

**An International Comparative Study on Manager:  
Evidence from China, Thailand, India, U.S and Japan**

**March 2015**

**Recruit Works Institute  
Global Research Project**

**Recruit  
Works  
Institute**

## **【Agenda】**

### **0. Introduction**

**1. Manager – Who are they ?**

**2. Management – What are they doing ?**

**3. Working hour and Salary – How do they work and earn ?**

**4. Career – What did they experience and what will they become ?**

**5. Free Comment – Problem, Ideal image**

**6. Project Members and Contributors**

# 0. Introduction

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## 【Web survey】 Main research questions for international comparison

### 1. Management

<quantitative (value) >

- time allocation: organizational management, employee management, information correspondence, “player” duties, other work duties
- employee management: the number of section members, job separation rate of members

<qualitative (degree) >

- management style**: control, operation (individual or team etc.) , decision making
- management practice: goal setting, job assignment, building trust,
- leadership: performance and maintenance theory

### 2. Career

<quantitative (value) >

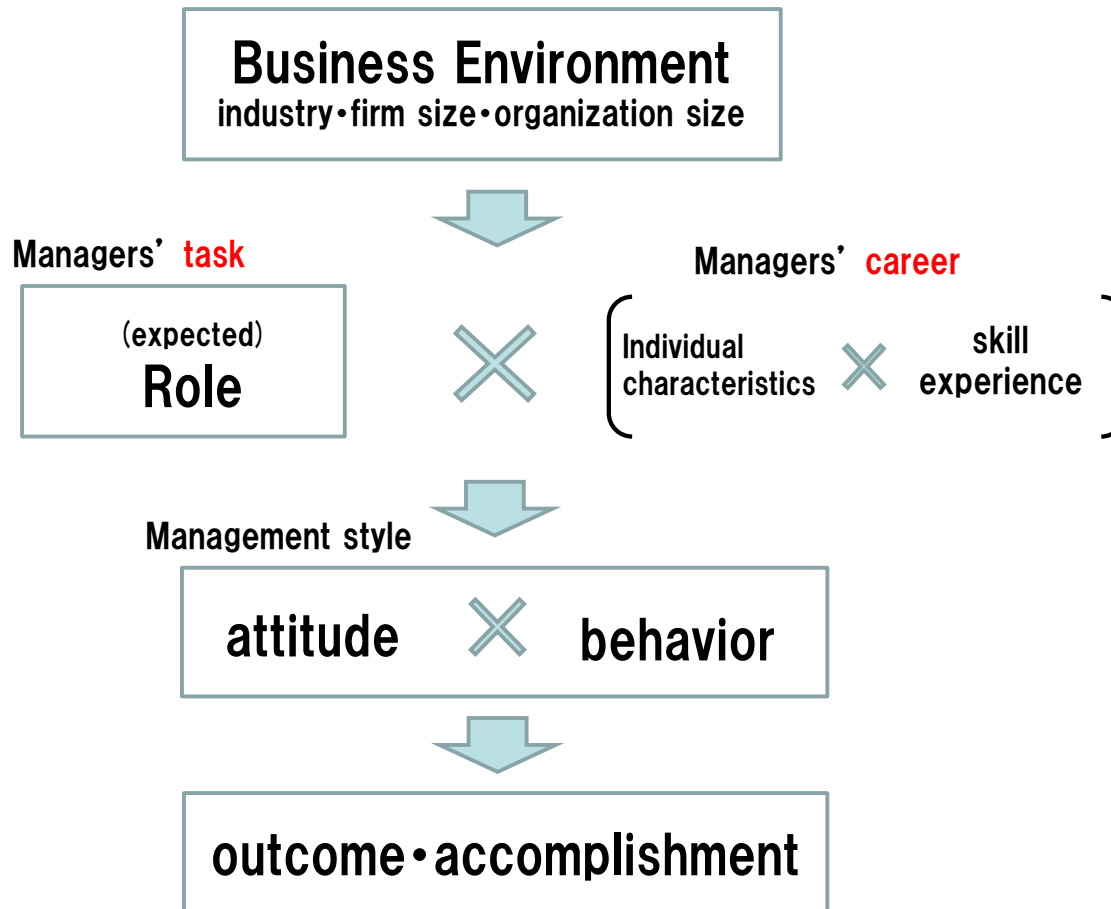
- career path: past experiences (age when promoted to be a manager)
- useful items to promotion: Education, training, personal network, experience, MBA
- promotion and work experiences: the number of experienced occupations, fast track

<qualitative (degree) >

- Future career: intention to job change, to establish own company
- Preference of work style and career**: attitude to outside option, loyalty, future perspectives

- Confirm how management and career differ among five countries
- Why do they differ? What does the difference make effects on outcomes?

# 【Web survey】 Structure of the Web survey



Differ in national history, institution, firm size etc. specialization, complementarity, path-dependency, multiple equilibria

Managers' role may have universal similarity. Problems to be solved are various and the management is as well.

There may exist successful management patterns to produce greater results

Referece) Kaufman (2014) *The Development Of Human Resource Management Across Nations Unity and Diversity*  
Mintzberg(1973) *The Nature of Managerial Work*  
Safdar (2012) Relative and Cross-National Human Resource Management Research: Development of a Hypothetical Model, *Global Journal of Management and Business Research* Vol.12, Issue 2

- Subjects** Managers or general managers who live in China, Thailand, India, U.S. and Japan work at a firm of more than 100 employees work for 1 year or longer. belong to administration or sales dept.
- Sample size** About 300 persons per country
- Survey Method** Internet monitor survey
- Implementation** October 2014
- Questionnaire** Management, Workplace, Career etc.

# 1. Basic Facts

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# ① Overview

Survey	China	Thailand	India	U.S.	Japan
Area	Shanghai, Beijing, Guangzhou city	Whole land	Delhi, Mumbai Bangalore	NewYork, Los Angeles	the Metropolitan area(Tokyo, Kanagawa, Chiba, Saitama))
Language	Chinese	Thai	English	English	Japanese
Firm size	more than 100 employees				
Department	administration (human resource, general affairs and so on) or sales, Retail sales				
Position	General manager / chief of a department (including factory manager, branch manager) and manager / section chief				
Other condition	the length of service is more than a year				
sample size	318	302	302	315	429
survey date	4 countries Oct. 3– 20, 2014 (except Japan: Sep. 24–29, 2014)				



## ② Gender, Age

		China (n=308)	Thailand (n=271)	India (n=250)	U.S.A (n=295)	Japan (n=381)
Position (%)	General manager	33.4	61.3	52.0	20.7	33.1
	Manager	66.6	38.7	48.0	79.3	66.9
Gender (%)	Male	51.9	61.6	72.0	35.3	96.0
	Female	48.1	38.4	28.0	64.7	4.0
Education (%)	Junior high or High school	5.5	3.0	8.0	19.3	0.0
	University or College	76.6	65.7	20.8	50.8	91.3
	Graduate school	17.9	31.4	71.2	29.8	8.7

- **U.S.:** the proportion of women in management positions is **64.7%** (ref. public statistics 43.7%)
- **India, China, Thailand:** the proportion of women in management positions varies ranging from **28.0 %** to **48.1%**.
- **India:** the ratio of graduates from graduate school is very high (**74.6%**) .

### ③ Education, Establishment type

		China (n=308)	Thailand (n=271)	India (n=250)	U.S.A (n=295)	Japan (n=381)
Avg. age(years)	General manager	35.6	36.5	34.5	45.6	52.9
	Manager	35.1	33.8	33.0	45.7	48.8
Industry(%)	Manufacturing	37.3	39.9	18.0	13.6	32.2
	Information and communications	10.4	4.1	24.4	5.4	9.3
	Whole sale, Retail	9.4	14.4	8.8	16.3	11.7
Department(%)	Administration	83.1	87.1	75.2	67.8	72.7
	Sales, Retail sales	16.9	12.9	24.8	32.2	27.3
Establishment(%)	Private (domestic capital)	34.4	48.0	54.8	65.8	87.0
	Private (foreign capital)	16.2	39.5	19.2	5.4	6.2
	Other (Government, Joint)	24.4	6.3	7.2	20.7	6.2
Firm size (%)	100-4999 employees	91.9	88.2	78.8	70.2	66.4
	5000 or more employees	8.1	11.8	21.2	29.8	33.6

- **India, China, Thailand: the Average age of managers is 30s.**
- **U.S., India, China: age difference between manager and general manager is very small.**
- **U.S., China: the ratio of public establishment is high.**

