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慶應義塾大学大学院経営管理研究科修士課程

学位論文（ 2024 年度）

論文題名

Local Thai Employees' Perspectives on Job Delegation: Insights on the hesitation and willingness

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論文要旨

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(論文題名)			
Local Thai Employees' Perspectives on Job Delegation: Insights on the hesitation and willingness			
(内容の要旨)			
As globalization deepens, multinational corporations encounter unique challenges in managing overseas subsidiaries, particularly in culturally distinct regions like Southeast Asia. This study examines the perspectives of local Thai employees toward job delegation in multinational companies, focusing on Japanese firms operating in Thailand. By investigating factors that contribute to hesitation and willingness in accepting delegated tasks, the research seeks to bridge gaps in understanding micro-level employee dynamics within global organizations. Using a survey-based methodology, data were collected from 111 Thai employees across diverse industries and organizational levels. Key findings highlight that unclear job requirements, excessive workloads, and inadequate supervisory support are significant barriers to task acceptance. Conversely, factors such as clear communication of expectations, supervisory guidance, manageable workloads, and opportunities for career development emerged as critical motivators for increasing willingness and engagement. The analysis delves into cultural influences, revealing that Thai employees value clarity and purpose in their roles while often hesitating to seek clarification due to respect for hierarchy and a desire for harmony. Differences were also observed across career stages: entry- and mid-level employees emphasized the need for detailed instructions, while senior executives sought greater involvement in strategic decision-making processes. The research identifies that challenges related to unclear job expectations and workload management are universal across companies, regardless of nationality, suggesting that fostering transparent communication and realistic workloads is essential for effective delegation globally. Practical recommendations are provided for leaders to improve their delegation practices by aligning them with employee expectations and cultural values. This study contributes to academic literature by offering nuanced insights into local employees' sentiments, empowering multinational organizations to build stronger, more cohesive, and motivated teams. Ultimately, it serves as a call to action for leaders to reflect on their delegation practices and leadership styles, inspiring thoughtful and inclusive leadership that drives organizational success and personal growth.			

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Chapter 1: Introduction

1.1 BACKGROUND

As globalization strengthens, multinational companies face increasingly complex challenges in managing their overseas operations. Japanese companies and international company have long sought to expand into Southeast Asian markets, particularly Thailand, attracted by its strategic location and skilled workforce. However, managing subsidiaries abroad presents unique challenges, particularly concerning organizational structure and decision-making processes (Pohkaew, 2017). Understanding the sentiments of local employees regarding work motivation is crucial for fostering a productive and harmonious work environment. While existing research often focuses on expatriate, there is a significant gap in understanding local individual organizations. This study aims to explore the sentiments of local employees regarding the work motivation. Specifically, it seeks to understand how local employees perceive, motivate or even demotivate by their superior and jobs.

The final goal is to provide practical insights for managers and policymakers to enhance global leadership and effectively manage subsidiaries in Thailand. This research will contribute to the academic discourse by addressing the nuanced perspectives of local employees, thereby offering a more comprehensive understanding of work motivation for employees in multinational contexts. Hopefully helping current and future leader to reflect their behaviour toward their subordinates as well.

1.2 CURRENT UNDERSTANDING

Numerous international business studies highlight the importance of macro-level dynamics for organizational success. Key elements such as autonomy, control, and coordination hierarchy are frequently emphasized for their significance in both headquarters (HQ) and subsidiary contexts (Tayeb, 2005). These elements are critical for ensuring effective governance, strategic alignment, and operational efficiency across different geographical locations.

In the context of Japanese companies operating in Thailand, traditionally, Japanese multinational corporations have tended to rely heavily on headquarter or expatriates for key decision-making roles within their subsidiaries (Miroshnik & Basu, 2014). This approach is rooted in a desire to maintain control and ensure to ease language barrier problem, therefore the corporate culture and strategic objectives set by the headquarters.

