian culture can be summarized as follows

Power Distance:

According to Geert Hofstede, Power distance is defined as he extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. This dimension enlightens that all individuals in a society are not equal and it explains how the particular society deals with these inequalities in their society. According to Hofstede (Online source) India scores high on this index because of its obligation of Hierarchy and top down approach. This high score implies India has a dominance of relatively bureaucratic organizations. Japan on the other side has intermediate score with people having knowledge about of their hierarchical positions in the given social structure and their behavior.

Uncertainty Avoidance(UA):

The dimension Uncertainty Avoidance can be explained as the way that a society deals with the fact that the future can never be known. The uncertainty avoidance score

indicates the extent to which the members of a culture feel threatened by ambiguous or unknown situations.

In uncertainty avoidance index shows that Japan is one of the most uncertainty avoiding country in the world. This has some historical background that Japan has been threatened by lot of natural disasters like earthquakes, typhoons, tsunamis. These events propelled Japanese people to be able to prepared for the uncertain situations. One of the other aspect of the uncertainty avoidance is also that it brings people together to work together to handle the uncertain situation. This is evident from the importance given to the team work in the Japanese organizations rather than to an individual. Entrepreneurial characters in such cases are less found in organizations with high uncertainty avoidance organizations. The structure of the organization is highly hierarchical in case of high uncertainty avoidance cultures. Also the employees are loyal to the employer and the organizational boundaries are rigid in these cultures.

On the other hand, India has relatively low score on the uncertainty avoidance index compared to Japan. In India the often used word "Jugaad" means to be innovative using limited resources, by bending rules people come up with innovative solutions to seemingly complicated issue. This attitude comes from the saying in India as "nothing is impossible". The kids in India are encouraged to fail and then learn from the mistakes. These traits of rule braking attitude, not being averse to failure, risk taking attitude make them better leaders and they have relatively better leadership or entrepreneurial characters.
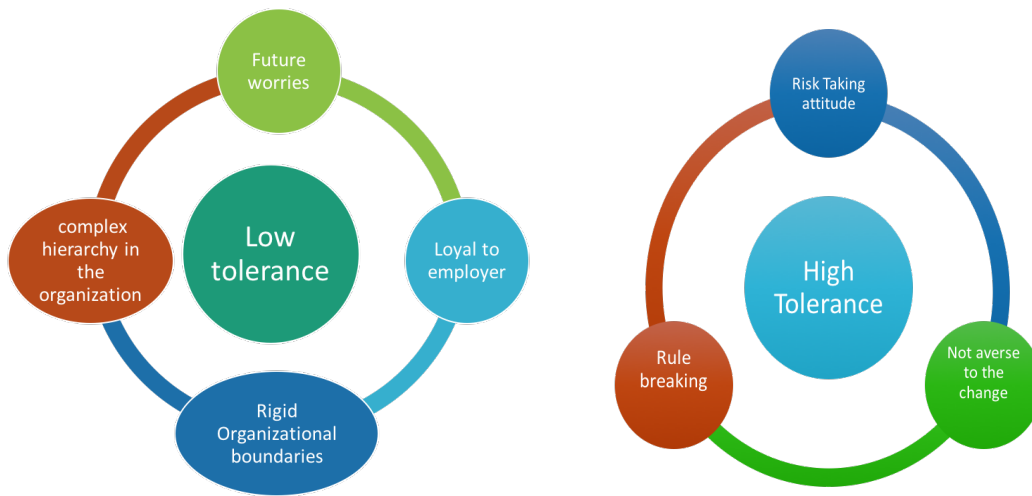
Figure 13 Characteristics of cultures with Low tolerance and High tolerance towards Uncertainty avoidance

Individualism:

"It describes the relationship between the individual and the collectivity that prevails in a given society" (Hofstede,1980, p.148). "Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family" (Hofstede,1997, p.51). The primary issue addressed by this index is the degree of interdependence a society maintains among its members. It is also about how the people look at the society's image as either I "I" or "We"
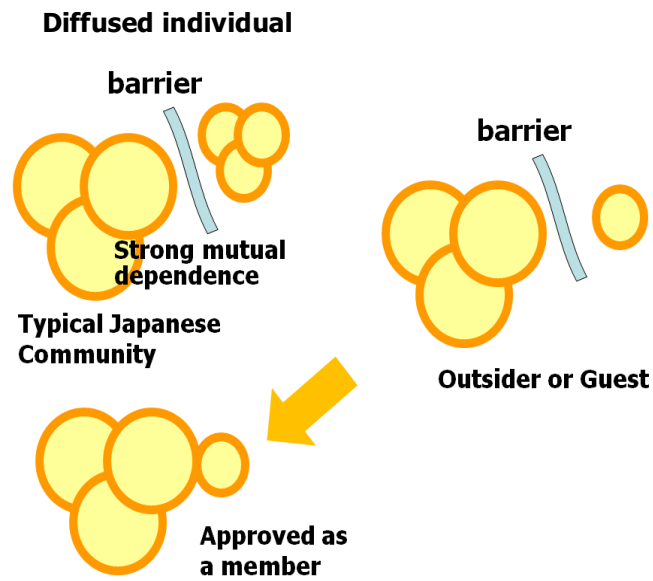
Figure 14 Japanese culture(Hibiya,2013)
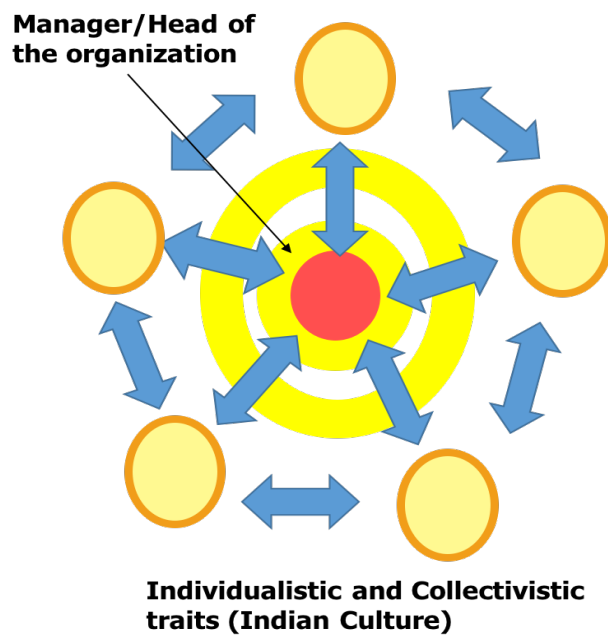
Figure 15 Indian Culture (Individualistic and Collectivistic traits)

According to Hibiya(APCOSE,2013), the typical characteristic of Japanese community is shown in the Figure 14. Japanese people have strong mutual dependence which is a typical collectivist culture trait. There is always a barrier between the Japanese community and the outsider. One need to gain the trust of the given community or a group in the organization to be approved as a member.

In Indian case, it is mix of individualistic and collectivistic community (Figure 15). The decisions or actions pertaining to the important phases of life are influenced by opinions of family, friends, extended family, neighbors, people at workplace.

Masculinity:

Masculinity stands for how the roles in society are based on the gender. According Hofstede, masculine society is driven by competition, success and achievement that decides whether the person is winner or loser. This type of value system starts at the school and runs down to the organizational life.

Low score on the (Feminine) on the dimension means that the society cares for the quality of life and caring for others. The fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine) (Hofstede, Online source). For the feminine societies quality of life is a success in life and the standing out in the crowd is not admired.

Japan is the most Masculine society in the world. Though it cannot be said for the collectivist society that they want to stand out from the crowd but they achieve it through the team work. Masculinity in Japan is manifested through their drive for perfection and excellence. It might be seen in the manufacturing industry, in a service industry.

India scores lower in the case of Masculinity index than Japan. Indian society is inclined towards success and achievement validated by material gains.

Long term orientation:

According to Hofstede, Long term orientation index can be explained as how particular society perceives and maintains the link with its past while thinking about the present and future situation. In corporate Japan, Long term orientation can be seen in the R&D investment even in difficult economic conditions. It is difficult to gauge with the intermediate score of 51 in case of India for this index.

Indulgence:

This index can be explained as the extent to which people try to control their desires and impulses, based on the way they were raised (Hofstede, online source). According to Hofstede, this index shows if an individual has strong hold over indulgence means he has restrained personality and if he has week control means he has indulgent personality. This is same for the cultures of the particular country where that individual is living. India and Japan have differences in the index score but both the societies have culture of restraint.

2.3 Commitment

The organizational commitment is defined as the individual's bonding or attachment with the organization. Mowday et al. (1982, p.27) defined organizational commitment as "the strength of an individual's identification with and involvement in an organization." "It is conceptualized as an effective response resulting from an evaluation of the work situation that links the individual to the organization" (Baek-Kyoo & Taejo,2009, p.51)

Meyer and Allen (1997) came up with three types of commitment and developed a scale to measure them. These are as follows:

Affective Commitment, defined as an individual's emotional attachment to the organization.

Continuance Commitment, defined as the employee's awareness about the cost of leaving the organization

Normative Commitment is the individual's emotional obligation to be in the organization.

Chapter 3 Research Methodology
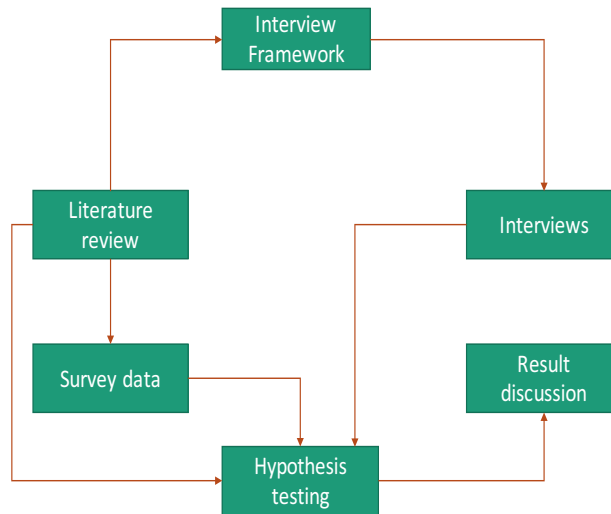
Figure 16 Research approach

Purpose of selecting Northern India for the research purpose:

The Northern region of India has seen most of the investment from the Japanese companies. The political influence and the proximity to the National capital makes Northern India attractive destination for most of the foreign companies investing in India. Bawal district of Haryana state was being selected specifically as it has large number of Japanese Small and Medium Enterprises. These SME's are facing various issues related to the Human Resources Management. There is a dearth of expertise in the Human resource department which makes these SME's vulnerable to strikes by the employees.

This research has been done in two steps

Step 1: Interview with the Japanese managers and Indian employees (Internal Stakeholders)

Step 2: Questionnaire to analyze the data using descriptive analysis and Bayesian Belief Network

Step 1:

This research is extensively dependent on the interviews with various people from Indian and Japan. After getting the insights from the interview from both the counterparts viz. Japanese and Indian the data was collected. The interviews were being taken in various companies across Japan and India. The research started with the extensive literature review. Also the interviews were taken in India in Japanese manufacturing companies. The Japanese staff mainly included Managing Director, Production Manager and trainees. From Indian counterpart it was staff of the company viz. HR manager, Production Engineers, Logistic and sales staff, Accounting staff. After having comprehensive interview, the questionnaires were prepared diligently looking at the situation in the Manufacturing companies.

This research has two two-way approach to analyze the data. The first approach is Bayesian Belief Network (BBN). Second approach is to analyze the responses to the questionnaire for the India employees in Japanese manufacturing companies in India.

3.1 Understanding the System Structure through Causal Loop Diagram

Understanding of the System structure is often a complex problem. In a system there are many components which have interrelated. These components give us a comprehensive representation of the reality and help us to disentangle the dynamics between different components. The structure of the complex system becomes more clear to take certain important decisions. Causal Loop Diagram serves the purpose of decoding the complex system for the various stakeholders involved in the system.

In our research this Causal Loop Diagram can help various stakeholders such as Managers, HR department, management teams in Headquarters of Japanese companies to understand the components in a complex system where they should be focusing on. It will give them a comprehensive knowledge about the system components and the leverage points.

The leverage points give idea about the most critical element in the system which should be addressed for the better functioning of the overall System.

In this research, the Causal Loop Diagram gives idea about structure of the Manufacturing ecosystem in India for the Japanese companies. This system model can provide powerful platform for learning, collective decision making and getting some crucial insights for the policy makers, managers.

3.1.1 Causal Loop Diagram:

The Vensim platform is the valuable tool for integrating different components of the into system model of the issue under consideration. The Causal Loop Diagram representing a system model is validated through various interviews with the participation stakeholders such as Indian Employees and Japanese Employees in Japanese companies. The model is developed through study of relevant literature and previous research on the organizational culture. Causal Loop Diagram can facilitate greater understanding and the commitment to future interventions and actions to improve the system towards sustainable outcomes.

Figure 17 Causal Loop Diagram for the understanding of the Manufacturing sector Employee Issues in India

Figure 16 Factors influencing the overall system

The causal Loop Diagram shows that the system is highly influenced by the three factors viz. Employee Commitment and Engagement, Trust between Japanese and Indian counterparts and the autonomy to the Indian employees working in a Japanese company in India. These are the leverage points which can be focused upon for the system to function in an efficient manner.