## **2. Management**

- What are they doing ?**

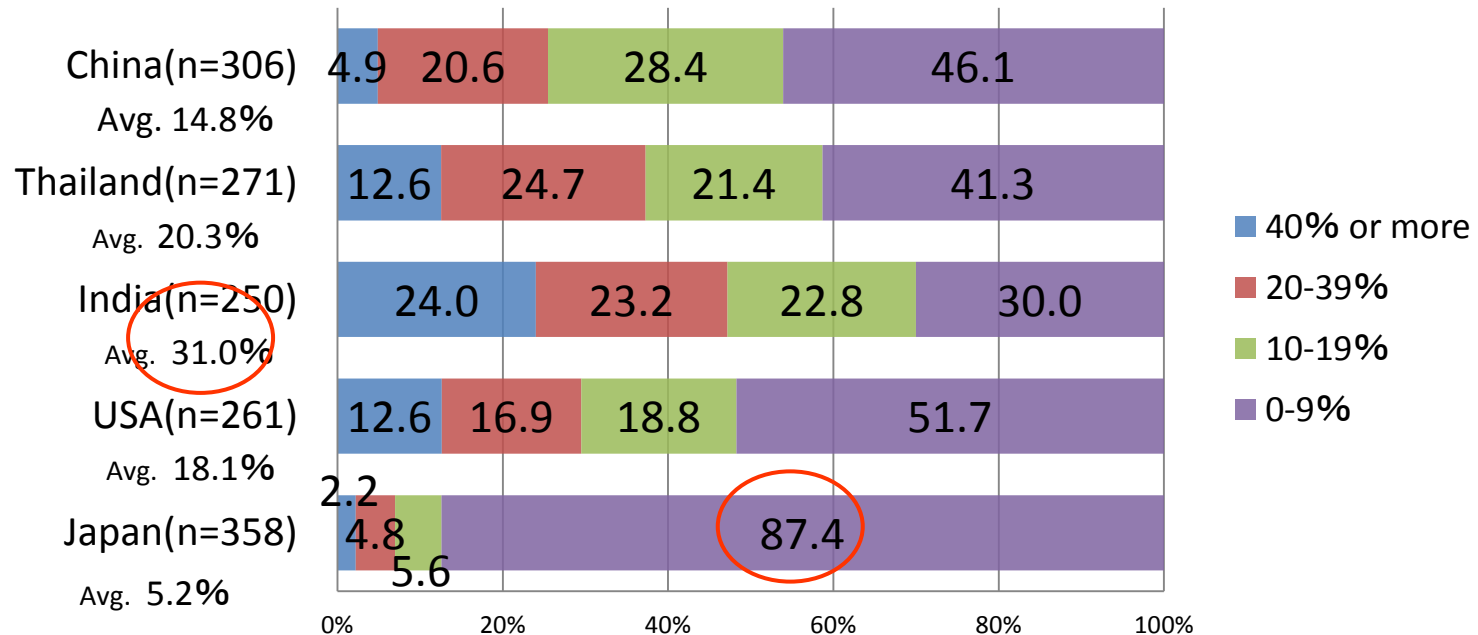
# ① The number of section members

	(median, people)			(%)
	# of fulltime employees under a manager			managers without subordinates
	100 –499	500–1999	2000 or more	
China	10.0	20.0	28.0	6.2
Thailand	20.0	120.0	30.0	0.0
India	22.0	25.0	60.0	0.0
U.S.A	5.0	7.0	5.0	14.6
Japan	5.0	3.0	5.0	20.2

note) samples are restricted to only managers who work at administration department

- U.S., Japan: the department / section size is small. A manager is supported by 3 – 7 members.
- India, China, Thailand: managers have 20–120 section members.
- U.S., Japan: ratio of managers who do not have members is relatively high.

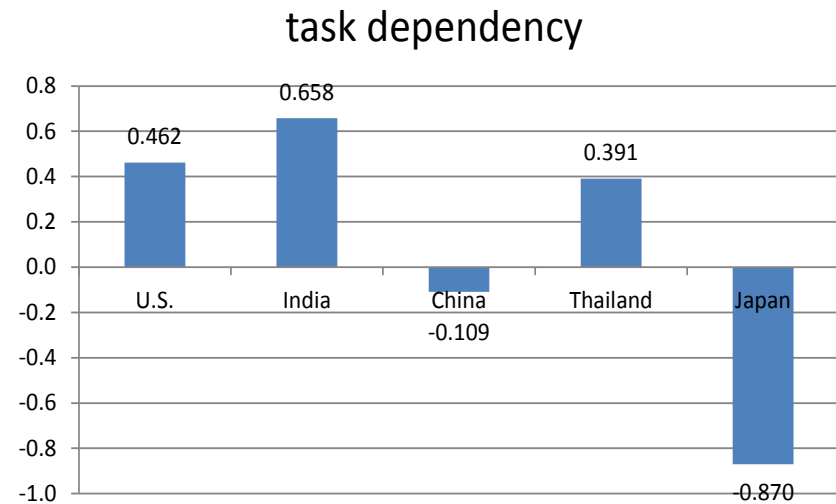
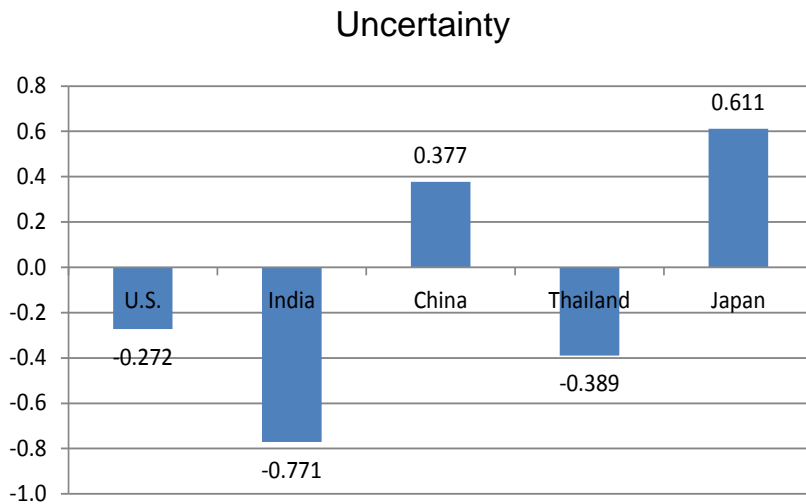
## ② Job separation of section members



- **India:** the average of job separation rate is higher than 30%.
- **60% of Japanese managers** do not face with job separation of members (= the job separation rate is 0%).
- **The majority (30–50% of total managers)** of job separation rate is 10% in other countries.

### ③ Workplace climate: Uncertainty and Task Dependency

Task characteristics (uncertainty and dependency of tasks) have effects on managers' behavior (Kanai 1991 Relation hypothesis)



Principal component analysis to the following two questions:

- Frequently deal with sudden requests for work (reverse index)
- Often do standardized work where I follow previous examples or manuals (reverse index)

Principal component analysis to the following two questions:

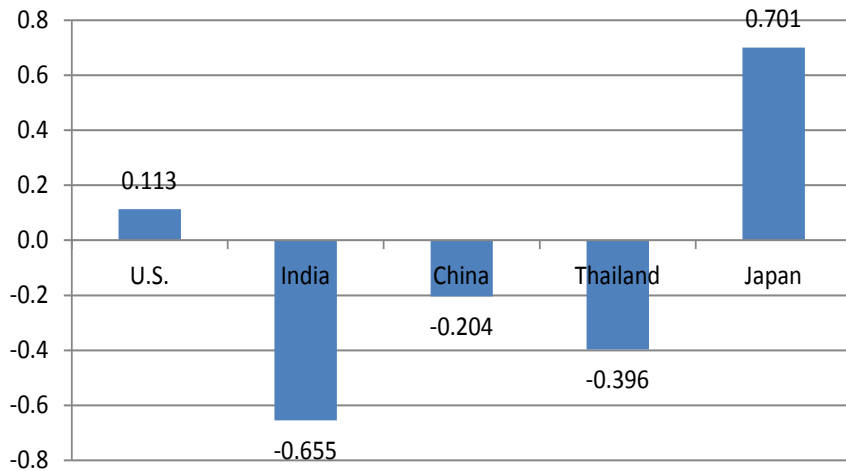
- Often collaborate with others for work
- Have to work to respond to client requests even when it is beyond normal capacity

- Japan, China: standardized work and often face with sudden requests
- U.S., India, Thailand: less frequency of sudden work
- Japan: less task dependency

# ④ Workplace climate: Work Stressor

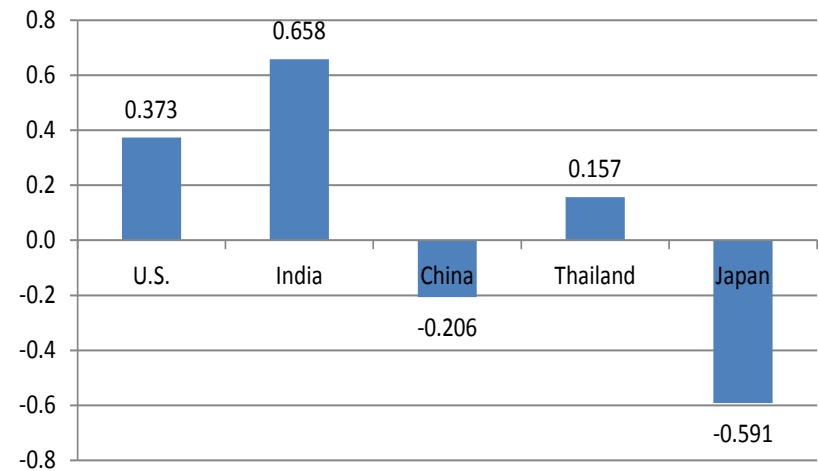
Expected role and assigned task cause differences of managers' behavior. Ambiguity of role and heavy workload may work as stressors (Fukui et al. 2004)

roles are not clearly defined etc.