However, there has been a gradual shift towards granting local employees more authority. Japanese companies tend to appoint local employees to critical leadership positions. This approach is predicated on

the belief that local leaders possess a deeper understanding of the local market dynamics, cultural nuances, and regulatory environment, which can drive better business outcomes and foster stronger local relationships (Matsuo, 2015). Research indicates that empowering local leaders can lead to more effective problem-solving, increased responsiveness to local market conditions, and overall improved organizational outcomes.

1.3 EXPOLRING THE UNKNOWN

Despite the extensive macro-level organizational structures designed to streamline operations and governance, there remains a significant gap in our understanding of the nuanced dynamics of autonomy at the micro-level within subsidiary organizations. The acceptance of work delegation and maintain employee motivations can vary based on several factors, including the nature of the task, location, generation, educational background, hierarchy, clarity of the task, and time span. Assuming that most of the research focus on expat or Japanese HQ opinion, therefore there are not many research which have a clear picture of whether local employees desire to undertake assigned work, what are the key factor that motivated them or how they feel about the assigned responsibilities.

However, understanding these perceptions is crucial, as it can significantly influence the effectiveness of the delegated work and the overall functioning of the subsidiary. Local employees' feelings towards job empowerment and their readiness to achieve the job leading to their job satisfaction and performance. This, in turn, can impact the subsidiary's alignment with the broader organizational goals set by the headquarters.

1.4 THE RESEARCH GAP

To bridge this knowledge gap, it is essential to explore into the attitudes of individual employees regarding work hesitation and motivation. Examining how employees feel when got assigning task. This understanding will enable company to improving the leadership skill and management skill more effectively, ensuring that they align with the aspirations of local employees.

By conducting studies and gathering qualitative data on employee sentiments, this research can gain a deeper local workforce's perspectives. This will not only foster a more cohesive and motivated organizational culture but also enhance the overall efficiency and success of subsidiary operations.

1.5 LITERATURE REVIEW

Notable preceding studies relevant to this theme include Matsuo (2015) and Oki (2016). Matsuo (2015) conducted research on human resource development within overseas subsidiaries, focusing on foreign executives. The study concluded that companies specializing in specific functions tend to delegate management to local talent or rely heavily on local partners for strategic decisions. Similarly, Oki (2016)

explored the roles and challenges of expatriates, discussing the importance of expatriates and methods to enhance inter-office collaboration upon their return. While previous studies have addressed the potential increase or decrease in the number of expatriates based on their tenure or product conditions.

However, in my research, I aim to explore deeply into the perspective of local employees, particularly regarding their readiness and willingness to assume significant responsibilities towards granting them more authority within Japanese companies.

1.6 SCOPE AND DEFINITIONS

There are various approaches to understanding the micro-level perspectives of employees. However, this research **focuses specifically on the Thai employees who working in local multinational company in Thailand.** Understanding the perspectives of Thai subsidiaries is crucial for Japanese organizations, as Thailand serves as a key gateway to the ASEAN market. Drawing on my familiarity with the Thai market, I aim to leverage unique insights and strengths to provide valuable findings that can benefit Japanese companies. This research seeks to enhance their ability to succeed in Southeast Asia, fostering sustainable growth and development, particularly within Thailand's diverse and dynamic market. The study **primarily focuses on the opinions of Thai employees as the foundation for the analysis.**

Chapter 2: Research Design

2.1 METHODOLOGY

This research will mainly focus on **collecting quantitative data**. To gather this data, survey has been distributed to local Thai employees working in Japanese and other multinational companies operating in Thailand. The surveys will aim to capture employees' views and attitudes toward authority delegation within their organizations. The main objective is **to identify the factors that influence their willingness to accept delegated tasks, beyond just compensation and incentives**.

2.2 SURVEY DESIGN: DEMOGRAPHIC OF POTENTIAL RESPONDENTS

The demographic section of my research focuses on gathering diverse information about the participants to ensure a comprehensive understanding of their backgrounds and experiences. The key demographic areas include:

1. **Gender:**

Participants are categorized as Male, Female, or Other to promote inclusivity.

2. **Age Groups:**

The age range is divided into five categories: 18–24, 25–34, 35–44, 45–54, and 55 and above, covering a wide spectrum of working-age participants.

