

## ABSTRACT

Personality is one of the major sources of individual difference. Personality characteristics such as conscientiousness and extraversion contributed to success in many jobs. And most job failures are not attributed to a person's intelligence or technical competence but to their personality characteristics. The subject of personality is therefore important to the organization's success. The research is aimed to investigate the personality traits associated with motivations of managers working in Japanese firms.

For this study, the data was collected from managers working in the Japanese Companies which was registered as a member of the Japanese Chamber of Commerce (JCC) in Bangkok. With regard to the 347 responses of respondents, there are differences in their perceptions on their personality traits and motivations. This depends on the type of business, nature of work, age level, and so on that they had been facing. Therefore, their personality traits had fallen into gray areas, it can not indicate black or white areas on personality traits. However, the majority of respondents in this study have been concluded that their personality traits are in the types of agreeableness, conscientiousness, and openness to experience.

Meanwhile the motivations in terms of intrinsic and extrinsic, the respondents are quite satisfied with both types of motivations. According to the results, Thai managers appreciated more the extrinsic rewards whereas Japanese managers are delighted on the intrinsic rewards. Therefore, management should

adopt appropriate types of motivations to satisfy their subordinates in order to improve and increase their job performance that will finally increase productivity of the organization. ✓