Principal component analysis to the following two questions:  
 •Work achievements are easy to ascertain, either in terms of their effects or because they are quantifiable (reverse index)  
 •Roles are clearly defined (reverse index)

hard work



Principal component analysis to the following two questions:  
 •Do not have leeway with deadlines or deliveries  
 •Required to put in solid working hours to achieve excellent results

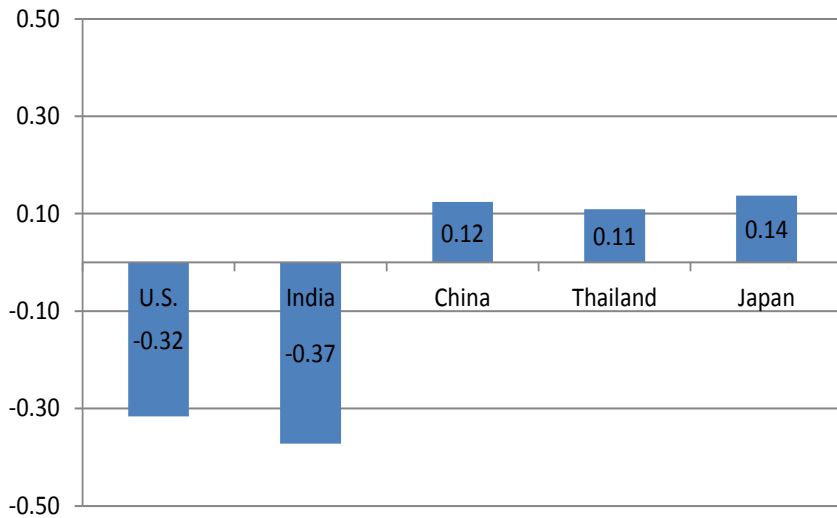
- India, China, Thailand: less ambiguity.
- Japan: more ambiguous and unmeasurable accomplishment, obscure role.
- India, U.S. : no leeway.

# ⑤ Motivate or Control

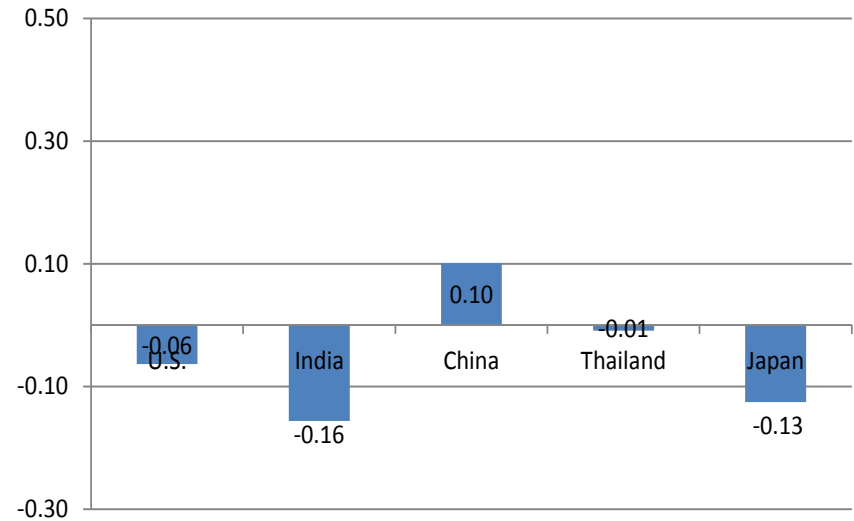
**Leadership:** show business direction and enhance motivation of his employees.

**Management:** plan, arrange and control resources (Kotter19xx)

Increase employees' abilities(-) ↔ enthusiasm(+)



Entrust employees(-) ↔ Give specific instruction(+)



- U.S., India: Enhance ability of section members
- Japan: Motivate members
- Japan, India: Entrust members

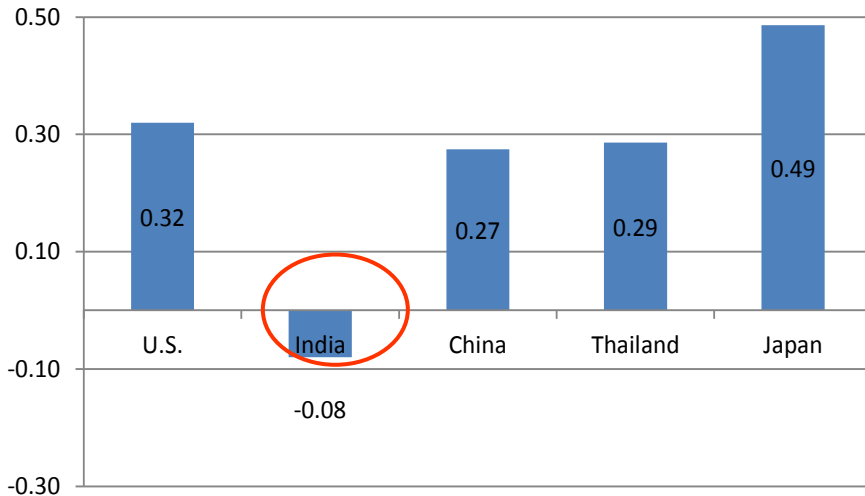


# ⑥ Leader or Manager

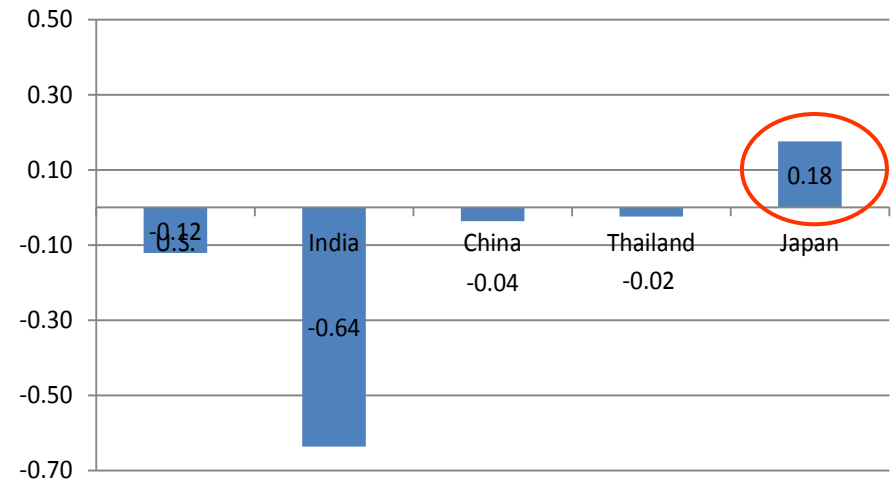
**Manager:** Problem solvers who deal with problems and focus on “how” they accomplish.

**Leader:** Problem creators who take risks and concern “what” they accomplish (Zaleznik 1977)

Evaluate only on achievements(-) ⇔ also processes(+)



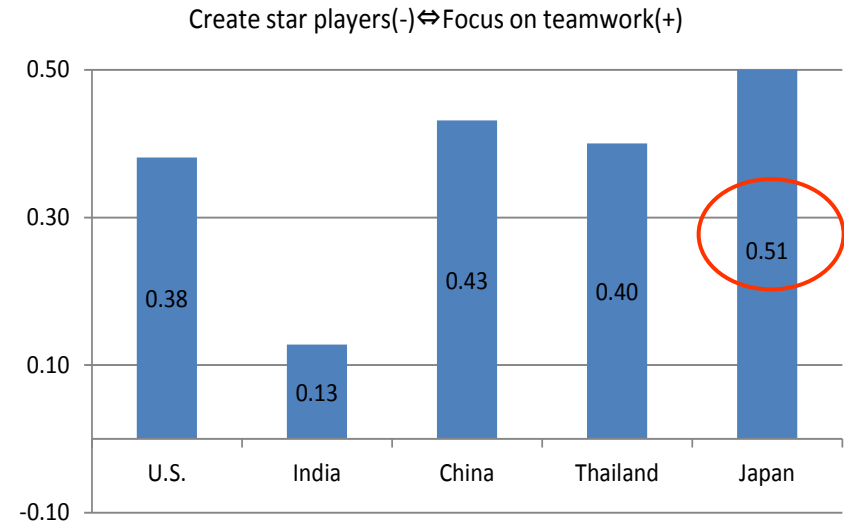
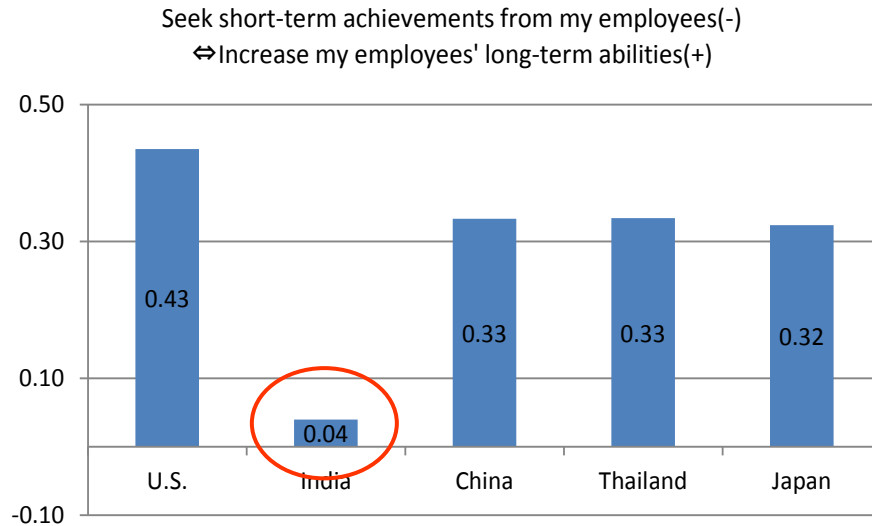
Take risks(-) ⇔ Avoid risks(+)