3. **Education Level:**

Participants' highest level of education is recorded, ranging from High School to Doctorate, with an option to specify other qualifications.

4. **Current Job Position:**

The organizational roles of participants are identified as Entry-level, Mid-level, Senior-level, Management, or Executive.

5. **Years of Work Experience in the Organization:**

Work experience is categorized into five ranges: less than 1 year, 1–3 years, 4–6 years, 7–10 years, and more than 10 years.

6. **Industry:**

Participants indicate the industry they work in, such as Manufacturing, Technology/IT, Finance/Banking, Healthcare, Retail, Hospitality/Tourism, Education, Construction/Engineering, Media/Entertainment, or Other (with an option to specify).

7. **International Experience:**

To understand the global exposure of participants, they are asked if they have lived

abroad and for how long, ranging from none to more than 5 years.

8. Countries Lived In:

Participants provide information about the regions they have lived in, categorized as American/Canada, European, Asia, Japanese, or Other.

9. Type of International Company:

The type of international organization participants work for is noted, categorized as American/Canada, European, Asian, Japanese, or Other.

This research includes diverse representation and identifies unique perspectives relevant to Thai employees' delegation preferences and expectations.

2.3 SURVEY DESIGN: RESEARCH QUESTIONS

My research focuses on empower employees therefore besides compensation the factors that influence Thai managers and employees' willingness to accept delegated tasks. The study is divided into three key parts:

1. Research question: Aside from compensation, what factor makes you hesitant to take on the assigned work?

Current Challenges in work delegation

Participants will rank the top three factors that make them **unwilling or hesitant to accept delegated tasks**. Options include:

- Unclear job requirements
- Insufficient time to complete tasks
- Lack of support or guidance from supervisors
- Lack of confidence in completing tasks successfully
- Excessive workload
- Inadequate training opportunities
- Exclusion from decision-making processes
- Other factors they may specify

2. Research question: Aside from compensation, what do you believe would make you more willing to take on the assigned work?

Future Expectations in work delegation practices

Participants will rank the top three changes they believe would make them **more willing to accept delegated tasks**.

- Clear communication of job requirements
- Supervisor support to guide and correct errors

- Manageable workloads
- Company initiatives to enhance skills and confidence
- Challenging tasks that support career development
- Clear and achievable goal-setting
- Collaboration with supportive team members
- Other suggestions they may provide

This research aims to provide insights into the preferences and expectations of Thai employees, helping organizations refine their delegation strategies to improve task acceptance and overall productivity.

2.4 SURVEY APPROACH

To efficiently collect the data, the survey was conducted online. The target audience answered the survey through an online platform, providing an accessible method for participants to submit their responses. The survey was distributed to local employees working in a diverse range of Japanese and other multinational companies operating in Thailand. The aim was to gather responses from at least 50 employees to ensure a representative sample. By using Google Survey online, the process allowed for easy tracking and organization of the data. This method also ensured that employees from different sectors and positions within the companies could participate at their convenience. These responses contributed to a comprehensive understanding of their attitudes towards work delegation.

Chapter 3: Research Result

The data collection process has the potential to exceed the initial expectations 70 employees, with the number of responses possibly surpassing the originally projected target at more than 100 employee help answering this survey. This would provide a more robust dataset, enhancing the reliability and generalizability of the findings.

3.1 DEMOGRAPHIC OVERVIEW

1. Gender and Age group

Gender/Age range	18-24	25-34	35-44	45-54	55 above	Grand Total
Male	3	20	2		1	26
Female	2	70	8	3	2	85
Grand Total	5	90	10	3	3	111

2. Education Level and Current Job Position

Current Position /Education level	Doctoral	Master	Bachelor	Total
Executive Level		1	6	7
Senior Level		7	2	9
Mid-Level	1	26	32	59
Entry Level	1	9	26	36
Total	2	43	66	111

3. Years of Work Experience in the Organization and Current Job Position

Current Position / Year of service	<1	1-3	4-6	7-10	>10 years	Grand Total
Executive Level		1	4		2	7
Senior Level			2	3	4	9
Mid-Level	2	15	22	18	2	59
Entry Level	11	12	11	1	1	36
Grand Total	13	28	39	22	9	111