Step 2:

Looking at the system structure as well as problem definition, this research has questionnaire to analyze the Commitment and Engagement of the employees in the organization. There are total 32 questions. The questionnaire has three categories viz.

i) Demographic questions that asked about gender and age, work experience (9 questions)

ii) Questions pertaining to Employee Commitment and engagement level in an organization (based on Meyer and Allen Model of Organizational commitment) (9 questions)

iii) questions related to common issues found in Manufacturing industry in India (14questions)

The questionnaire was distributed to more than 100 employees in the Japanese companies in India. Total 54 responses have been recovered through the survey.

3.2 Stakeholder Analysis

The stakeholders involved in the Japanese Manufacturing companies in India can be categorized into two parts viz. Internal Stakeholders and External Stakeholders. The internal stakeholders are the entities which are the part of the organizational structure (e.g. Employees, Managers) and are working to achieve the organization's economic goal. The decisions taken by these stakeholders provide the sustainability to the organization. On the other hand, external stakeholders are the entities not within the organization itself but who care about or are affected by its performance (suppliers, investors, Society)
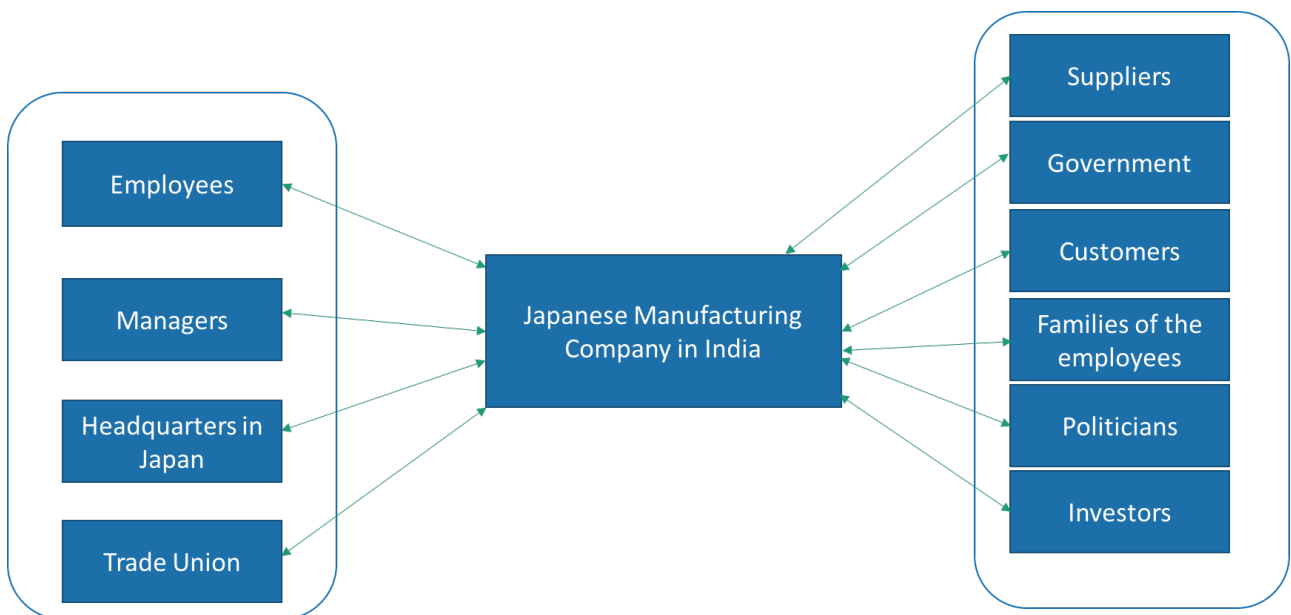
Figure 17 Stakeholder Analysis for the Japanese companies in India

Chapter 4 Data analysis and findings

4.1 Findings through the interview with the internal stakeholders

Following are the key issues found in the Japanese Manufacturing companies in India

- Lack of autonomy to the employees

- Less decision making power to the Indian employees

- Lack of experts in Human Resource Department

- Trust deficit between both the counterparts

- Lack of cultural knowledge amongst the employees

- Lack of soft skill development programs

- Scarcity of family welfare schemes for the employees

The observation found through the various interviews with both the counterparts has been very intrigued. Production department is the backbone of the manufacturing industry. At the same time the role of the HR department cannot be neglected. It has been observed that the HR department has not been given much importance in the Japanese companies in India. Lack of experienced Human Resource professionals is hampering the organizational structure in the Japanese companies. The morale of the employees is very low as the expatriate managers do not give enough leeway to the local employees involved in the management. As a result of this the commitment towards the organization is very less.

Profiles of the visited Japanese companies in India for research:

DE Diamond Electric India Private Limited:

Establishment: Established in June 2007

Revenue: 2.7 Billion JPY (includes the revenues from the other plants across the world)

Number of Employees: 280

History: DE Electric was established in April 1937. They mainly deal with the manufacturing of electric ignition devices and combustion control devices for central heating systems.

Interview findings:

Date 18th April 2016 Place: Bawal District, Haryana, India

"HR Department is lacking serious trust deficit. Our morale is all time low. The HR department should be given equal importance as the Production Department"-HR Manager, DE Electrical

"Family welfare schemes should be introduced. The importance of the families of the employees should not be neglected"- Accounts Manager

"There is always a tussle between the Production team and HR Team which is making the labor problems severe."- HR Department

"Proper hierarchy should be followed to take the decision in the company. The employees question their own credibility because the hierarchy is not followed and the employees are not involved in local decision making."- Production Engineer

The other companies visited in the same region of Bawal district are as follows:

- Mitsui Kinzoku Components India Private Limited

- Musashi Auto Parts India Private Limited

- Ahresty India Private Limited

- NTN Bearing India Private Limited

Some of the responses from the employees of these companies:

"There should be common cultural exchange programs to understand the culture and the work ethics of the internal stakeholders."- HR Manager Musashi Auto Parts India Pvt. Ltd.

"The family health insurance scheme should be provided to the employees to have more inclusive policies"-NTN HR Manager

"Trust Deficit is the weakest link between the Japanese and Indian Employees"-MKCI, Production Engineer

4.2 Data Analysis of the System through Bayesian Model

The next step is to use the data from the survey for building the Bayesian Belief Network. Bayesian Belief Network is a model. It reveals the states of the system that tis being modelled. It explains how these states are associated by probabilities. This model revolves around the system which is complex in nature and a system which needs to be addressed. Bayesian Network comprises three units viz. Nodes, Links, Probabilities.

Nodes: It represents the variable of the system. Each variable has some state. In this research we are using discrete variables.

Links: Link represents causal relationship between the two nodes. It represents cause and effect relationship between the nodes.

Probabilities: Each Node will have some probability and this probability is decided through the set of questionnaire. The questionnaire is set according to the nodes which are present in the Bayesian network. By analyzing the questionnaire appropriate probabilities are set for the Bayesian Belief Network. The respondents to these questionnaires are Indian employees in Japanese companies in India. These responses will give comprehensive idea about organizational culture at the Japanese companies in India.

The commitment and engagement of the employees depends on several factors. There are three main factors or interventions for improving the 'Commitment and Engagement of the Employees' incorporate collaborative actions to be taken by the Japanese Manufacturing companies in India such as Employee Autonomy, improving human resources, giving importance to the families of the Indian employees. There should be collaboration departments such as Human Resource Development(HRD), Japanese Headquarters', Managing Director(Japanese) of the company, Production Department to ensure that the commitment and engagement of the employees.
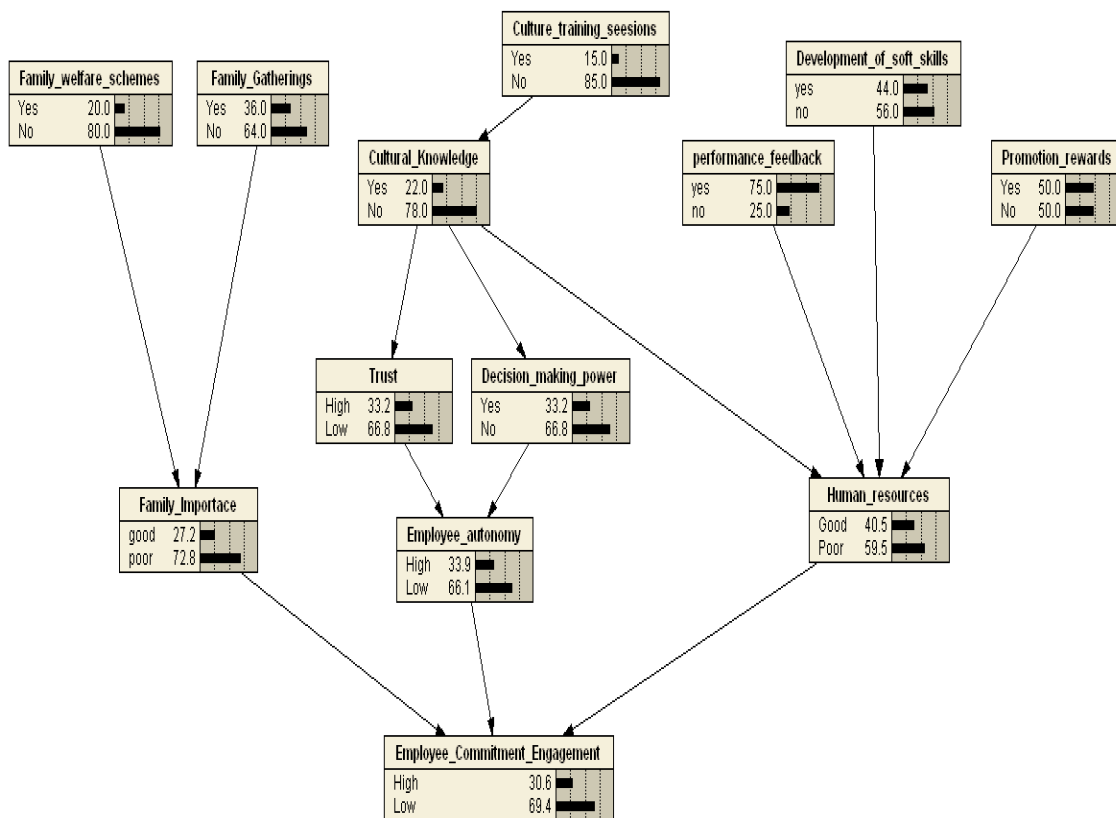
Figure 18 Current Situation- Bayesian Belief Network designed with the stakeholder analysis and the analyzing the gathered data through survey.

The current situation (Figure18) shows that there is only 31 percent probability that the Employees Commitment and Engagement will be high. This is mainly due to the lack of the importance given to the families of the Indian employees, lack of autonomy to the Indian employees at the workplace and paucity of skilled human resources.
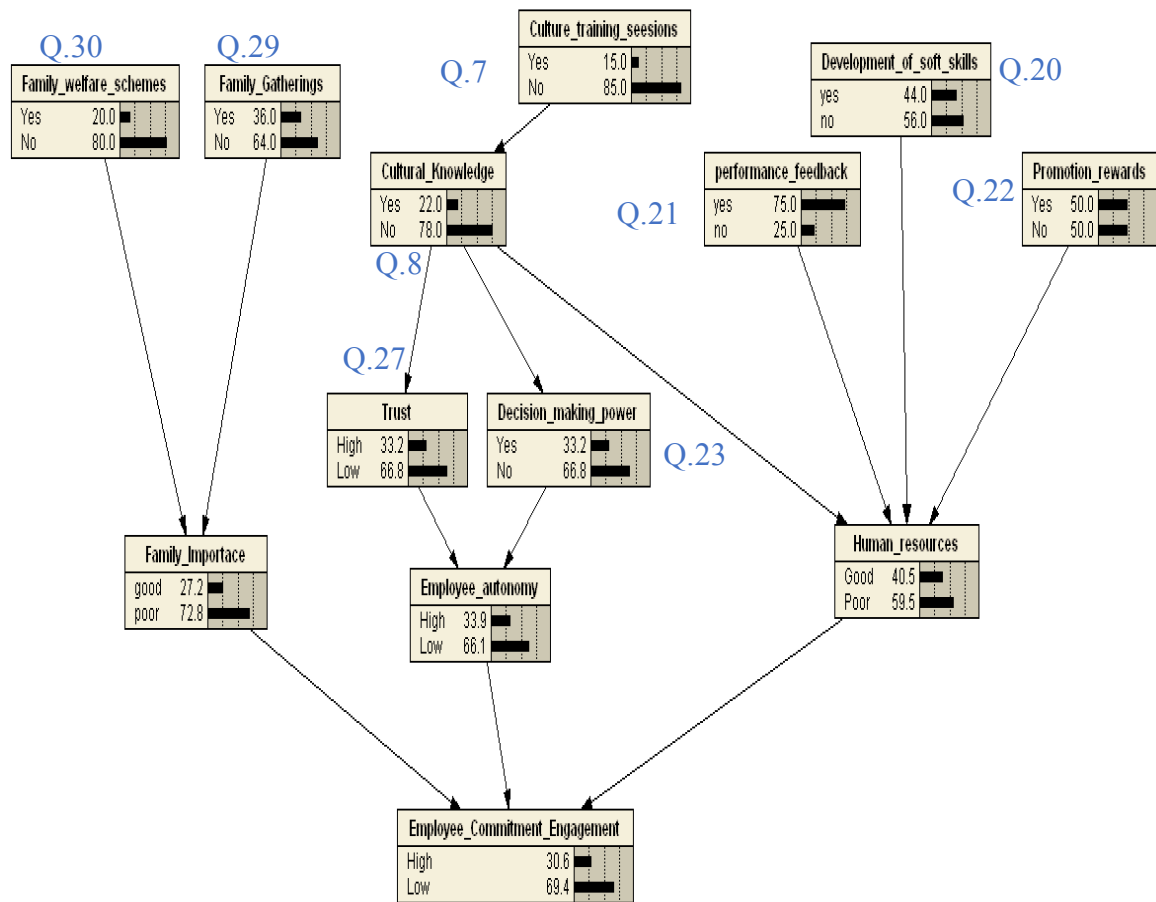
Figure 19 Questions for each node(Refer appendix for questions)to decide the probability

To decide the probability of the node, each node has questions added in the questionnaire. According to the responses these nodes have been give the appropriate probabilities.