- Process evaluation is common (except India)
- India: taking risks
- Japan: risk averse

## ⑦ Task-oriented or Relation-oriented

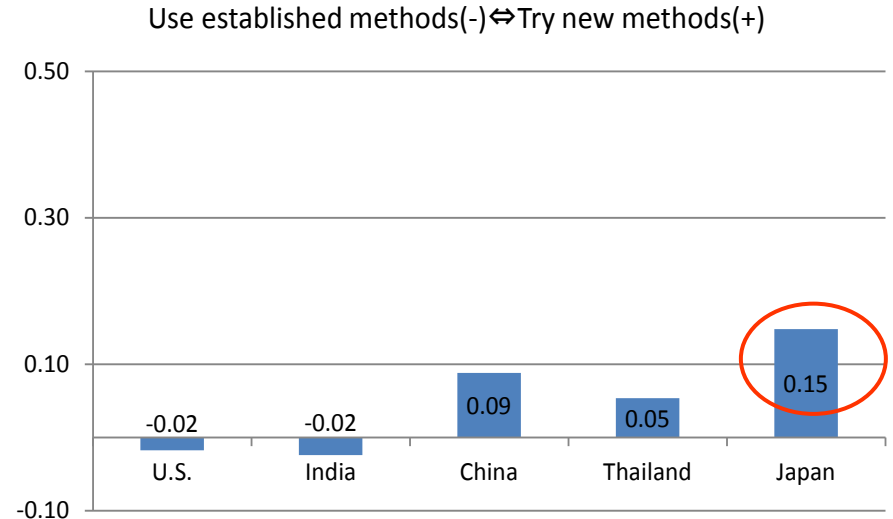
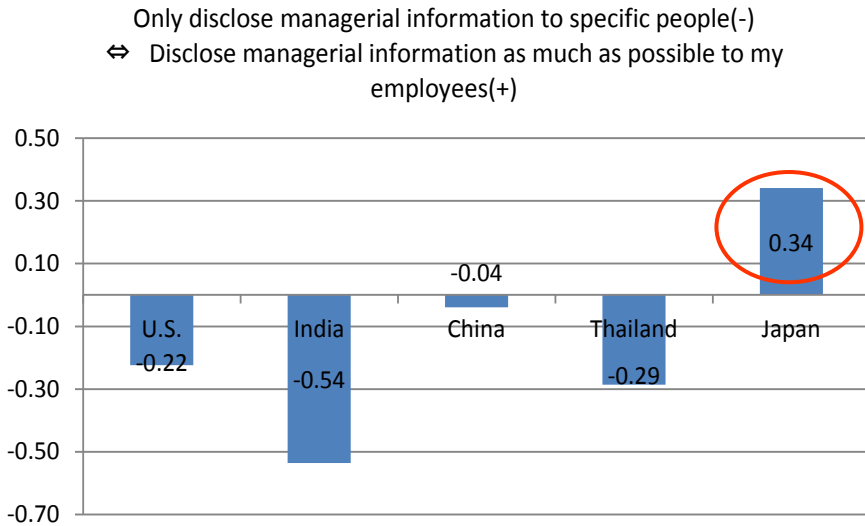
To be productive, two typical managements are common: 1) task-oriented management (stick and carrot) or 2) goal setting, team building, and relation-oriented management (Likert 1961)



- India: seek short-term achievement and create players, which may represent task-oriented management.
- U.S., China, Thailand, Japan: increase employees' long-term abilities and focus on team work, which imply that the management is relation-oriented.

# ⑧ Informational roles and attitude toward new methods

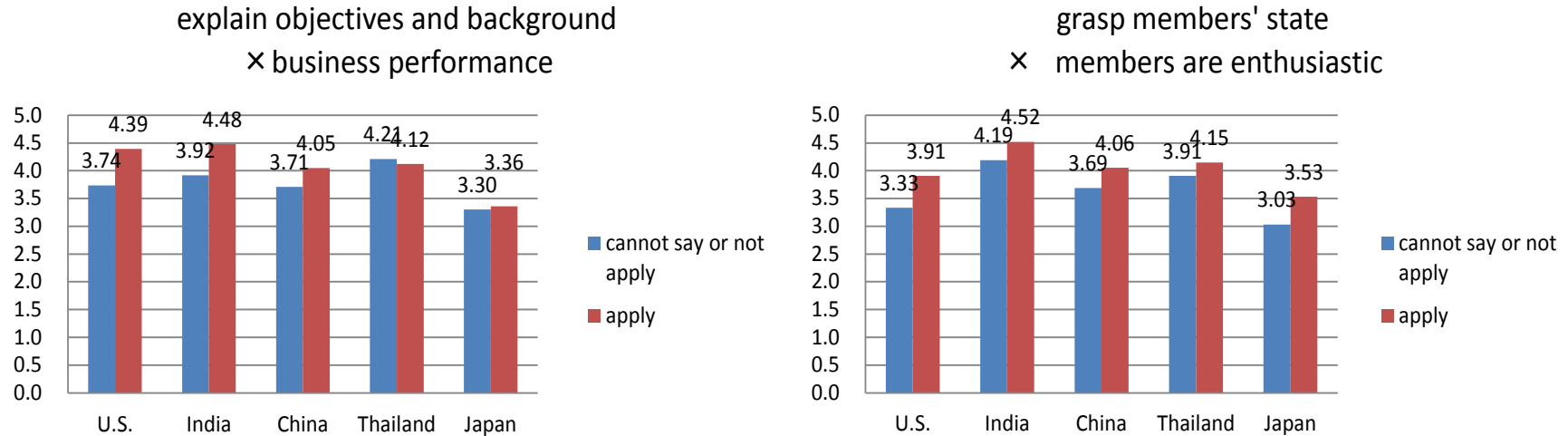
Manager plays informational roles (Mintzberg). Attitude toward new methods may have influence on managers' behavior and achievement.



- U.S., India, Thailand: Sharing managerial information is limited.
- Japan: Share information with employees.
- Japan: Japanese managers are fond of trying new methods, which may reflect the national character.

## ⑨ Job assignment and outcome

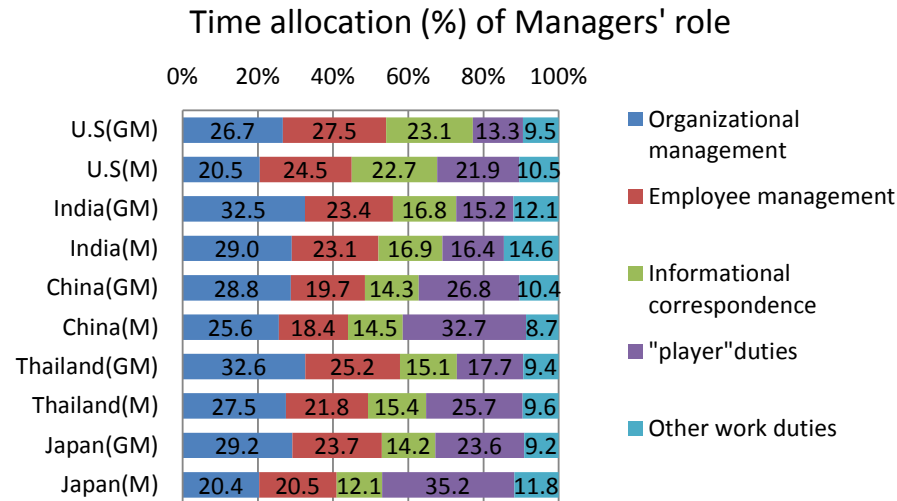
The better job assignment by managers improves productivity of his members.



- Managers who explain work that they entrust to others starting with its objectives and background bring better outcome (except Thailand)
- Managers who have a grasp on the state of their employees' work can more stimulate motivation of their members.
- The relationship between job assignment and accomplishment may have similar patterns among countries.

# 10 Managers' roles

**Mintzberg (1973):** Interpersonal roles include: figurehead, leader, and liaison, Informational roles include: mentor, disseminator, and spokesman, Decisional roles include: entrepreneur, disturbance handler, resource allocator, and negotiator.



**Organizational management:** Administration of work assignments and progress, budget control, and the formulation of organizational strategy.

**Employee management:** Training, evaluation and motivation of managed employees.

**Information correspondence:** Passing on important managerial information to workers on the ground, and conveying necessary on-the-ground information to top management, in addition to sharing information between team members.

**"Player" duties:** The execution of work duties in order to fulfill one's personal performance targets.

**Other work duties:** Miscellaneous work such as filling out forms and duties related to the maintenance of the organization such as legal compliance.