4. Industry:

Industry	Number	%
Agency	1	1%
Automotive	1	1%
Aviation	1	1%
Aviation Industry	1	1%
Civil Service	3	3%
Construction / Engineering	2	2%
Consultation	2	2%
Cosmetics / Skincare	1	1%
Customer Experience	2	2%
Diplomacy	1	1%
Education	11	10%
Exhibition & Conference	1	1%
Finance / Banking	8	7%
Food Trade	1	1%
Health Sector	6	5%
Import-Export	1	1%
International Cooperation & Development	1	1%
International Organizations	1	1%
Legal Consultant	1	1%
Logistics	9	8%
Manufacturing	11	10%
Marketing	2	2%
Media / Entertainment	4	4%
Metallurgy and Metal Smelting	1	1%
Oil Refinery	1	1%
Researcher / Science	1	1%
Retail	8	7%
Service / Tourism	10	9%
Sustainability Consultant (ESG)	1	1%
Technology / IT	15	14%
Trade	1	1%
Transportation	1	1%
Sum	111	100%

5. Type of International Company:

Foreign country you worked with / currently working	Numbers
America/Canada	13
Australia	1
China	2
Europe	22
Japan	53
Singapore	1
South Korea	2
Grand Total	94

Note: After data cleaning, 7 individuals either did not respond or did not have experience working in multinational companies. Therefore, the total sample size is 94 out of 111 participants.

6. International Experience: Countries Lived In and duration

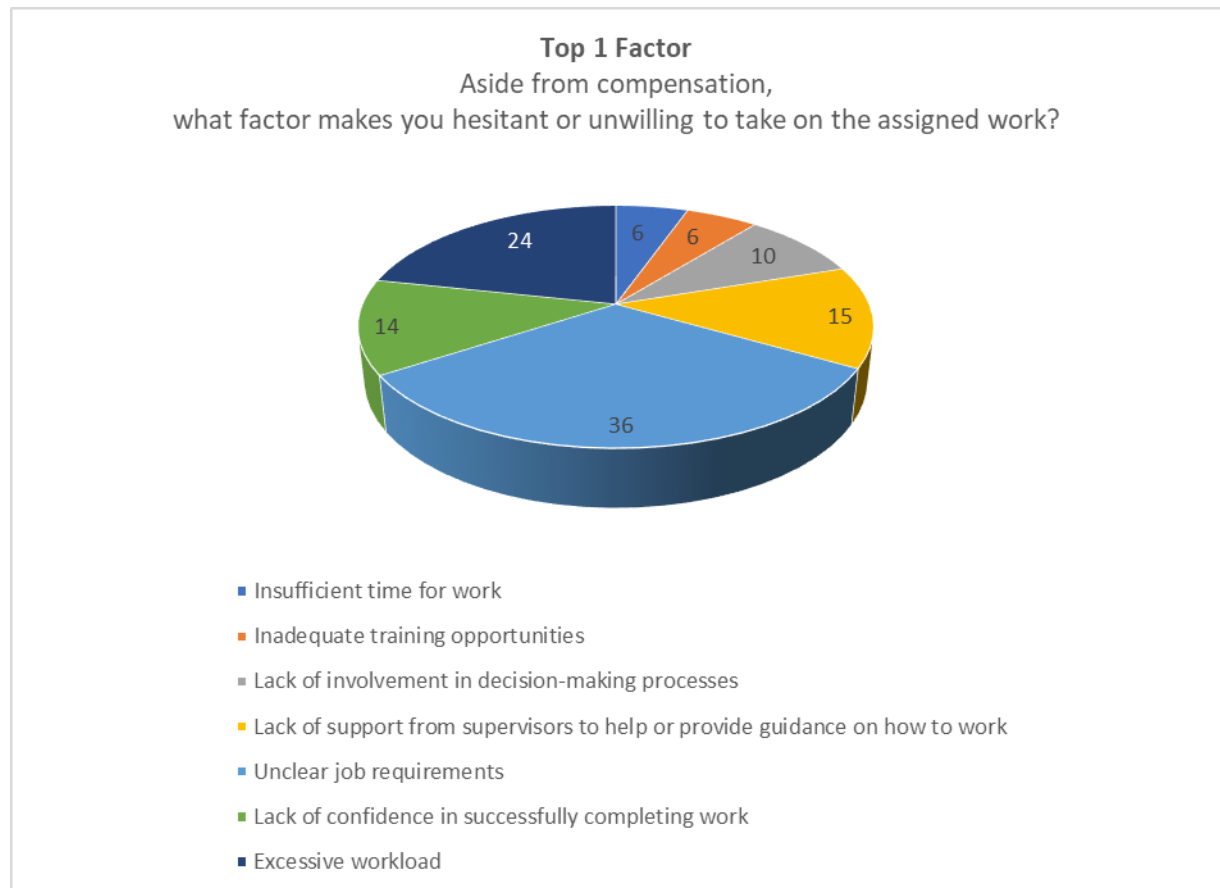
Country/Duration	1-3 months	3-6 months	6months - 1 year	1-3 year	3-4 years	4-5 years	> 5 years	Total
America/Canada	1	1	2	2	1		1	8
America/Canada, Europe				1				1
America/Canada, Europe, Japan							3	3
America/Canada, Europe, Japan, India							1	1
America/Canada, Japan	1				2		1	4
America/Canada, Singapore		1						1
America/Canada, Tunisia	1							1
Australia				1				1
China			1	1				2
England			1					1
Europe							1	1
Europe, China, Japan					1			1
Europe, Japan					1		4	5
Europe, South Korea				1				1
Europe, Vietnam, Myanmar								0
Indonesia			1					1
Japan	4	2	6	10	6	1	18	47