An ideal situation to have improved Employee commitment and Engagement can be observed through (Figure 19). When all the systemic interventions are implemented the overall performance of the system is at its best. There are many interlinked factors associated with these leverage points. The performance of the system changes according to the importance given to the specific leverage point in a particular system.
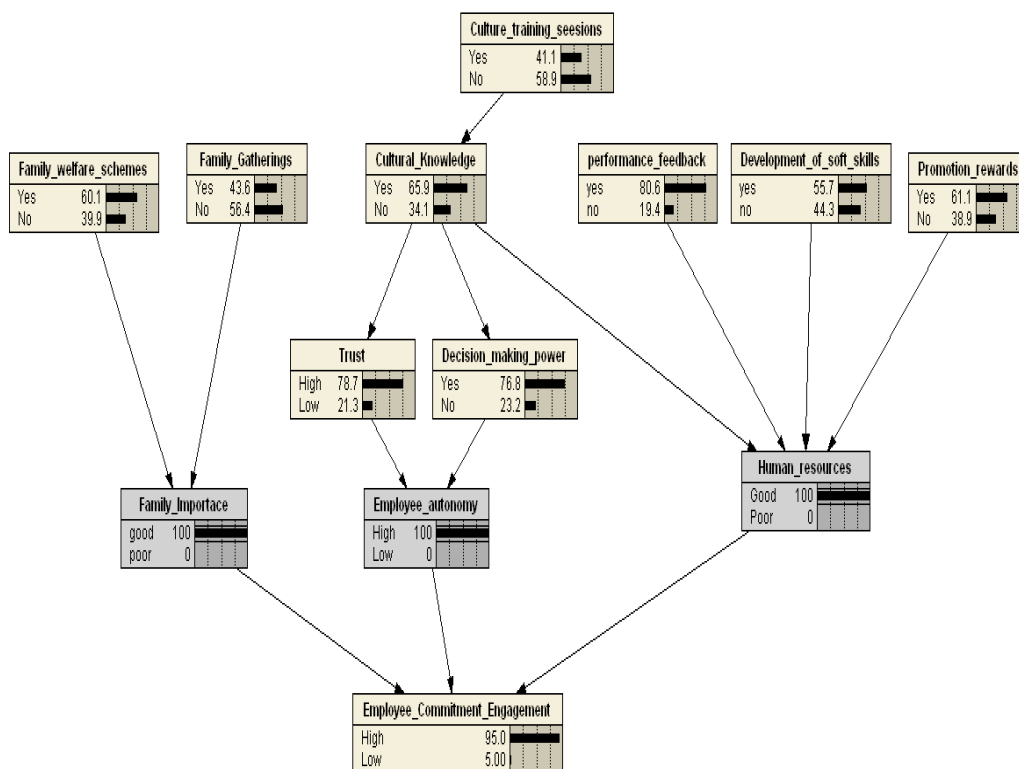
Figure 20. Expected changes when all the systemic interventions are implemented or ideal situation for improving the Employee Commitment and Engagement in Japanese Manufacturing company.
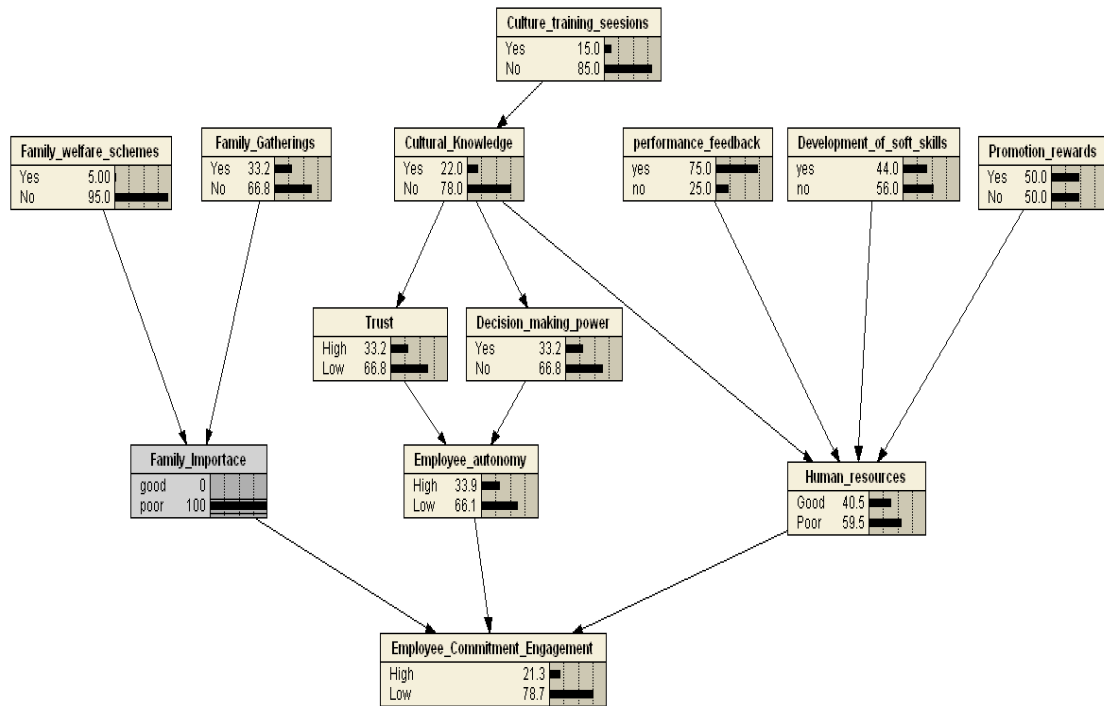
Figure 21. Change in the overall system performance when there is least importance given to the Families of the Indian Employees in the Japanese Manufacturing company in India

In order to find the most important leverage point, all the three leverage points are tested under the worst case scenario. Figure (20) shows the effect to the overall system when there is least importance given to the Families of the Indian Employees in the Japanese Manufacturing company in India. The probability of Employee commitment and engagement has reduced to 21 percent.

Figure 21Change in the overall system performance when the employee autonomy is least in the Japanese Manufacturing company in India

Figure (21) shows the effect to the overall system when the employee autonomy is in the Japanese Manufacturing company in India. The probability of Employee commitment and engagement has reduced to 14.6 percent.

Culture_training_seesions
Yes 9.39
No 90.6

Family_welfare_schemes
Yes 20.0
No 80.0

Family_Gatherings
Yes 36.0
No 64.0

Cultural_Knowledge
Yes 12.6
No 87.4

performance_feedback
yes 71.0
no 29.0

Development_of_soft_skills
yes 34.4
no 65.6

Promotion_rewards
Yes 40.5
No 59.5

Trust
High 27.5
Low 72.5

Decision_making_power
Yes 27.5
No 72.5

Family_Importace
good 27.2
poor 72.8

Employee_autonomy
High 28.8
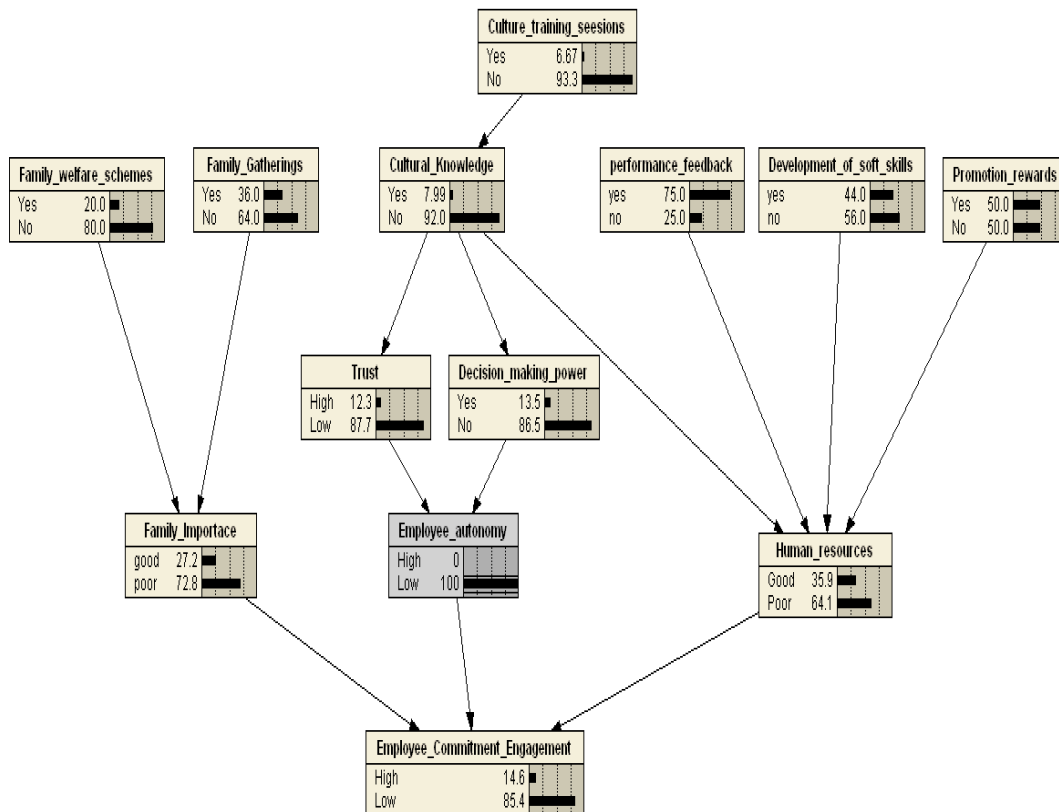Low 71.2

Human_resources
Good 0
Poor 100

Employee_Commitment_Engagement
High 18.5
Low 81.5

Figure 22 Change in the overall system performance when the human resources are not improved in the Japanese Manufacturing company in India

Figure (22) shows the effect to the overall system when the human resources are not improved through with various measures in the Japanese Manufacturing company in India. The probability of Employee commitment and engagement has reduced to 18.5 percent.

From figures 20,21,22 it can be observed that the most important factor in the system is employee autonomy. The overall system outcome gets affected considerably with the least value of the Employee autonomy. There are many other factors interlinked factors affect the final outcome of the system.

The cultural knowledge plays vital role to improve the overall commitment and engagement of the employees. The analysis of the other factors is explained in the findings and discussion section.
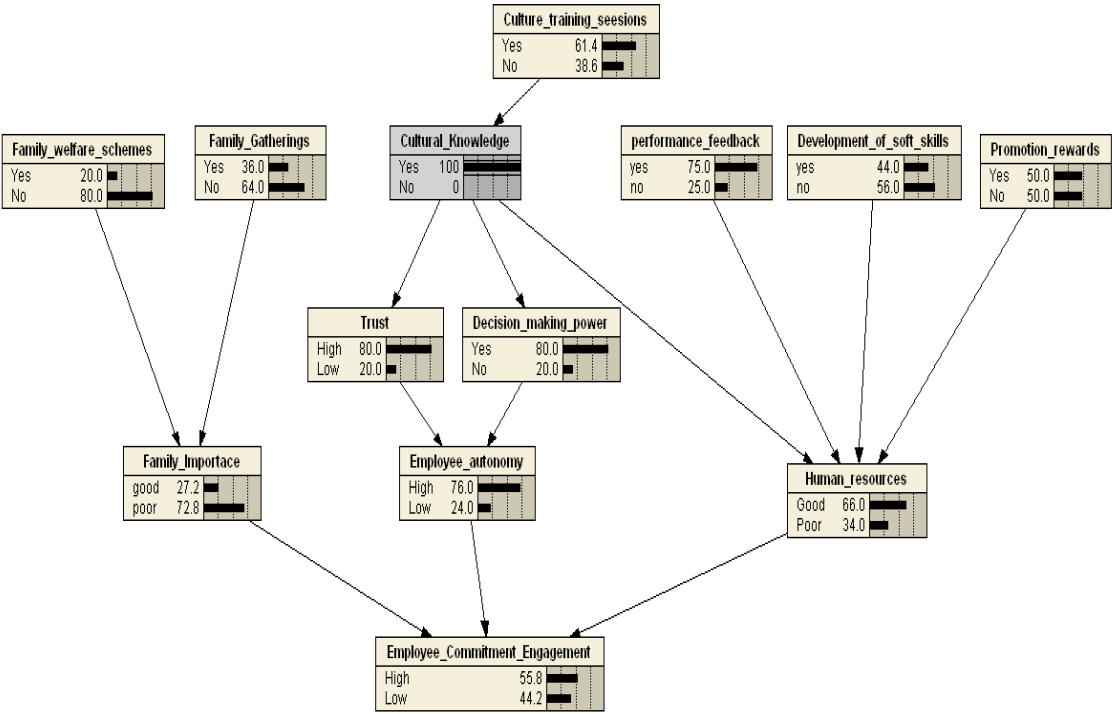
Figure 23   systemic intervention (Grey shaded variable) increases the Employee commitment and Engagement probability from 30 % to 56%