- Managers of all countries have "Player" role.
- General managers engage in less player duties and more organizational management.
- The time allocation of managers' roles does not differ among countries.

# Summary-1

## Workplace environment

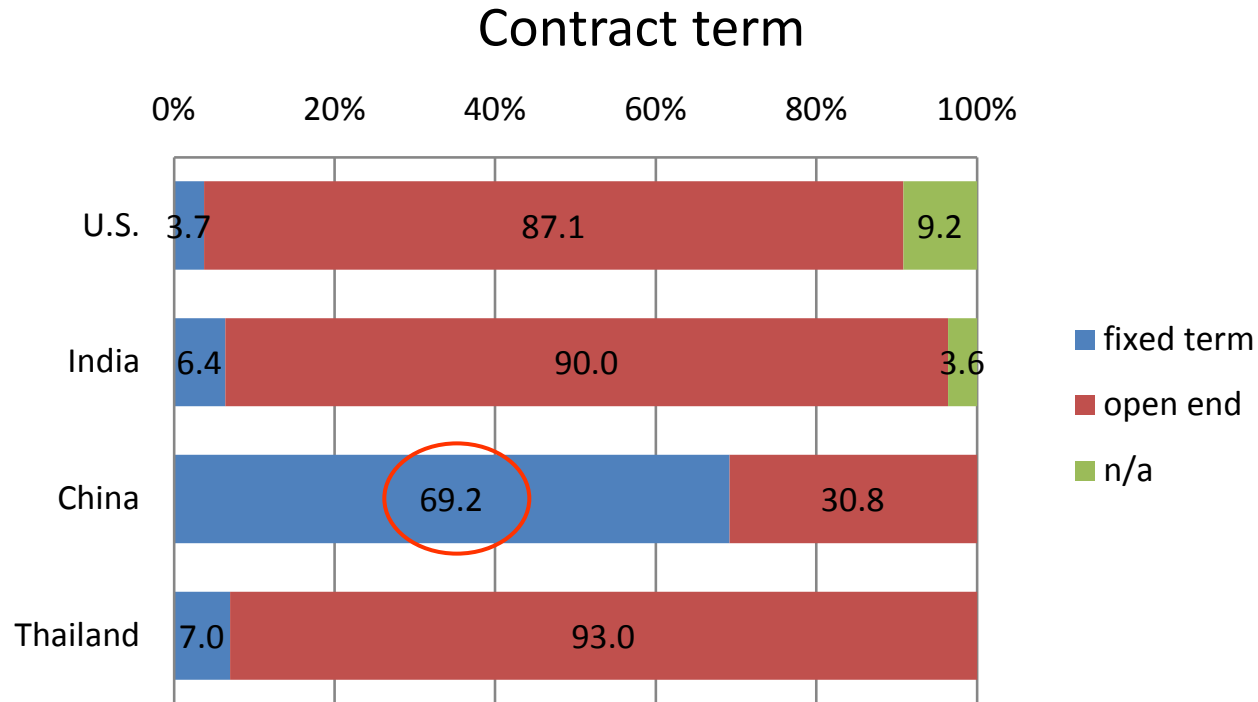
	U.S.	India	China	Thailand	Japan
# of section members ☆	few	many	many	many	few
uncertainty		high	low	high	low
task dependency	relatively high	high		relatively high	low ★
PM ◎	polarized ☆		polarized		centralized ☆
empower/stimulate ◎	ability	ability			motivation
discretion		leave			leave
evaluation		outcome			process ◎
risk attitude		taker			averse ◎
task-oriented or relation-oriented	long-run	short-run star player			team-oriented ◎
informational roles		limited			share ◎
explain background	performance ↑	performance ↑	performance ↑	performance ↑	
grasp members' state	enthusiastic ↑	enthusiastic ↑	enthusiastic ↑	enthusiastic ↑	enthusiastic ↑
role and workhour ◎					player ☆
task as a player ★	have	have	have	have	have
job separation rate of members ☆		high ◎			low ◎

New fact finding ☆    different from previous studies ★    re-confirm previous studies ◎

### **3. Working hour and Salary**

- How do they work and earn ?**

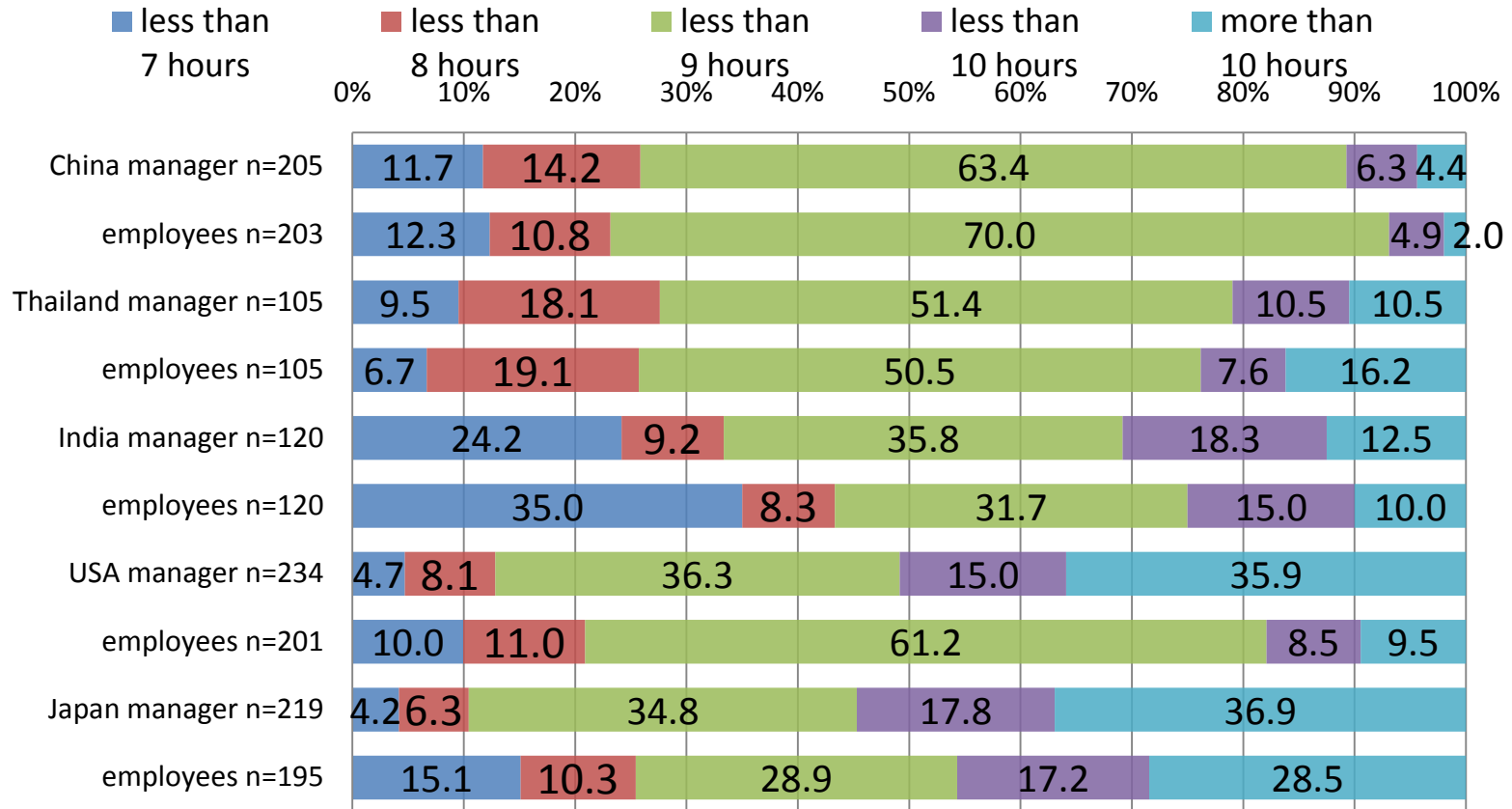
# ① Contract term



•China: Fixed term contract is general



## ② Work hour per day



- **U.S. :** Managers work hard while their members less engage in overtime work.
- **Japan:** Both managers and members do overtime work.
- **China, Thailand:** Managers work relatively less.