Japan,							1	1
Japan, Australia		1						1
Japan, Australia, Myanmar							1	1
Japan, Germany			1					1
South Korea			1					1
South Korea, Australia		1						1
Total	7	6	13	16	11	1	31	85

Note: After data cleaning, 7 individuals either did not respond to duration of staying questions. Therefore, the total sample size is 85 out of 111 participants.

3.2 RESULT OVERVIEW: FACTORS INFLUENCING JOB DISSATISFACTION

The pie chart below illustrates the distribution of answer result of the question, aside from compensation, what factors make you hesitant or unwilling to take on the tasks assigned to you?



Based on the data provided, "Unclear job requirements" remains the top factor (36 votes) causing hesitation among Thai employees when it comes to taking on work. This

suggests that employees may feel uncertain or confused about their roles, responsibilities, or expectations, which can lead to anxiety or reluctance to proceed with tasks.

Detailed Explanation of the Findings:

1. Unclear Job Requirements (36 votes)

This indicates that a significant number of employees face challenges in understanding what is expected of them. Ambiguity in tasks or lack of detailed instructions can lower confidence and increase hesitation.

2. Excessive Workload (24 votes)

High demands without sufficient resources or time lead to stress and hesitation, as employees feel overwhelmed by the volume of work.

3. Lack of Support from Supervisors (15 votes)

Ranked second, this shows that employees value guidance and mentorship. A lack of leadership or assistance can make them feel isolated and unsupported in their roles.

4. Lack of Confidence in Successfully Completing Work (14 votes)

Employees may hesitate if they doubt their ability to complete tasks successfully, especially when job expectations are unclear or when they lack adequate training.

5. Inadequate Training Opportunities (6 votes)

Employees may lack the necessary skills or tools to perform their jobs effectively, creating reluctance to take on tasks they feel unprepared for.

6. Insufficient Time for Work (6 votes)

Limited time to complete tasks further contributes to stress and hesitation, particularly if deadlines are unrealistic.