The weightage of the lower nodes is decided through the responses given by the employees. The best case scenario is considered for deciding the probabilities and the probabilities are assigned accordingly.
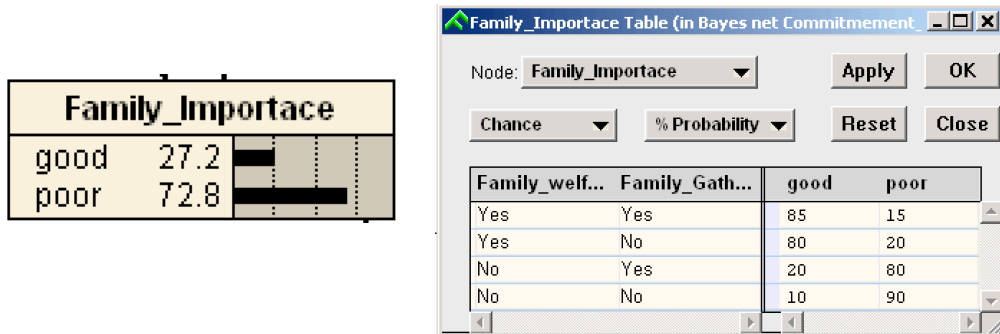
Figure 25Weighatge of the node "Family Importance"
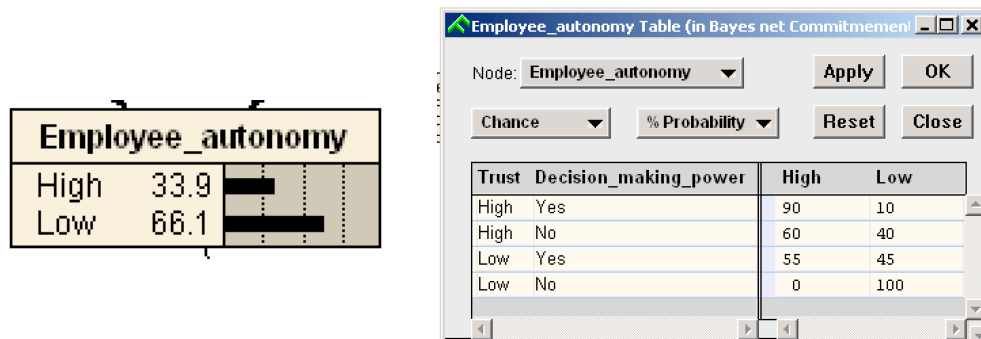
Figure 24 Weightage of the node "Employee autonomy"
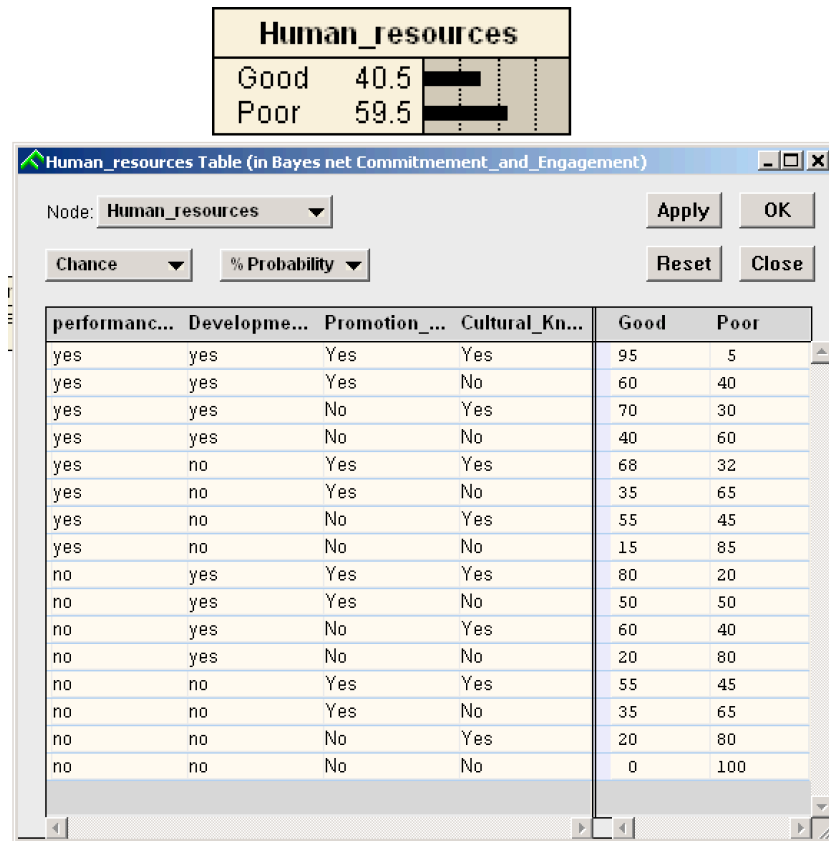
Figure 26Weightage of the node "Human resources"
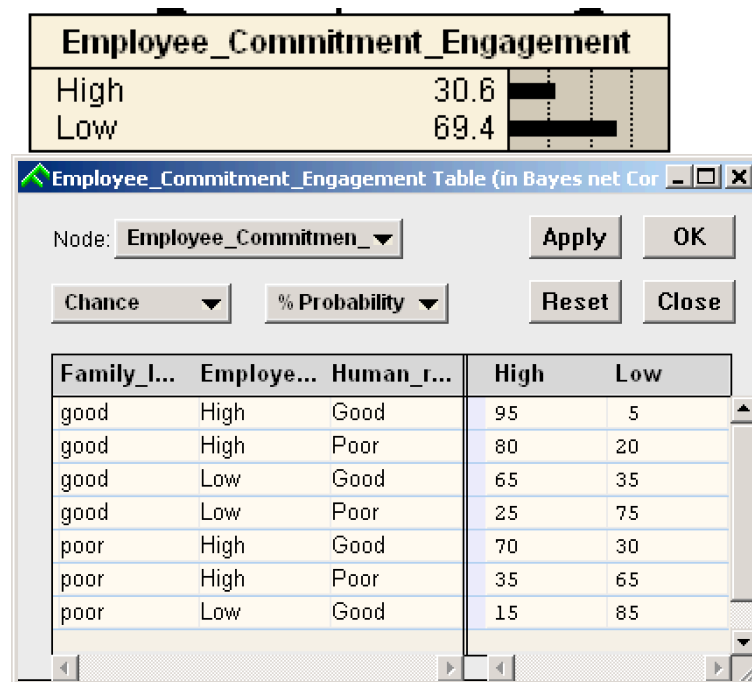
Figure 27Weightage of the node "Employee Commitment and Engagement"

4.3 Analysis of the Data through Descriptive Statistics

Looking at the system structure as well as problem definition, this research has questionnaire to analyze the Commitment and Engagement of the employees in the organization. The survey was conducted to analyze the data related to the employees working in Japanese Manufacturing companies in India. This data is analyzed thorough descriptive analysis to understand the organizational culture at the Japanese companies.
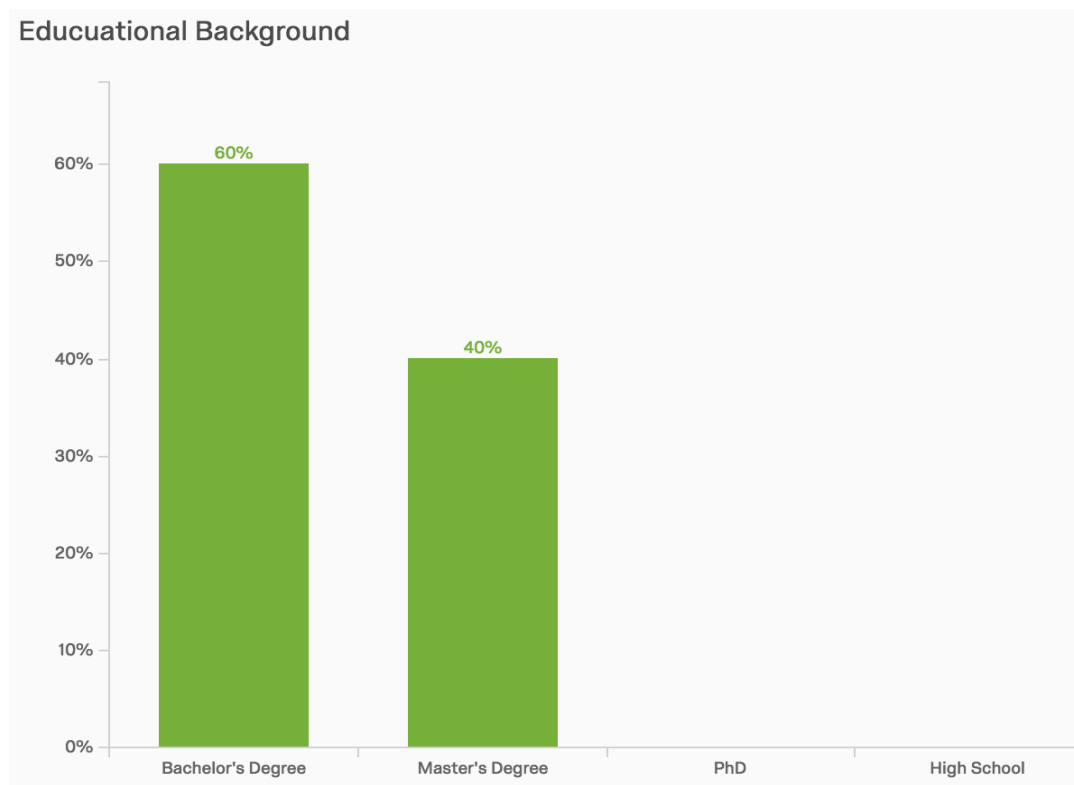
Figure 28.Educational Background of the surveyed Employees

The demographics of the surveyed employees includes substantial amount of male participants around 84% Male and 16% Female. 60% of the respondents had 60% Bachelor's Degree holder and 40% Master's Degree holders. Most of the respondents are young and they have around 1-3 years of working experience in the Japanese company.

Age Groups
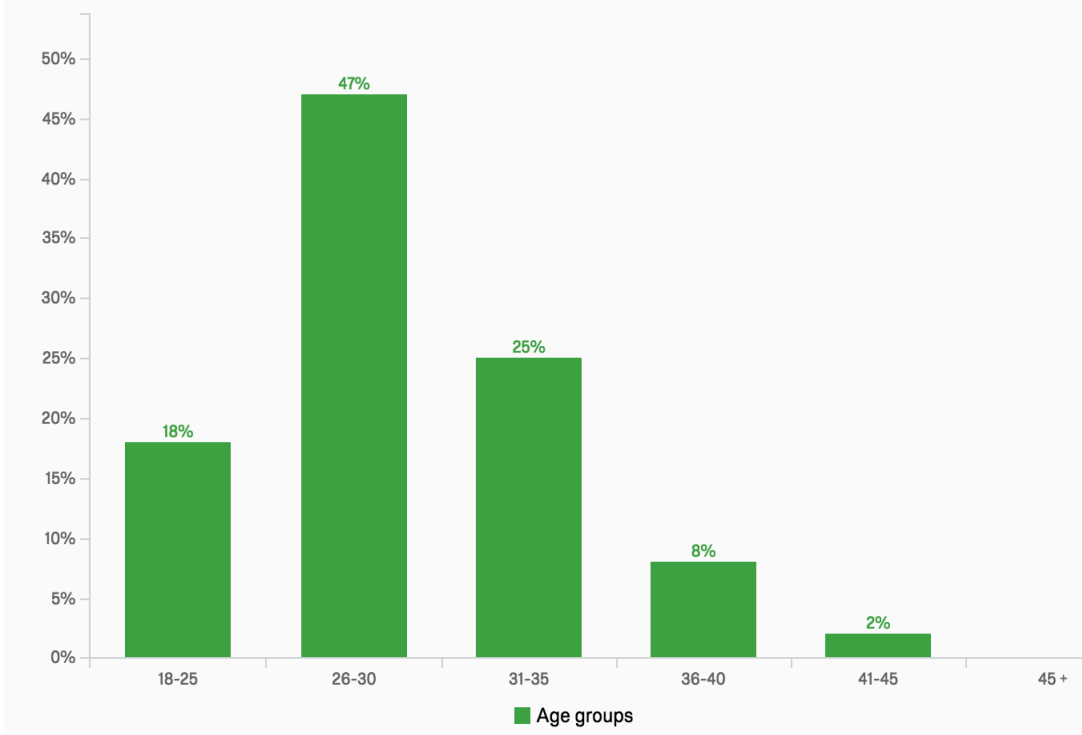
Figure 29Age groups of the employees