### ③ Annual income

#### Annual income by position

GM	#obs	mean	sd.	cv.	GM/M
U.S.	59	104767	50401	0.48	1.01
India	118	1511789	1816559	1.20	1.84
China	100	292897	242289	0.83	1.00
Thailand	164	1400525	3738467	2.67	1.03
Japan	100	1126	618	0.55	1.28

※Income of GM

12,470,000yen 1dollar = 119.1yen

2,900,000yen 1Rupee = 1.92yen

5,650,000yen 1RMB = 19.3yen

5,070,000yen 1Baht = 3.62yen

GM	#obs	mean	sd.	cv.
U.S.	205	103476	47958	0.46
India	115	821826	899216	1.09
China	194	293206	830693	2.83
Thailand	103	1362084	2824957	2.07
Japan	215	879	289	0.33

※unit; national currency

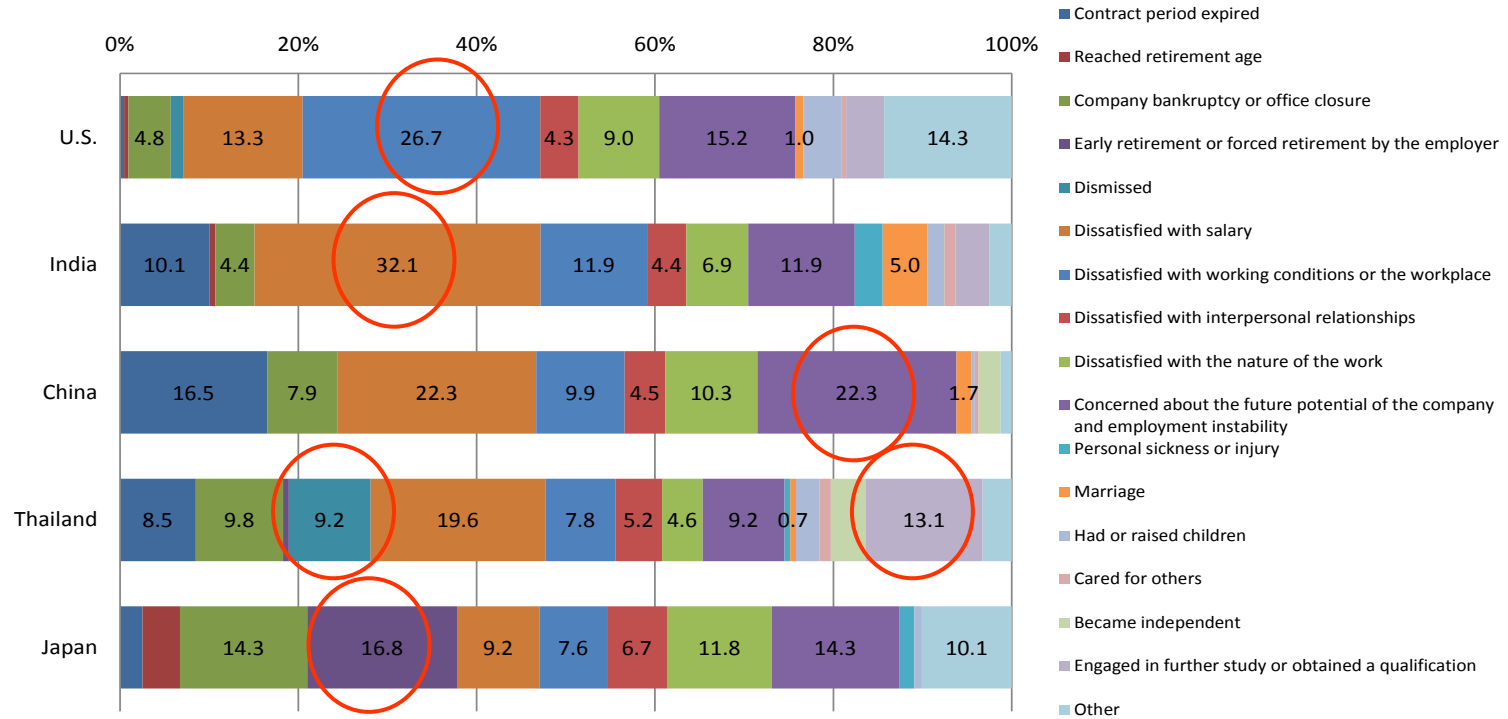
- China, Thailand: income dispersion (coefficient variation) in same position is large
- U.S., Japan: income dispersion in same position is small
- U.S., China, Thailand: Income difference between general manager and manager is relatively small (need to conditioning by tenure etc.)

## 4. Career

- What did they experience and what will they become ?

# ① Reason to resign from previous workplace

A main reason of resign from previous workplace



- Dissatisfied with salary, Concerned about the future potential of the company and employment instability are main reasons.
- Thailand: dismissed, engage in further study or to obtain a qualification
- India: dissatisfied with salary, marriage.
- U.S.: dissatisfied with working conditions or the workplace
- Japan: Company bankruptcy, early retirement or forced retirement by the employer

## ② Tenure and the number of job changes

		length of service years				# of job change			
		mean	median	min	max	mean	median	min	max
U.S.	GM	11.0	9.1	1.1	31.0	1.8	1.0	0.0	10.0
	M	11.3	8.9	1.0	36.1	1.8	2.0	0.0	8.0
India	GM	5.0	3.7	1.2	21.5	1.4	1.0	0.0	20.0
	M	4.8	3.5	1.1	18.3	1.3	1.0	0.0	10.0
China	GM	8.2	6.7	1.0	25.0	1.2	1.0	0.0	4.0
	M	7.7	6.1	1.0	38.8	1.4	1.0	0.0	6.0
Thailand	GM	6.1	4.6	1.0	32.5	1.0	1.0	0.0	12.0
	M	6.8	5.0	1.0	31.0	1.5	1.0	0.0	15.0
Japan	GM	23.7	26.5	1.0	45.4	0.7	0.0	0.0	8.0
	M	22.5	23.8	1.2	46.4	0.5	0.0	0.0	9.0

- Japan: Average tenure is longer than 20 years
- India: the average tenure is short
- U.S.: the average number of job change is highest (1.8 times per person)

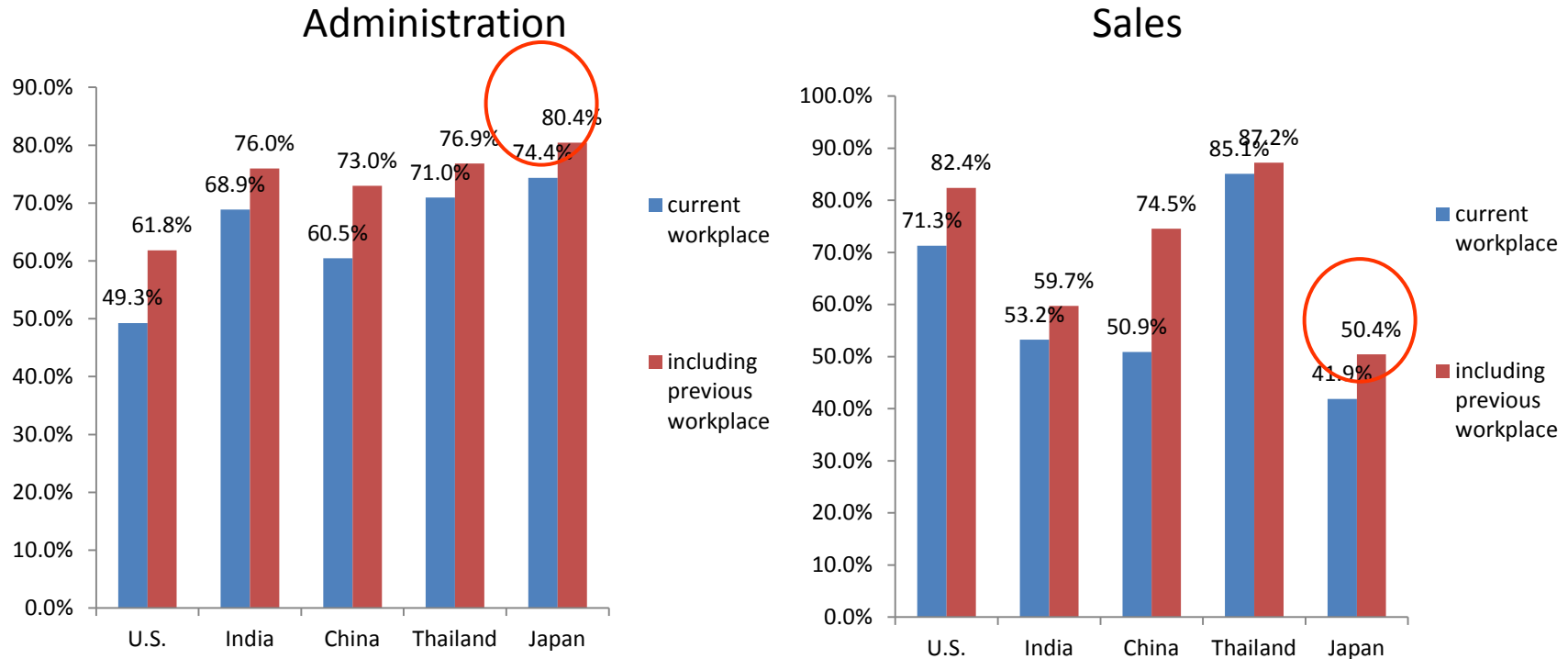
### ③ Promotion, MBA

	China	Thailand	India	USA	Japan
Promotion to GM (age)	29.8	32.0	29.8	37.2	44.0
Promotion to Mgr. (age)	28.3	30.9	29.2	34.6	38.6
MBA holders ratio (%)	7.5	24.8	42.7	11.7	1.4
age when take a MBA (age)	28.6	28.9	25.5	31.6	42.0

- **Japan, U.S. : Age of promotion is high.**
- **Japan: Age difference between manager and general manager is the largest among 5 countries = delayed promotion.**

# ④ Experienced work (depth and variety)

Ratio of experienced other occupation than current occupation



- **Japan: Japanese manager who belongs to administration more experienced other section while Japanese sales managers less experienced.**