7. Lack of Involvement in Decision-Making Processes (10 votes)

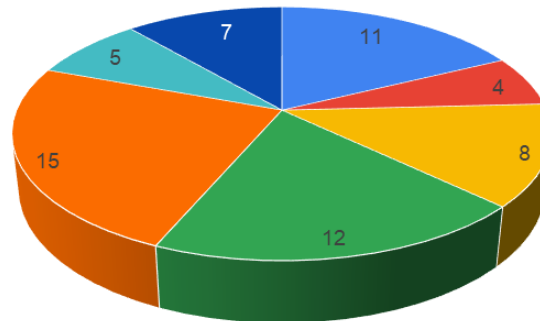
Employees may feel disengaged or undervalued if they are excluded from important decisions, leading to a lack of motivation to fully commit to tasks.

Summary:

The results highlight the importance of clear communication, supportive management, and proper training. Addressing these factors can significantly improve employee engagement and willingness to take on assigned work. Companies should focus on providing clarity, fostering a supportive work environment, and ensuring reasonable workloads to reduce hesitation among employees.

Furthermore, the result of the question, combined with compensation/motivation, what changes in work assignments do you believe would make you more willing to take on the assigned work is shown as below

Top 1 Factor:
Aside from compensation,
what changes in work assignments do you believe would make you more
willing to take on the assigned work?



- Assignment of challenging and career-developing tasks for the future
- Setting clear and achievable goals
- Working in a team with good relationships and mutual assistance
- Support from supervisors to provide guidance and correct methods when errors occur
- Clear communication of job requirements
- Company initiatives to enhance employee knowledge and confidence in their work

Thai employees' willingness to take on work assignments, the survey highlights several critical factors that, when addressed, can significantly improve motivation and engagement.

Here's a more detailed elaboration:

1. **Clear Communication of Job Requirements (15 votes):** The most important factor for Thai employees is understanding their roles and tasks clearly. Ambiguity in job expectations creates uncertainty and reduces confidence. Employees prefer managers who provide specific instructions, detailed objectives, and clear deliverables. Ensuring clarity from the start empowers employees to approach their work with certainty and focus.
2. **Support from Supervisors (12 votes):** Supervisory support is highly valued, particularly in the form of guidance and corrective feedback. Employees are more inclined to take on assignments if they know they will have access to mentorship and assistance when challenges arise. Supervisors who actively help employees address mistakes and learn from them foster a positive work culture and boost morale.
3. **Assignment of Challenging and Career-Developing Tasks (11 votes):** Thai employees value opportunities that contribute to their career progression. Assignments that are challenging yet achievable, and that help them develop new skills, increase their engagement and willingness

to take on work. Employees want to feel that their tasks align with their long-term career goals, offering both growth and fulfillment.

4. **Working in a Supportive Team Environment (8 votes):** Team dynamics play a significant role in employee willingness. Employees are more motivated to work when they are part of a team that fosters good relationships, mutual respect, and collaboration. A supportive team environment encourages knowledge sharing, reduces stress, and builds trust among members.
5. **Manageable Workload (7 votes):** A balanced workload is another key factor. Overburdening employees leads to stress and burnout, while a manageable workload allows them to focus on quality and efficiency. Employees are more willing to engage in work when they feel their time and energy are being respected.
6. **Company Initiatives for Employee Development (5 votes):** Employees appreciate organizations that invest in their growth. Training programs, workshops, and opportunities to upskill boost employee confidence and prepare them for future tasks. These initiatives not only enhance individual performance but also show employees that their development is valued by the company.
7. **Setting Clear and Achievable Goals (4 votes):** Employees are more motivated when their goals are specific, measurable, and realistic. Achievable targets help employees stay focused and reduce the fear of failure, making them more willing to take on tasks confidently.

Summary:

Thai employees prioritize clarity **in job expectations, strong supervisory support, and career growth opportunities**. A supportive team environment, balanced workloads, and development initiatives also play significant roles in increasing their willingness to take on assignments.

Chapter 4: Analysis the result

4.1 ANALYSIS OVERVIEW: THAI CULTURE INVOLVING IN RESULT

From the research result, I have observed that Thai employees highly value clarity in job assignments and expectations. This cultural preference underscores the importance of clear communication from supervisors and managers. Employees are more motivated and engaged when they understand not only the specific task that they need to perform but also the purpose and significance of their work in contributing to broader organizational goals.