Department
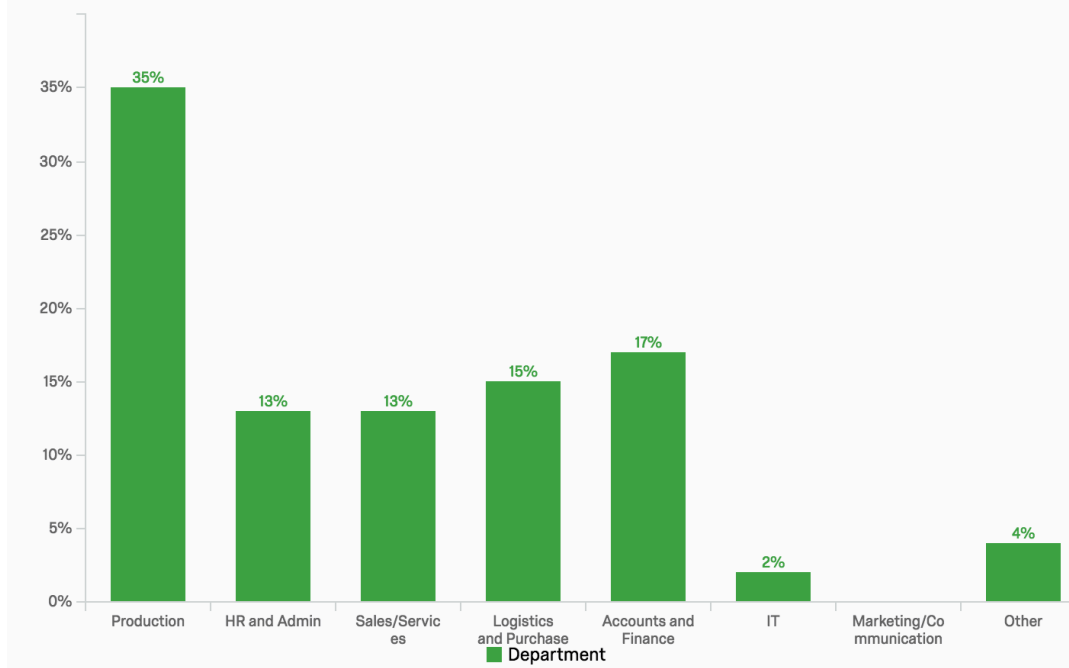
Figure 30.Department to which employees belong to in an organization

From Figure 31 it can be seen that around 85% people lack the knowledge about the Japanese culture. One of the factor which is the most important factor in Bayesian model deigned for this research is the knowledge of the culture. In order to have a better organizational environment it is imperative to have the cultural knowhow. In such a situation cultural knowledge should be imparted to the Indian employees through special training sessions.
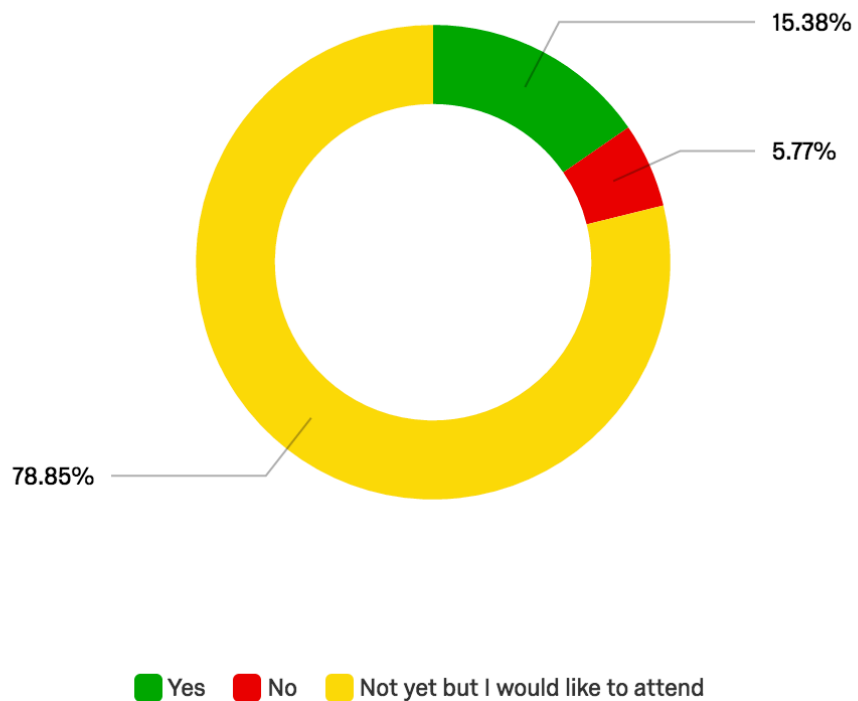
Figure 31 Knowledge of Japanese culture and work ethics to the Indian Employees
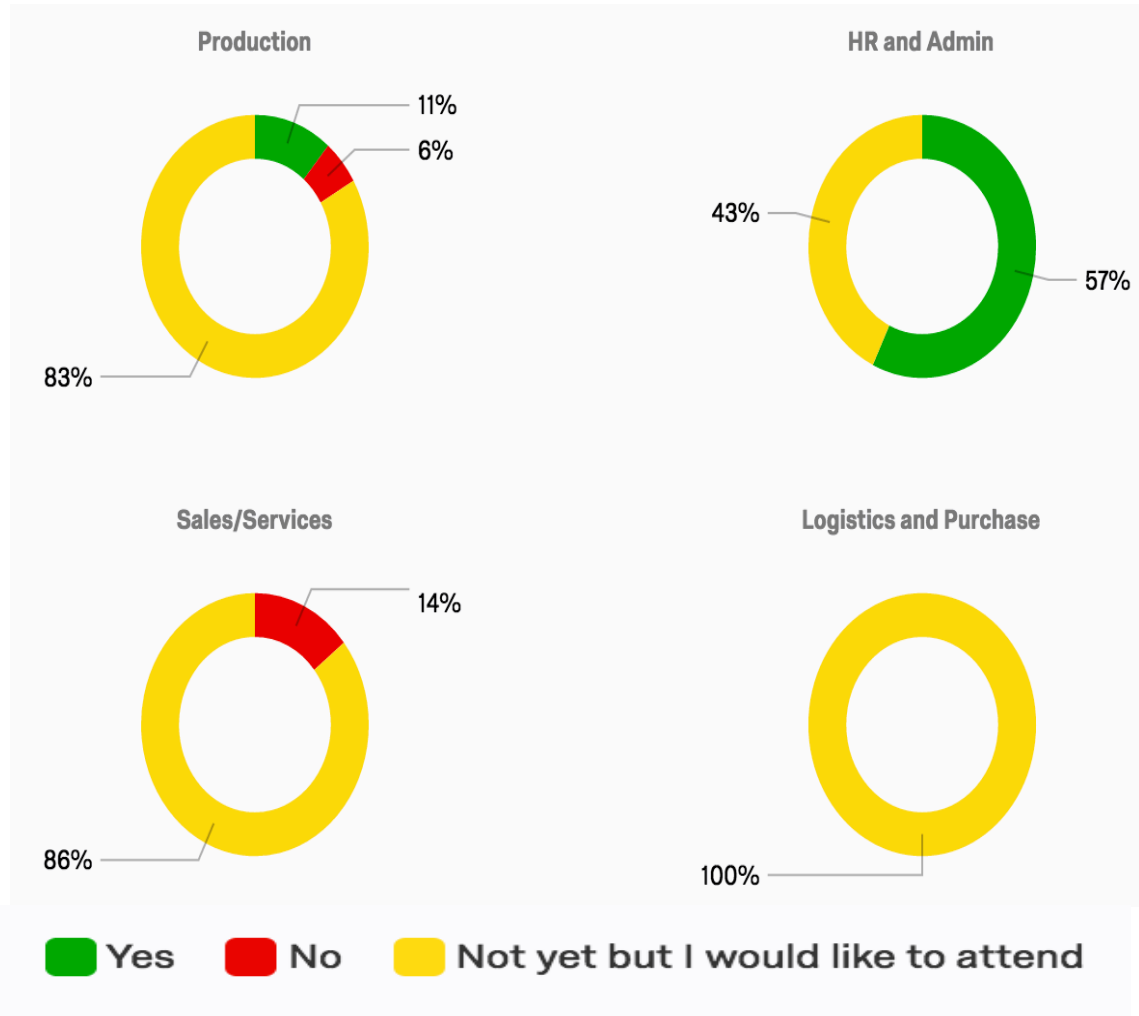
Figure 32 Knowledge of Japanese culture and work ethics to the Indian Employees specific to the department in a company

The department specific knowledge about the Japanese culture and work ethics (Figure 32) shows that HR and Admin department has the better understanding amongst all the other departments.

Organizational Commitment:

In this research we have used the component model of commitment developed by Meyer and Allen (1997) to measure commitment. The sample questions included "I do not feel emotionally attached to this organization", "I worry about the loss of investment I have made in this organization", "I feel that I owe this organization quite a bit because of what it has done for me" These multidimensional scales measure three types of commitment viz. affective, normative and continuance.

Affective commitment is one's attachment and involvement developed with an organization. Through the questionnaire, this research tried to find emotional bonding of the employees with the Japanese organization.
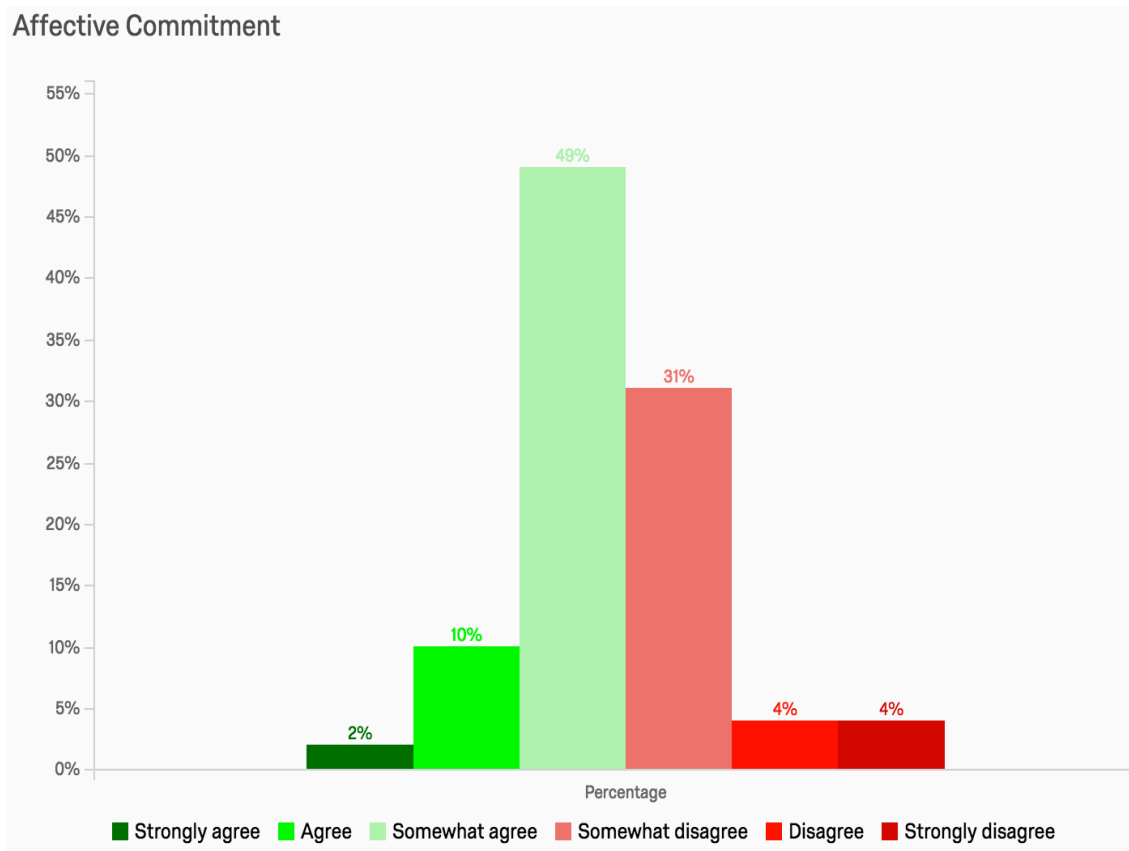
Figure 33 Affective Commitment of the employees in the Japanese companies in India