# ⑤ Person Environment Fit and Intention of Job Change

Percentages of managers who have intention to change jobs

	U.S.		India		China		Thailand		Japan	
	YES	No	YES	No	YES	No	YES	No	YES	No
My interests match my current occupation	23.0%	55.0%	49.6%	28.6%	30.6%	33.3%	34.8%	80.0%	8.5%	29.1%
I have the right skills and abilities for doing this job	29.8%	50.0%	48.4%	75.0%	28.9%	100.0%	34.3%	50.0%	10.4%	27.6%
My personal values match my organization's values and culture	21.4%	70.6%	50.0%	14.3%	30.5%	63.6%	36.6%	36.4%	8.1%	38.0%
Get along well with the people I work with	28.2%	75.0%	49.1%	60.0%	30.6%	40.0%	35.2%	75.0%	8.8%	22.7%
My personality matches my supervisor's personalities	25.8%	50.0%	50.0%	45.5%	30.2%	58.3%	35.8%	50.0%	8.0%	30.2%
Maintained a previously learned work style when I changed to my current workplace and found it was not applicable	47.5%	25.2%	63.6%	15.8%	40.7%	27.8%	40.4%	23.1%	24.2%	15.0%
Am highly evaluated in my company	28.4%	53.3%	50.5%	50.0%	31.0%	40.0%	34.8%	80.0%	7.8%	25.5%
Am satisfied with my current organization	18.2%	73.9%	48.5%	76.9%	28.8%	54.5%	32.0%	75.0%	4.2%	34.8%
Am satisfied with my current job	15.2%	79.1%	48.1%	70.0%	26.9%	68.8%	33.2%	62.5%	4.8%	41.3%

Yes and No represent the answer to the sentences above Yes=「strongly think so」 「think so」、No=「do not think so」 「do not think so at all」

- **India: about 50% of managers who have well-fitted job have intention of job change.**



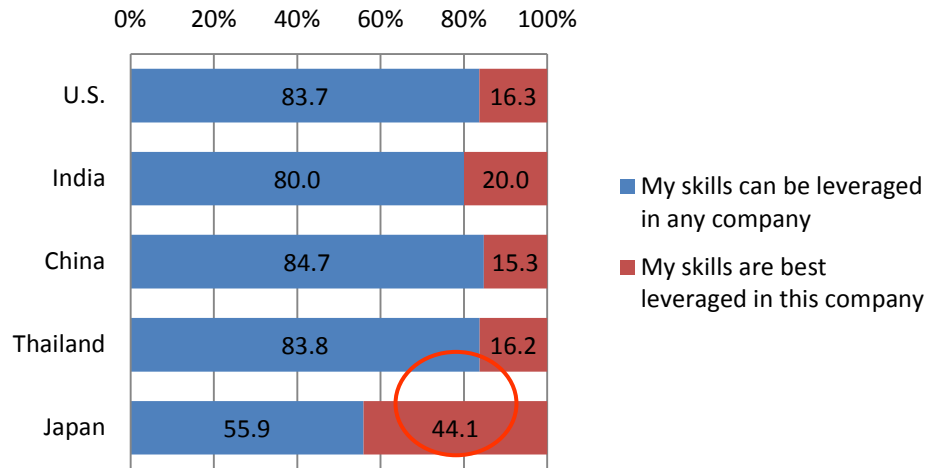
## ⑥ Intention of Job Change

having intention to change jobs × age group	( % )				
	U.S.	India	China	Thailand	Japan
-24	100.0	75.0	63.6		
25-29	82.4	67.7	63.6	60.5	50.0
30-34	44.7	70.6	60.0	64.7	0.0
35-39	70.0	70.0	52.1	82.3	40.7
40-44	66.0	44.4	39.6	86.4	30.6
45-49	48.0	100.0	50.0	74.1	24.3
50-54	45.0	63.6	0.0	28.6	22.3
55-59	39.0	50.0	0.0	40.0	14.6
60-64	20.0	100.0	0.0		10.7
65+	10.0	100.0	60.0		10.0
Average	50.2	69.2	53.2	71.2	22.4

- Japan: 20% of managers have intention to change jobs.
- Other 4 countries: 50–70% of managers consider job change.
- An age group 35–39 yrs old is the peak of intention to change job.

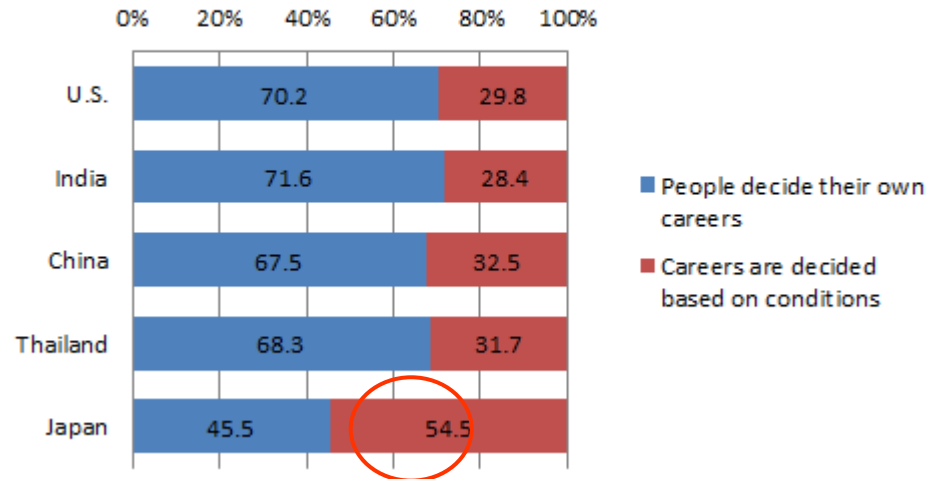
# ⑦ Work style and career - 1

## Portability of firm specific skills

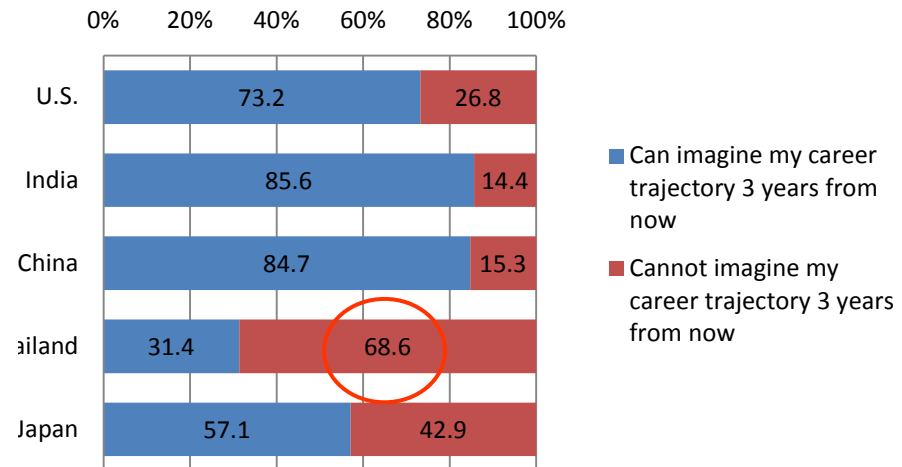


- Japan: firm specific skill
- Japan: managers' career are determined by their employer, less autonomously.
- Thailand: relatively myopic