As I grow up in Thai culture, the culture itself has involved in respecting for hierarchy. Consequently, it could be assumed that a desire for harmony often lead employees to hesitate in seeking clarification or challenging unclear instructions. Therefore, it is crucial for leaders to proactively provide detailed guidance and set clear expectations from the beginning. By doing so, employees can approach their tasks with confidence and feel a stronger sense of purpose in their roles.

Moreover, understanding the "why" behind their work helps Thai employees connect their tasks to both personal and professional growth, further increasing their motivation. This aligns with the survey results, where factors such as clarity in job requirements, supervisory support, and career development opportunities were highlighted as key drivers for employee engagement.

To foster a more motivated workforce in Thailand, companies should prioritize:

1. **Purpose-Driven Work:** Explain how individual tasks contribute to team or organizational goals.
2. **Supportive Leadership:** Provide consistent guidance and feedback to build trust and confidence.
3. **Structural Communication:** Clearly define roles, objectives, and expected outcomes.

These strategies enhance performance and align with the cultural values of respect, structure, and mutual understanding deeply ingrained in Thai society.

4.2 ANALYSIS INTERGRATION WITH POSITION IN THE COMPANY

Looking into the top factors for unwillingness to take on tasks, and separating them by career stage (entry-level, mid-level, senior, and executive), it can be assumed that for **entry-level** and **mid-level (supervisor)** employees, **unclear job requirements** are the primary reasons for their unwillingness to take on tasks. These employees may struggle with ambiguity in their roles, leading to hesitation and

disengagement. At the **entry-level**, they may lack the experience to navigate unclear expectations, while **mid-level supervisors** may feel overwhelmed with unclear directives in addition to their leadership responsibilities.

Top 1 Factor for unwilling to take the task	Entry Level	Mid-Level	Senior Level	Executive Level	Total
Insufficient time for work	3	1	2		6
Inadequate training opportunities	3	2	1		6
Lack of involvement in decision-making processes	1	3	2	4	10
Lack of support from supervisors to help or provide guidance on how to work	3	11		1	15
Unclear job requirements	11	23	1	1	36
Lack of confidence in successfully completing work	7	5	2		14
Excessive workload	8	14	1	1	24
Other (high competitive in workplace)					
Grand Total	36	59	9	7	111

On the other hand, at the **executive level**, employees are more focused on **lack of involvement in decision-making processes**, suggesting that their motivation is influenced by the desire to have a say in the direction of the organization and contribute to high-level decisions. Executives likely want to feel that their insights and expertise are valued in shaping key company strategies, and the lack of this involvement could lead to frustration or reluctance to take on tasks. This highlights how different career stages experience distinct challenges that impact their willingness to perform their roles effectively.

4.3 SURPRISING ON UNEXPECTED ANALYSIS

Research has shown that Japan is a high-context society (Hofstede, 2010) where communication often relies on implicit understanding rather than direct instructions. It can be challenging to grasp clear guidance through words alone. This common stereotype that employees in Japanese companies uniquely struggle with unclear communication or job expectations. However, one surprising finding from the research is the participate who answer ‘unclear job requirement’ half of the participants work for Japanese companies, while the other half are working for another international companies.

Ratio of the result by countries

Top 1 Factor for unwilling to take the task	Japan	Korea	China	Singapore	Australia	Europe	US/ Canada	Total
Insufficient time for work	3					2		5
Inadequate training opportunities	3					2	1	6
Lack of involvement in decision-making processes	4					4	1	9
Lack of support from supervisors to provide guidance	6				1	2	2	11
Unclear job requirements	14	1	1			6	7	29
Lack of confidence in successfully completing work	9			1		2		12
Excessive workload	14	1	1			4	2	22
Total	53	2	2	1	1	22	13	94