56

Overall Affective commitment for employees is around 38%. Sales/Service department has the least Affective commitment amongst all the the department.
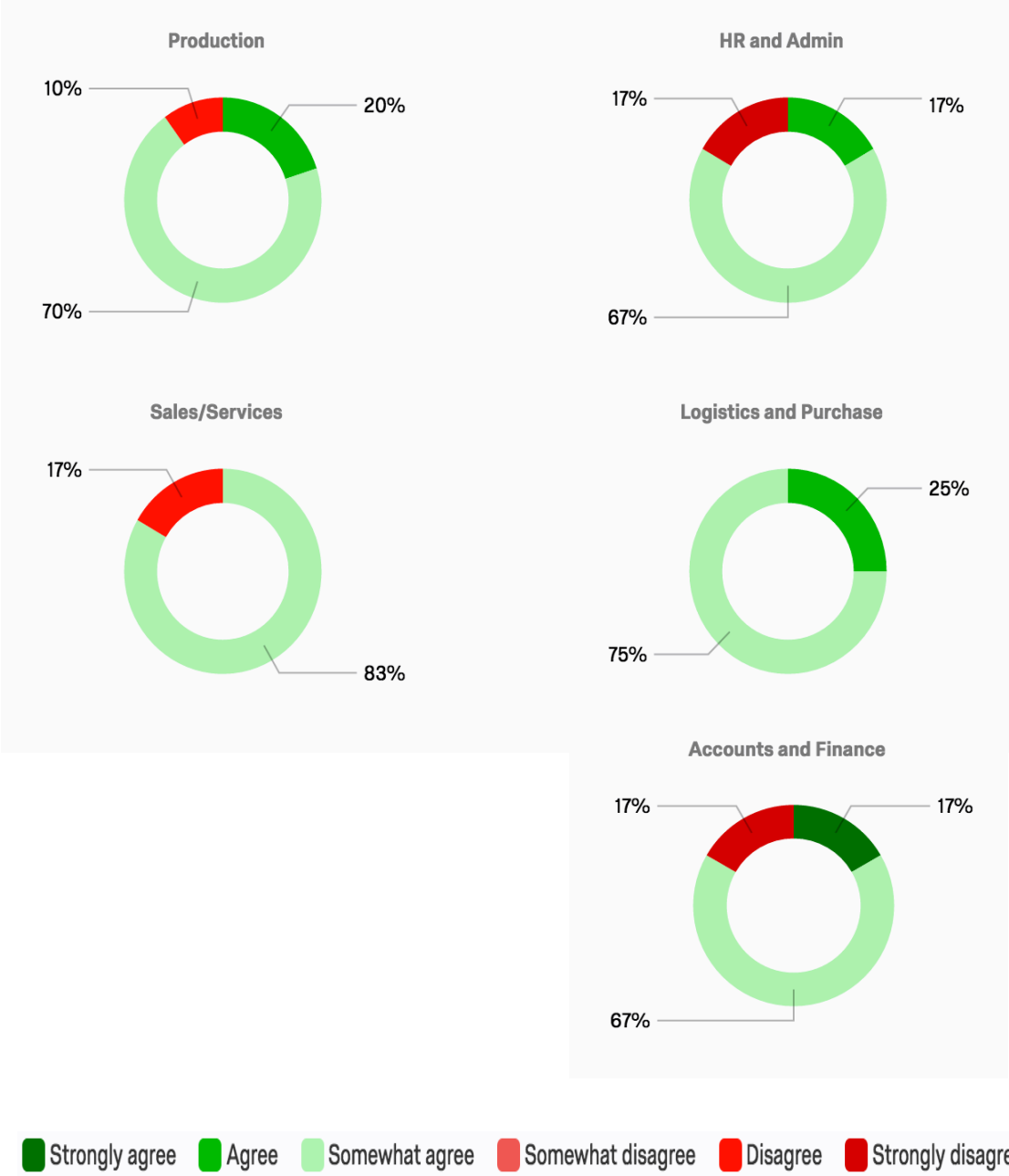
Figure 34 Affective Commitment of the Indian Employees in Japanese companies specific to the department
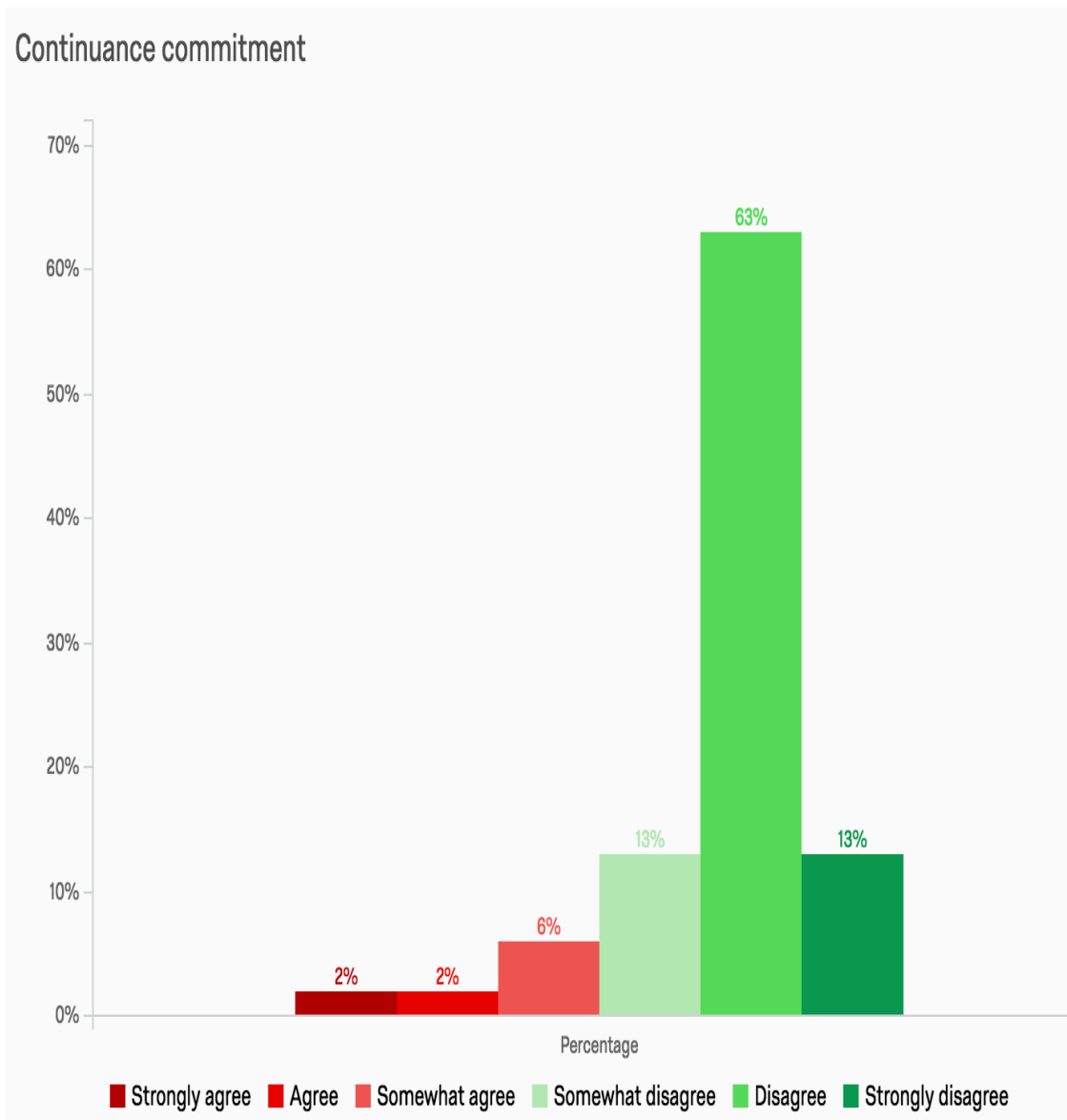
Figure 35 Overall Continuance Commitment of the employees in the Japanese companies in India("I am not afraid of what might happen if I quit my job without having another one lined up"-Appendix-Questionnaire)

Continuance Commitment is the employee's awareness of the cost involved I leaving the organization (Meyer and Allen commitment model). From figure 35, it is 89% employees disagree with the the notion of leaving the job without having another one lined up. As per the previous observation in figure 33, the affective commitment is relatively very low. This indicates that there are some other reasons behind having the high Continuance

Commitment. One of the reasons for high Continuance Commitment is the family reasons. Most of the Indian employees in the Manufacturing Industry are being paid very less salary compared to the other nations like China and Thailand. Most of the cases the employees are the soul bread earner in the family. This compels the employees to work for the same company unless and until there is another opportunity available.
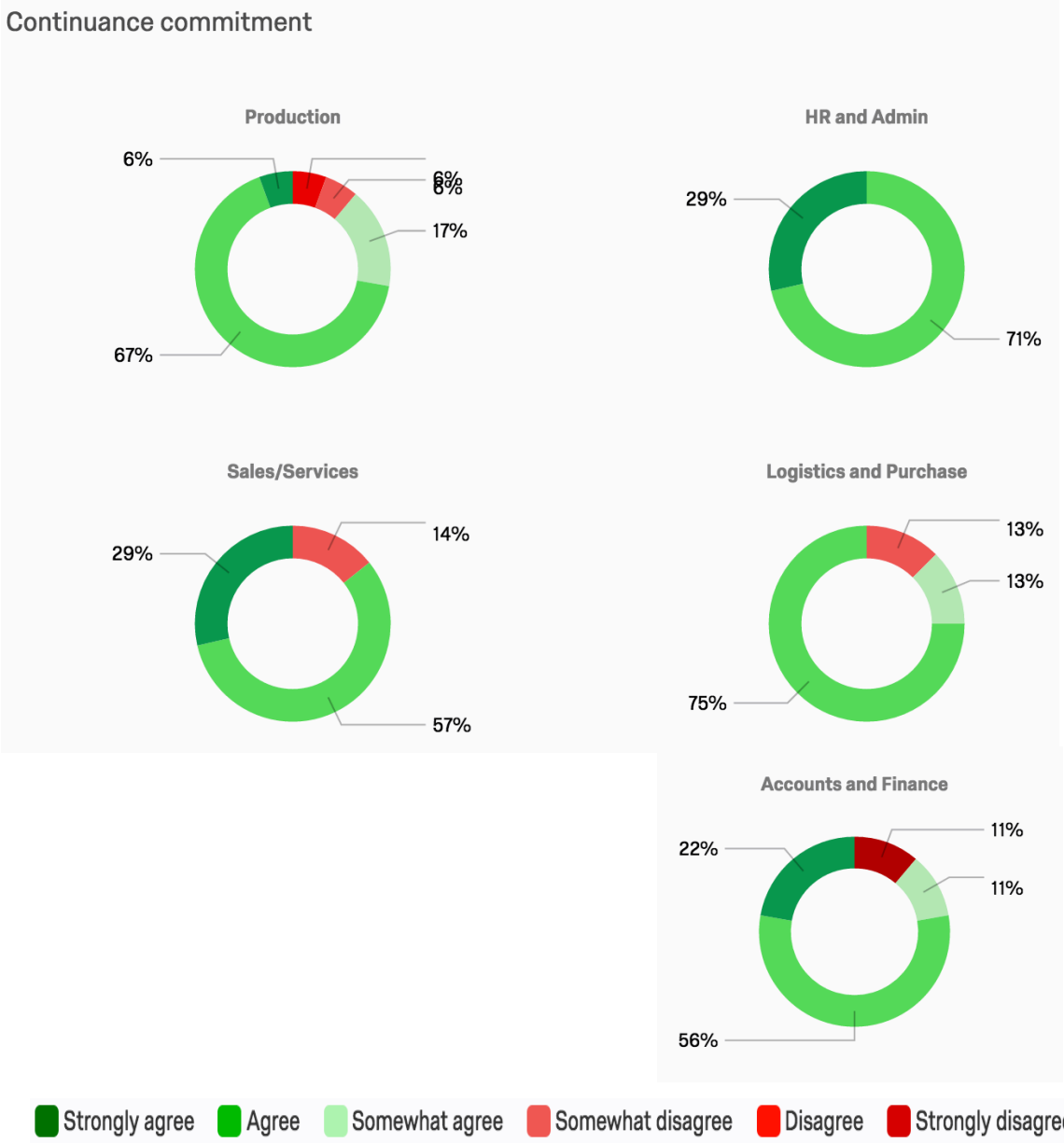
Figure 36 Continuance Commitment of the Indian Employees in Japanese companies specific to the department

Normative Commitment is an individual's emotional obligation to continue employment (Allen and Meyer Commitment model).

Normative Commitement
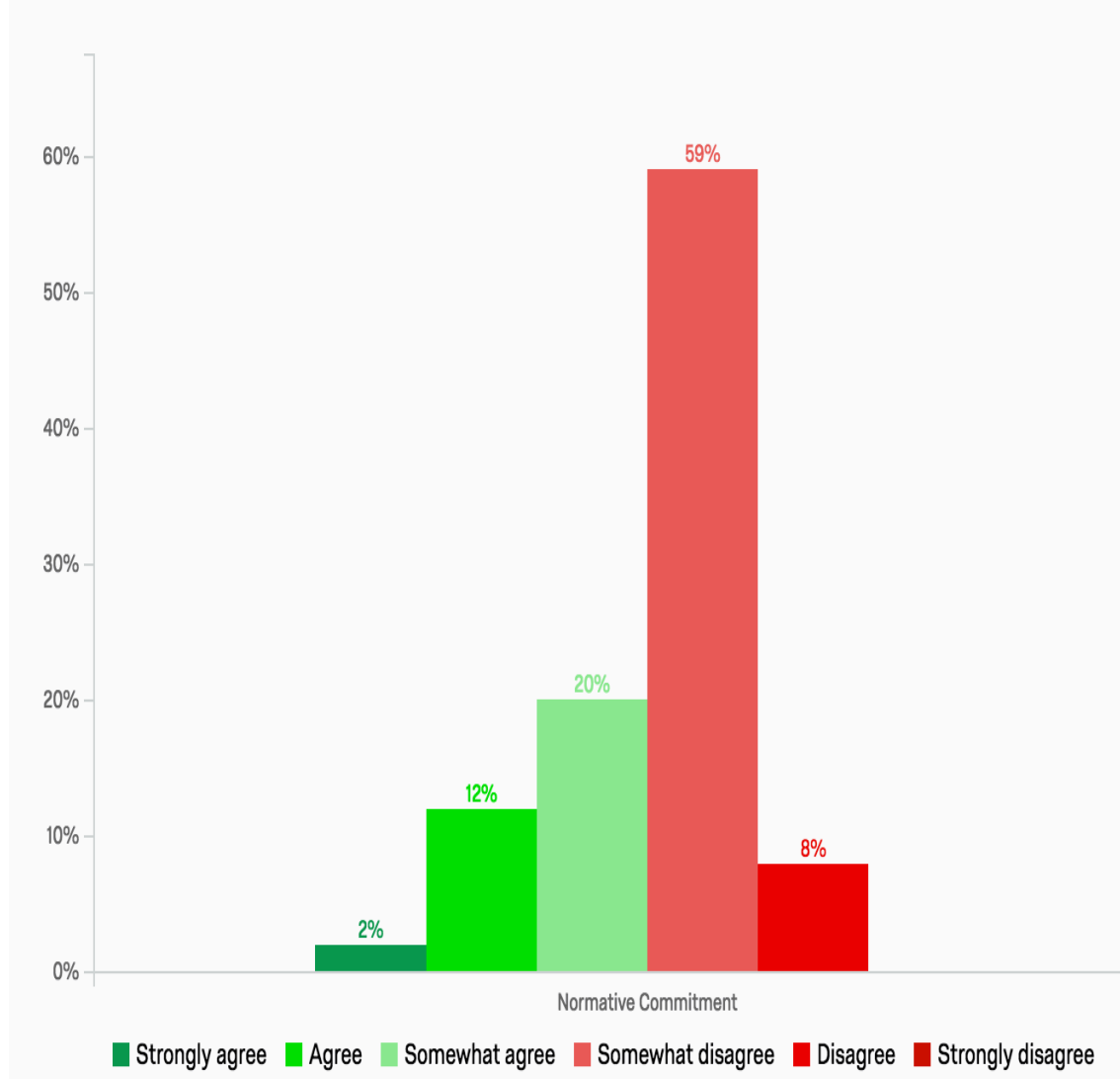
Figure 37. Overall Normative Commitment of the employees in the Japanese companies in India ("I feel that I owe this organization quite a bit because of what it has done for me")