## Career autonomy

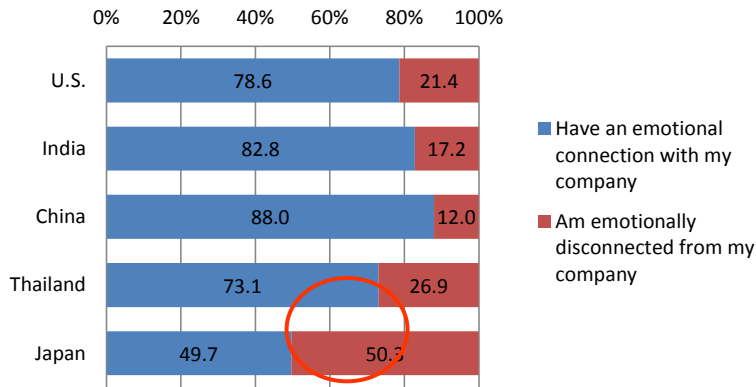


## career perspectives

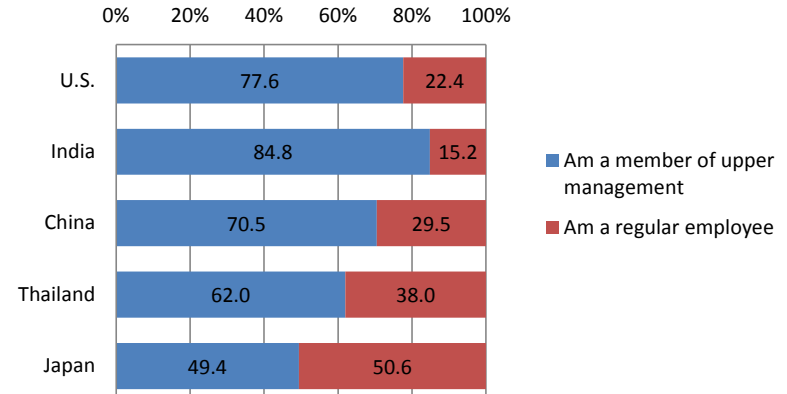


# ⑧ Work style and career -2

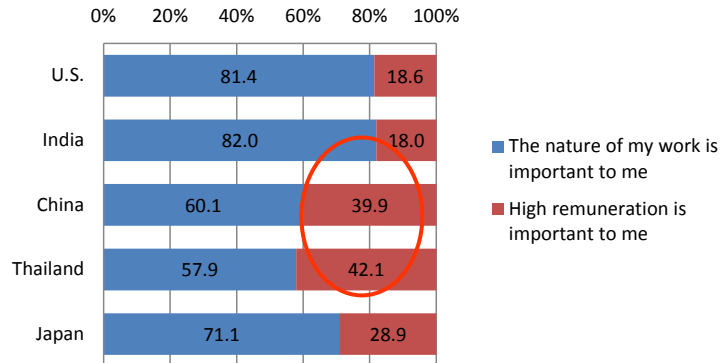
emotional distance to the company



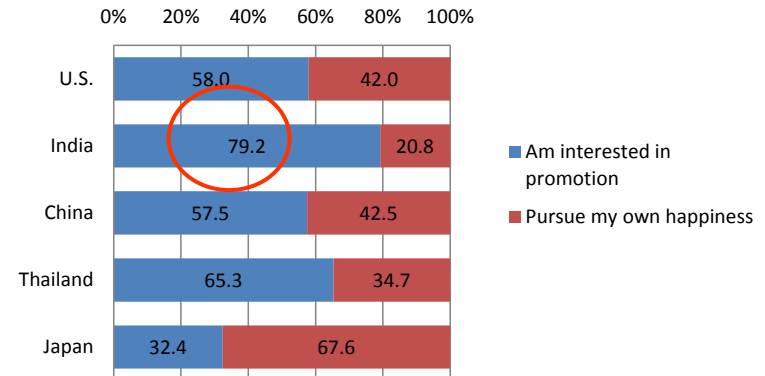
upper member of management or employee



job quality or remuneration



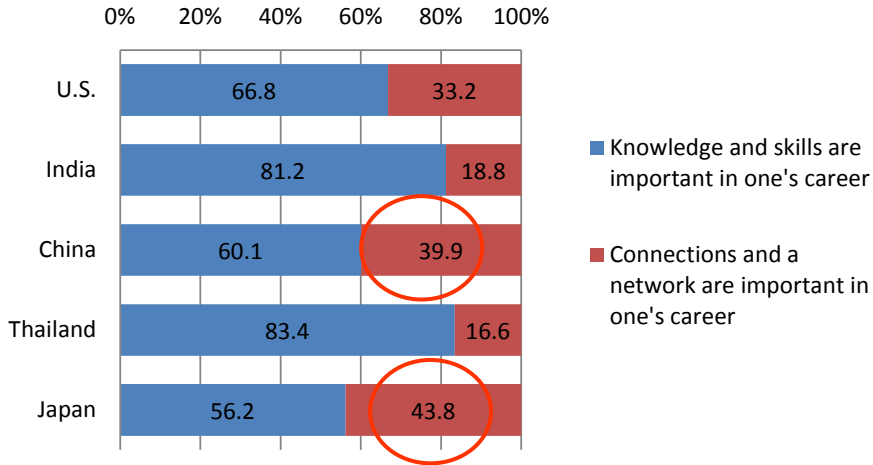
promotion or happiness



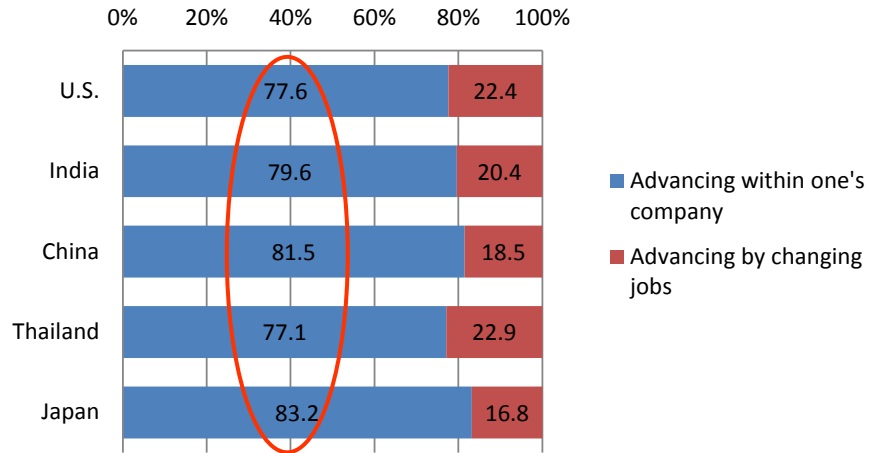
- Japan: emotionally disconnected from the company
- China, Thailand: high remuneration is important
- India: Promotion is important.

# ⑨ Desirable work style

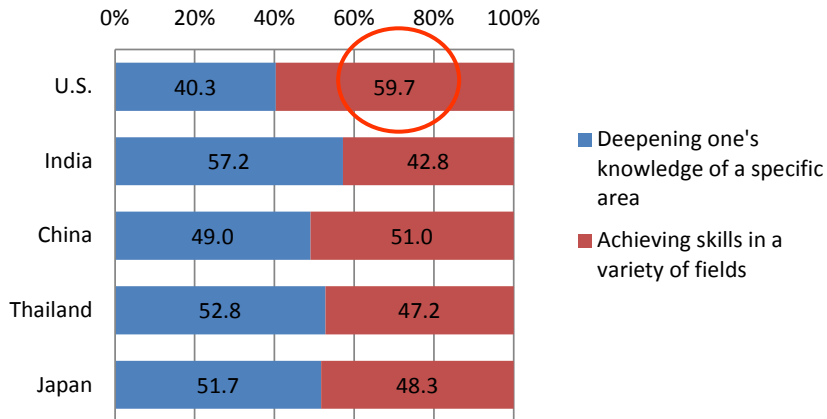
## knowledge, skills or connection, network



## Promote within a company or use outside option



## generalist or specialist



- **China, Japan: connections and a network are important in one's career.**
- **Preference of internal promotion is common.**
- **Not necessarily having desire to specialize skills.**

# Summary-2

	U.S.	India	China	Thailand	Japan
contract term ☆			fixed-term <sup>☆</sup>		
work hour ☆	long ☆				long ◎
annual income	low dispersion				low dispersion
income profile			not seniority		seniority

	U.S.	India	China	Thailand	Japan
reasons to resign previous job	work conditions workplace	salary	salary	dismissal, study qualification	Bankruptcy Early retirement ◎
tenure, job change	job changes ◎				long tenure ◎
promotion		rapid	rapid	rapid	slow ◎
experienced work (administration)	narrow				wide ◎
experienced work (sales)	wide	narrow		wide	narrow ★
Fit and intention to job change ☆	job change if mismatched	job change even if matched ★	job change if mismatched	job change if mismatched	job change if mismatched
Peak age group to job change ☆	35-39	30-34	30-34	35-39	35-39

New fact finding ☆    different from previous studies ★    re-confirm previous studies ◎

# Summary – 3

	U.S.	India	China	Thailand	Japan
firm specific skill					only current workplace ☉
career autonomy					low
career perspectives				myopic	myopic
sense of unity ★	have	have	have	have	not have
work quality or remuneration ★			remuneration	remuneration	
promotion or own happiness		promotion ☉			happiness
promote within or outside the company ★	within	within	within	within	within
knowledge, skill or network			network ☉		network ☉
generalist or specialist ★	generalist				
PEFit ☆		match		match	mismatch?

New fact finding ☆    different from previous studies ★    re-confirm previous studies ☉

## **5. Free Comment**

- Problem, Ideal image**

# ① Problems confronting managers

India 

(sales, task) pressure  
low salary  
opportunity to promote  
high job quality  
job separation of section members  
time management (lack of operational time)  
nothing

China 

improve ability of members  
human relations  
team work, sense of belonging  
innovation  
lack of positiveness

Japan ●

uneven distribution of tasks  
arrangement of members  
skill (foreign language)  
efficient work  
fair evaluation  
informal communication  
new product, new business

U.S. 

client relations  
system, technology  
communication with other sections  
vision of organisation  
training (new employee, manager)  
rise in salary, Promotion  
moral  
shortage of workers

Thailand 

salary  
welfare benefit  
lateness, time management  
laziness  
hostility among workers  
nothing



## ② Ideal image of manager

India 

respected by section members  
benevolent to members  
contribute to company growth  
solve problems  
delegation of authority

U.S. 

make members confident  
build a talented and trusted team  
empower ability and stimulate motivation of members  
do not micro-management  
rigorous but considerate  
fair and reliable

Thailand 

open minded and benevolent to members  
understand members  
respected, role model of members  
fair  
Solve problems

China 

has his own philosophy, act voluntarily  
attractive personality  
wide perspectives  
fairly communicate with members  
delegation of authority  
respect members and trusted by members

Japan ●

take the initiative, show an example  
well done player's task  
make a quick and right decision  
trusted  
the life of the party  
make members grow and promoted

# 6. Project Members and Contributors

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