

## **Executive Summary**

MATSUI (ASIA) CO., LTD. (MAC), a foreign subsidiary of MATSUI MFG. CO., LTD., employs an ethnocentric staffing policy despite having operated in Thailand for 16 years. This study explored the job satisfaction of employees of MATSUI and their attitude toward the company's policies. A survey was used to assess employees' perceptions toward MAC's management policies in general and toward Japanese expatriate managers in light of Skill Competence, Promotion Opportunities, Local Adaptation, and Communication Skill. Job satisfaction was assessed in terms of the four dimensions of Herzberg's Motivation-Hygiene theory (Advancement, Personal Growth, Salary, Company Policy, and Job Security). Demographic attributes (tenure, age, gender, position, section, and working experience) also were collected. A single open-ended item requesting comments or suggestions was included. Attitudes also were explored through a focus group.

Results indicated that respondents held both positive and negative attitudes toward MAC's management, but the perception that MAC has an ethnocentric staffing policy is more strongly associated with positive attitudes. Job satisfaction was most clearly related to the perception that job assignments are challenging, followed by the belief that management is flexible. Of 20 hypotheses concerning the relationship between job satisfaction components and perceptions regarding Japanese expatriates, 10 were fully or partially supported. The strongest support was found for hypotheses relating to Local Adaptation and Skill Competence; no support was found for hypotheses relating to

## Promotion Opportunity.

Of demographic characteristics, only previous work experience was related to job satisfaction, with employees who had worked other places showing greater satisfaction with the relationship between job performance and salary and with MAC's program to attract staff. However, employee position was related to perceived opportunity to participate in decision-making. Requests for salary increment were the dominant response to the open-ended question, followed by lack of leadership and skill competence, directed toward Thai staff as well as Japanese managers. Analyses of comments in the focus groups showed some dissatisfaction toward slow advancement and lack of expected skill transfer by expatriate managers. However, some comments justified the existence of Japanese managers in view of technical competence and sales capabilities to retain patronage from loyal customers or Japanese purchasers. Limitations of this study and recommendations for the future study were presented in the last part.