The overall Normative Commitment of the employees in Japanese companies in India is very low. 67% employees believe that they are no emotional obligations to do something for the organization or to continue the employment at the same company. This might be due to the ineffective organizational culture.

Normative Commitement

Production

6%
18%
12%
65%

HR and Admin

14%
14%
29%
43%

Sales/Services

14%
29%
57%

Logistics and Purchase

25%
13%
63%

Accounts and Finance

22%
22%
56%

Strongly agree Agree Somewhat agree Somewhat disagree Disagree Strongly disagree
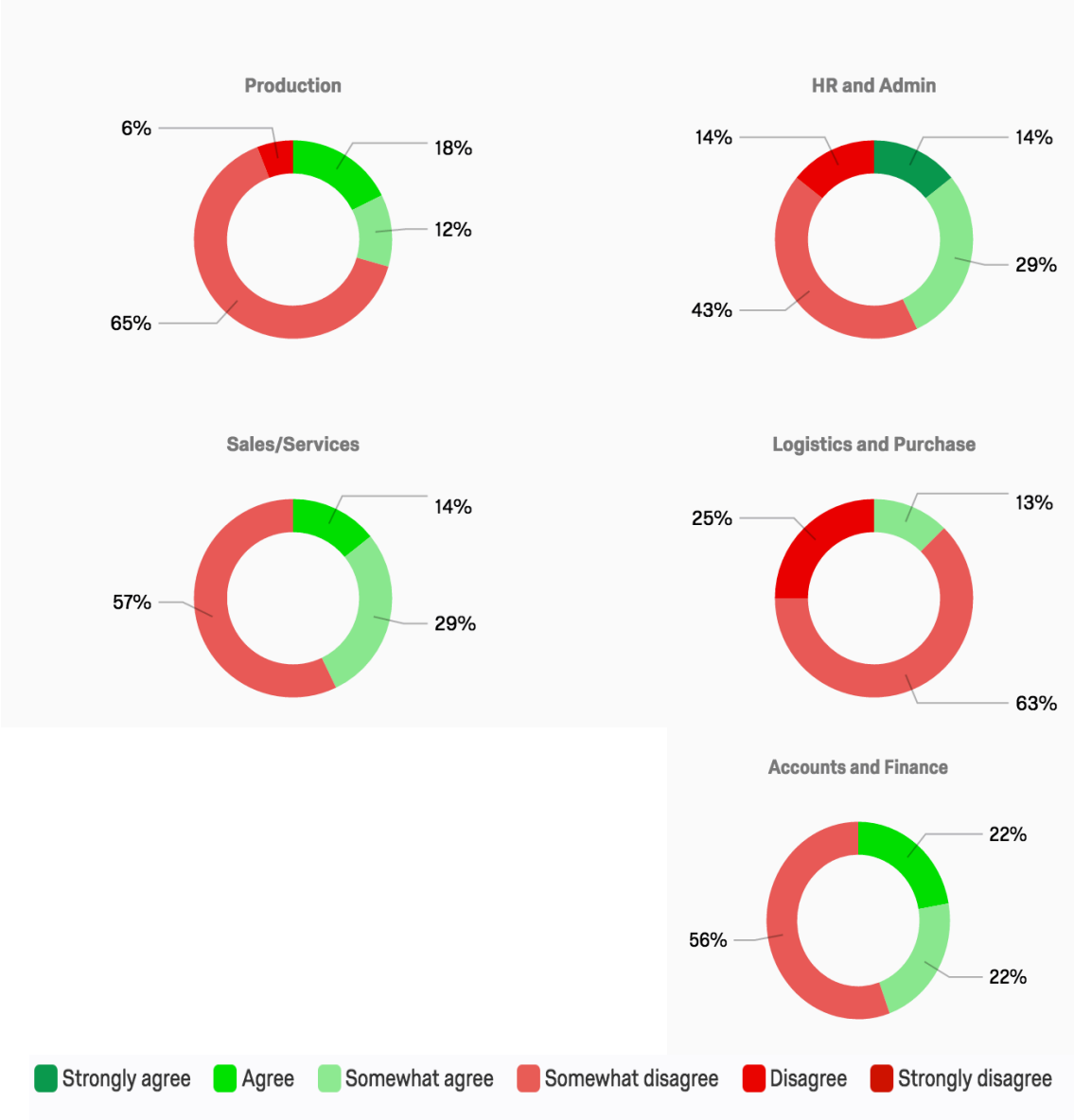
Opinion of Indian Employees about Job Hopping:
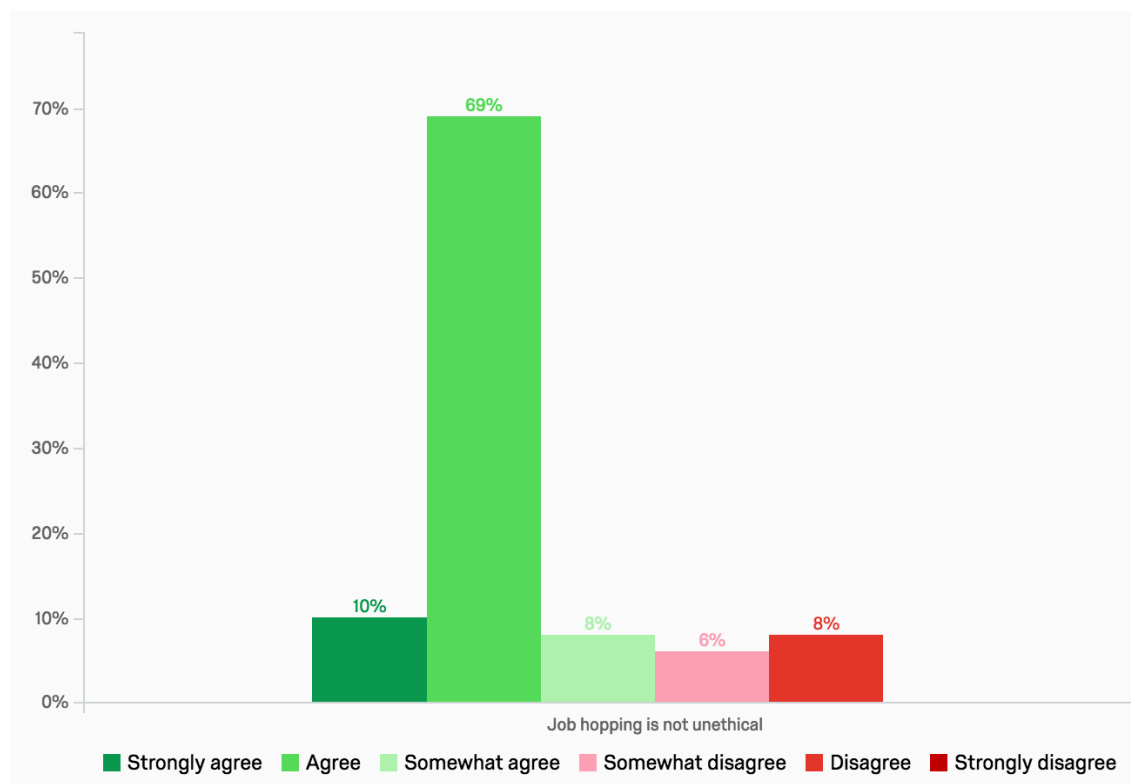
Figure 38 Showing percentage of people think job hopping is not unethical

As per the Figure 38, 87% Indian Employees think that job hopping is not unethical. The reason behind this thinking found through this research is their aspiration to progress in the career and to upgrade their skills. One of the other reason is to get a salary hike from the next job. This scenario of job hopping is quite common in private sector companies in India. Indian employees do not look job hopping unethical but the path to self-progress. This might be unethical to the Japanese people where the employees are loyal to the organization most of their lives. It's a matter of priority over loyalty in case of Indian employees.

4. Discussion and findings:

As per the results of two methods used in this research, the Bayesian model gives the most important interventions needed to improve the overall system. We can rank these interventions according to their importance. Following are the interventions and their effect on the "goal" i.e. improvement of commitment and engagement
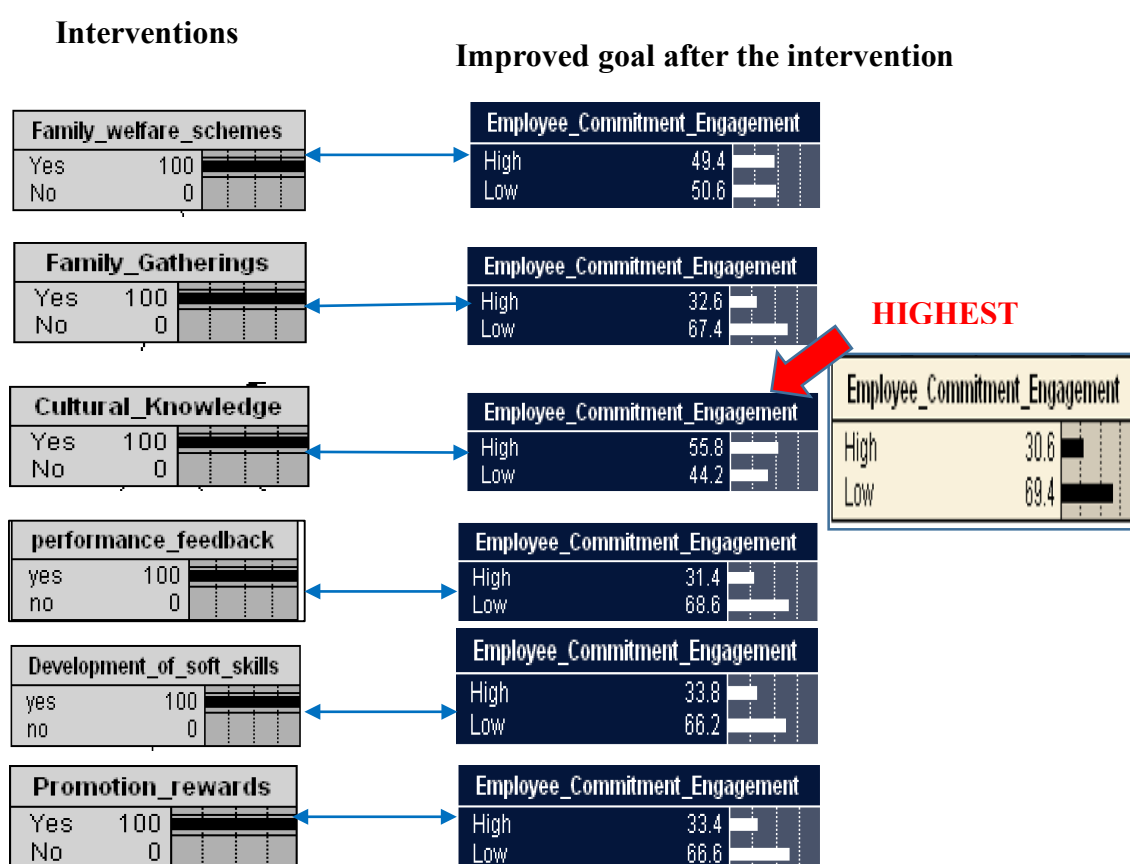
Figure 39 Effect of different intervention on the overall improvement of the goal i.e. improvement of Commitment and Engagement

In the Figure (39), different intervention taken from the main Bayesian model (figure 18). When these interventions are taken in the main Bayesian Model (Figure 18), changes in the system goal or we can see improved goal/system. As per the Figure (39), it can be

witnessed that the having cultural knowledge can have a considerable effect on the commitment and engagement of the employees in Japanese companies. The components interlinked with cultural knowledge in Figure 17 are Trust and Decision Making Power. Cultural knowledge can bridge the gap between the two cultures viz. Indian and Japanese for better understanding at the work place. This in turn will improve the commitment and engagement of the employees. Second most important intervention factor is the Family welfare schemes. In Indian society the family is given more importance than the work. Majority of the Labor force in India is poor and they are the soul bread earner in the family. Looking at this situation, having family welfare scheme can make some difference in the lives of the employees and in turn the organization will be able to gain the confidence of the employees. This will have a positive effect on the commitment and Engagement of the employees in the company.