Top 1 Factor for unwilling to take the task by employee who work for each country company	Japan	Korea	China	Singapore	Australia	Europe	US/ Canada	Total
Insufficient time for work	6%	0%	0%	0%	0%	9%	0%	5%
Inadequate training opportunities	6%	0%	0%	0%	0%	9%	8%	6%
Lack of involvement in decision-making processes	8%	0%	0%	0%	0%	18%	8%	10%
Lack of support from supervisors to provide guidance	11%	0%	0%	0%	100%	9%	15%	12%
Unclear job requirements	26%	50%	50%	0%	0%	27%	54%	31%
Lack of confidence in successfully completing work	17%	0%	0%	100%	0%	9%	0%	13%
Excessive workload	26%	50%	50%	0%	0%	18%	15%	23%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Chi-Square Test Results

Chi-Square Statistic	P-Value	Degrees of Freedom (Df)
0.694792736	0.404538962	1

By utilizing the Chi-square, this analysis determines whether there is a significant relationship between the group (Japan vs. Non-Japan) and the reasons provided for unclear job requirements (Unclear Job Requirement vs. Other Reasons).

The Chi-Square Test was conducted, yielding a Chi-Square value (χ^2) of 0.695, which indicates minimal difference between the observed and expected data. The p-value for the test was 0.405, which is greater than the conventional significance level of 0.05 it means the differences are not statistically significant, they are likely due to random chance. The degrees of freedom (df) for the analysis were 1, reflecting the structure of the 2x2 table used in the test.

The results indicate no significant relationship between the group (Japan vs. Non-Japan) and the reasons for unclear job requirements. Both groups appear to behave similarly in this context, and the observed differences can be attributed to randomness rather than a meaningful connection.

Therefore, the results, reveal that employee's concerns about **clarity in job requirements are**

universal. Regardless of the company's nationality, employees consistently express the need for clear instructions, well-defined roles, and a transparent understanding of expectations. These finding highlights that the desire for clarity in communication transcends cultural or organizational boundaries, emerging as a critical factor influencing employee motivation and satisfaction globally.

This realization underscores the critical importance of fostering clear communication, setting well-defined expectations, and taking into account the workload of employees, whether in a Japanese company or not. Employees, regardless of their cultural background or organizational context, perform best when they have a clear understanding of their roles, responsibilities, and job requirements.

However, clarity alone is not enough; The balance between clarity and workload is essential. When employees are unclear about what is expected of them, they may feel uncertain and anxious, which can impact their confidence and performance. Similarly, excessive workload can lead to stress, burnout, and a sense of inefficiency, making it difficult for employees to thrive. Therefore, organizations must not only provide clear instructions but also ensure that workloads are reasonable, achievable, and aligned with the available resources and time.

4.4 CONCLUSION

In conclusion, this research highlights the universal importance of clarity in job roles and expectations for fostering employee motivation and engagement. Regardless of whether employees work in Thai, Japanese, or other cultural contexts, transparent communication and well-defined roles are critical to ensuring success. These factors play a pivotal role at every career stage from entry-level to executive. While the specific concerns may vary, entry- and mid-level employees emphasize the need for clarity in job expectations, whereas executives may prioritize greater involvement in decision-making processes. This highlights the importance of companies focusing on clear communication, structured roles, and active participation in decision-making to cultivate a motivated, engaged, and high-performing workforce.

Additionally, clarity and balanced workloads are essential for fostering a workplace where employees remain motivated and perform optimally. Clearly defined expectations provide employees with a sense of purpose, while manageable responsibilities enable them to maintain efficiency. For Thai employees, hierarchy is also a significant factor, influencing their perceptions of roles and responsibilities. By addressing these elements and respecting local cultural contexts, organizations can enhance employee confidence, satisfaction, and overall performance, thereby driving success at all levels.

Moving forward, I hope this research will not just ending with showing the numbers or survey result. However, I sincerely hope that this research will guide the reader to reflect on a crucial question: *How are you doing as a leader?* Beyond that, take a moment to go deeper in your daily jobs: *What kind of future leader do you aspire to become in light of these results?* These questions are not just for introspection, they are an invitation to grow, to improve, and to create meaningful impact by fostering clarity, communication,

and motivation within your team. Such reflection is vital not only for the success of your organization but also for your personal growth as a leader. This, ultimately, is the highest purpose of this research: to inspire thoughtful leadership that transforms both the workplace and the leader themselves creating trust, empowerment, and positive change.

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