The second part of this research is the quantitative analysis. The survey conducted in the Japanese companies in India gives some valuable insights about the organizational culture in India. The trust plays a pivotal role in deciding the organizational culture. The autonomy of the Indian employees is also a prime issue in Japanese companies India. The survey results verify the certain issues which are not healthy signs for any progressive organization. There is a lack of cultural knowledge amongst the India employees and there is also a strong desire shown by the employees to learn the cultural intricacies.
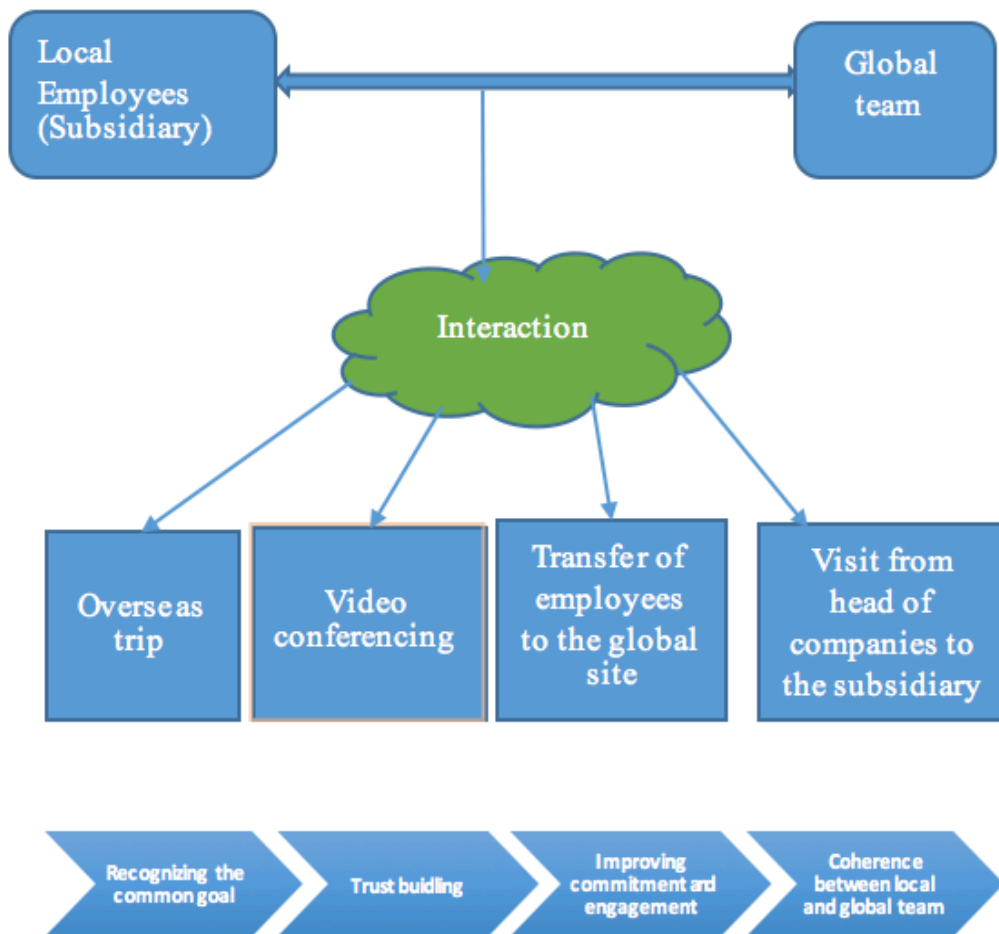
Figure 40 Benefits of Local subsidiary and global team interaction

The local team in Japanese subsidiary should have regular interaction with the global team in Japan. This will help both the counterparts to recognize their goal and work towards achieving that goal. It will also help in trust building and in turn there will improved commitment and engagement of the employees.

5.Conclusion

This research aims to study the commitment and engagement of the Indian employees in the Japanese companies. There are many factors which affect the commitment and the engagement of the employees. The cultural knowhow is one of the aspect which is imperative to understand for any organization in order to gain the long term benefits of it. The cultural gap between the two countries can be bridged using active participation of the internal stakeholders. The ethnocentric tendencies of the Japanese managers can be tackled thorough this bridge between two cultures. In order to set effective Human Resource Management (HRM) activities the Human Resource Management have to be experienced enough. The policies set by the Human Resource Department are going to decide the fate of the organization. Empowering the Human Resource Department can be bridge the gap between the Japanese manager and the Indian employees. For a diverse country like India it is very difficult to understand the work ethics and beliefs of the employees working in the company. During the precarious situation in the company due to the strikes of employees the Human resource department would play pivotal role. The employees should be encouraged to take the local decisions so that their self-confidence will increase and also their loyalty towards the company will increase. The decision making power to the employees in turn will ameliorate the trust and the bonding between both the counterparts viz. Japanese and Indian. The autonomy of the employees is of prime importance and the effect of the autonomy can be helpful to the organization not only in terms of gaining the monetary benefits but also for the improvement of the organizational culture. Cultural knowledge can be very helpful for the Japanese organizations to improve the trust between Indian and Japanese employees. Also, it will help to improve the commitment of the employees.

ACKNOWLEDGMENTS

Japan,15th July 2016

Prashant Bansod

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APPENDIX A

Questionnaire

Questionnaire for the Japanese companies in India

Thank you for participating in the survey. It will take 10 minutes or less to finish the survey. This survey is to study the organizational culture at the Japanese companies in India. The survey is only for the Indian Employees. This survey will remain anonymous, and will only be used for the academic research purposes.

Q1 Gender
○ Male
○ Female

Q2 Age
○ 18-25
○ 26-30
○ 31-35
○ 36-40
○ 41-45
○ 45 +

Q3 Education Level
○ High School
○ Bachelor's Degree
○ Master's Degree
○ PhD

Q4 Department you belong to
Production
○ HR and Admin
○ Sales/Services
○ Logistics and Purchase
○ Accounts and Finance
○ IT
○ Marketing/Communication
○ Other

Q5 How long have you been working in this company
○ 0-1
○ 1-3
○ 3-5
○ 5-7

o   7-10

o   10 +

Q6 Your experience in Japan (it can be a company visit or a sightseeing.)
- 1-2 weeks
- 3-4 weeks
- 1-3 months
- 4-6 months
- More than 6 months
- None

Q7 I have attended the training sessions on Japanese culture and work ethics
- Yes
- No
- Not yet but I would like to attend

Q8 I have knowledge about the Japanese culture
- Strongly agree
- Agree
- Somewhat agree
- Somewhat disagree
- Disagree
- Strongly disagree

Q9 Knowledge about the Japanese culture is needed to work at the company
Strongly agree
- Agree
- Somewhat agree
- Somewhat disagree
- Disagree
- Strongly disagree

Q10 I am very happy being a member of this organization
Strongly agree
- Agree
- Somewhat agree
- Somewhat disagree
- Disagree
- Strongly disagree

Q11 I really feel as if this organization's problems are my own
- Strongly agree
- Agree
- Somewhat agree
- Somewhat disagree
- Disagree
- Strongly disagree

Q12 I do not feel emotionally attached to this organization
Strongly agree
o   Agree
o   Somewhat agree
o   Somewhat disagree
o   Disagree
o   Strongly disagree

Q13 I feel that I owe this organization quite a bit because of what it has done for me
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q14 My organization deserves my loyalty because of its treatment towards me
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q15 Jumping from organization to organization does not seem at all unethical to me
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q16 I worry about the loss of investment I have made in this organization
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q17 I am loyal to this organization because I have invested a lot in it, emotionally, socially and economically
- ○ Strongly agree
- ○ Agree
- ○ Somewhat agree
- ○ Somewhat disagree
- ○ Disagree
- ○ Strongly disagree

Q18 I am not afraid of what might happen if I quit my job without having another one lined up
- ○ Strongly agree
- ○ Agree
- ○ Somewhat agree
- ○ Somewhat disagree
- ○ Disagree
- ○ Strongly disagree

Q19 I am not allowed to take certain local decisions related to the company
- ○ Strongly agree
- ○ Agree
- ○ Somewhat agree
- ○ Somewhat disagree
- ○ Disagree
- ○ Strongly disagree

Q20 Soft skills/Management skills are given to the employees on regular basis
- ○ Strongly agree
- ○ Agree
- ○ Somewhat agree
- ○ Somewhat disagree
- ○ Disagree
- ○ Strongly disagree

Q21 I get the performance feedback from the company on regular basis
- o Strongly agree
- o Agree
- o Somewhat agree
- o Somewhat disagree
- o Disagree
- o Strongly disagree

Q22 I get the promotion rewards from the company for my good work
Strongly agree
Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q23 Local team/Indian Team has an authority/power in the company to take decisions
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q24 There is a regular interaction/ discussions of the Indian employees with the Japanese headquarter
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q25 Headquarters in Japan provide Indian employees the required fund and advice to execute the plans/projects
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q26 HR team has an authority/autonomy to intervene in the matters related to Human Resource Management
○ Strongly agree
○ Agree
○ Somewhat agree
○ Somewhat disagree
○ Disagree
○ Strongly disagree

Q27 There is lack of trust among the Japanese and Indians employees
- o Strongly agree
- o Agree
- o Somewhat agree
- o Somewhat disagree
- o Disagree
- o Strongly disagree

Q28 My company understands my family's importance
Strongly agree
Agree
- O Somewhat agree
- O Somewhat disagree
- O Disagree
- O Strongly disagree

Q29 In my organization there are not enough family gatherings during festivals and other events
- O Strongly agree
- O Agree
- O Somewhat agree
- O Somewhat disagree
- O Disagree
- O Strongly disagree

Q30 I think family welfare schemes like family health insurance should be provided by the company
- O Strongly agree
- O Agree
- O Somewhat agree
- O Somewhat disagree
- O Disagree
- O Strongly disagree

Q31 I get sufficient time to spend with my family
- o Strongly agree
- o Agree
- o Somewhat agree
- o Somewhat disagree
- o Disagree
- o Strongly disagree

Q32 Family welfare schemes or understanding the importance of my family by the company will improve my commitment towards the organization
- ○ Strongly agree
- ○ Agree
- ○ Somewhat agree
- ○ Somewhat disagree
- ○ Disagree
- ○ Strongly disagree

Appendix B

Questionnaire responses

Q10 - I am very happy being a member of this organization							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
4	8	11	28	1	0	44%	56%

Q11 - I really feel as if this organization's problem is my own							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
4	6	8	30	3	0	30%	70%

Q12 - I do not feel emotionally attached to this organization							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	5	25	16	2	2	59%	41%

Q13 - I feel that I owe this organization quite a bit because of what it has done for me							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	6	10	30	4	0	52%	48%

Q14- My organization deserves my loyalty because of its treatment towards me							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	8	21	19	2	0	55%	45%

Q15- Jumping from organization to organization does not seem at all unethical to me							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
5	36	4	3	4	0	86%	14%

Q16 - I worry about the loss of investment I have made in this organization							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	2	8	32	7	1	21%	79%

Q17 - I am loyal to this organization because I have invested a lot in it, emotionally, socially and economically							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
2	6	34	4	0	1	81%	19%

Q18 - I am not afraid of what might happen if I quit my job without having another one lined up							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	1	3	7	33	7	10%	90%

Q19 - I am not allowed to take certain local decisions related to the company							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	8	31	10	3	0	75%	25%

Q20 - Soft skills/Management skills are given to the employees on regular basis							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
2	7	14	26	2	1	44%	66%

Q21 - I get the performance feedback from the company on regular basis							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	9	20	10	3	0	56%	44%

Q22 - I get the promotion rewards from the company for my good work							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	7	18	24	1	1	50%	50%

Q23- Local team/Indian Team has an authority/power in the company to take decisions							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	4	13	31	4	0	32%	68%

Q24 - There is a regular interaction/ discussions of the Indian employees with the Japanese headquarter							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	6	17	23	4	0	46%	54%

Q25- Headquarters in Japan provide Indian employees the required fund and advice to execute the plans/projects							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	11	32	6	2	1	63%	37%

Q26- HR department is not given much importance in Japanese companies							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
4	9	25	12	2	0	13%	87%

Q27 - There is lack of trust among the Japanese and Indians employees							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
5	24	13	9	1	0	81%	19%

Q28 - My company understands my family's importance							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
2	6	17	23	4	0	49%	51%

Q29 - In my organization there are not enough family gatherings during festivals and other events							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
0	2	17	26	5	2	37%	63%

Q30 - I think family welfare schemes like family health insurance should be provided by the company							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
5	32	12	2	0	0	97%	3%

Q31- I get sufficient time to spend with my family							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
1	10	7	29	4	1	34%	66%

Q32 - Family welfare schemes or understanding the importance of my family by the company will improve my commitment towards the organization							
Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Yes	No
3	31	7	10	1	0	79%	21%