## Contents

1	Introduction	1
	1.1 Background of the Study: Efficiency	
		1
	1.2 Contribution to Knowledge	3
	1.3 Statement of Significance	3
	1.4 Scope of the Study	4
	1.5 Aim of the Study	4
	1.5.1 Specific Aims	4
	1.6 Research Questions and Hypotheses	5
	1.7 Methodology	6
	1.8 Structure of the Book	6
	1.9 Summary	8
2	Literature Review	9
	2.1 Introduction	9
	2.2 Part 1: The Differences in Management Practices Across	
	Cultures and the Needs for Adaptation and Acceptance	10
	2.2.1 Efficient Management	10
	2.2.2 Efficient Cross-Cultural Business Management Practices:	
	Need and Principles	11
	2.2.3 Japanese Management Practices	
	2.2.4 Thai Management Style	
	2.2.5 Possibility of Applying Japanese Management Practices	
	in Thailand	19
	2.2.6 Japanese Management Practices in Other Countries	22
	2.2.7 Normative Management Practices of Japanese	
	in Thailand	24
	2.2.8 Possibility of Thai Subordinates' Performance after	
	Modifying Japanese Management Practice	25
	2.2.9 Reasons for Adaptation	

vii



	2.3 Part 2: Factors Influencing Adaptation and Acceptance	
	of Management Practices	
	2.3.1 Change Management	
	2.3.2 Why People Work or Do Not Work in Organizations 29	
	2.3.3 The Role of Work Motivation in Organizations	
	2.3.4 Conceptualization of the Need to Change	
	2.4 The Factors for Changes	
	2.4.1 Vision	
	2.4.2 Structure	
	2.4.2 Structure	
	2.4.4 Resource Supports	
	2.4.5 Relationships	
	2.4.6 Leadership	
	2.5 Limitations of Weisbord's Six-Box Model	
	2.6 Limitations of the Literature	
	2.7 Summary	
	2.7 Summary 40	
3	Theoretical Framework	
3	3.1 Introduction	
	3.2 Theoretical Background: An Efficient Management System 52	
	3.3 Theoretical Framework	
	3.4 Hypotheses Development: Convergence Factors	
	3.4.1 Vision 55   3.4.2 Leadership 56	
	3.4.3 Structure	
	r	
	real real real real real real real real	
	3.5 Summary 61	
4	Methodology, Research Process, and Computer Programs	
4	4.1 Introduction	
	4.2 Research Process-Design and Methodology	
	4.2 Research Process-Design and Wethodology	
	4.4.2 Survey Methodology	
	4.4.3 Cross-Sectional Survey Research	
	4.4.4 Mailing Questionnaire Survey	
	4.4.5 Unit of Analysis	
	4.5 Questionnaire Development	
	4.5.1 Scaling Decision	
	4.5.2 Item Adoption	

		4.5.3	Pre-Test	75
		4.5.4	Reliability	77
		4.5.5	Validity	78
	4.6	Popula	tion, Sampling Size and Procedures	83
		4.6.1	Population	83
		4.6.2	Sampling Design	83
		4.6.3	Data Collection Procedures	84
		4.6.4	Data Preparation Prior to Analysis	85
		4.6.5	Test of Normality	85
	4.7	Data A	nalysis	86
		4.7.1	Descriptive Analysis	87
		4.7.2	Introduction to Structural Equation Modeling	
		(	(SEM): Methods, Computerized Methods	
		4	and Computer Program	87
	4.8	Ethical	Considerations	93
	4.9	Summ	ary	94
5			ry Data Analysis and Results: Descriptive	
			nd Reliability Tests	95
			uction	95
	5.2		ptive Statistics	95
		5.2.1	Response Rate	96
			Demographic Characteristics	96
			ility and Validity	104
	5.4		lity	107
			Departure from Normality	107
	5.5	Summ	агу	107
6	Str	uctural	Equation Modeling: Results and Analysis	111
			10tion	111
	6.2	Assess	ing Goodness of Fit	112
			mation of Hypothesized Latent Constructs	115
		6.3.1	Confirmation of the Vision – Thai Construct	116
		6.3.2	Confirmation of the Vision – Japanese Construct	117
		6.3.3	Confirmation of the Leadership – Thai Construct	118
		6.3.4	Confirmation of the Leadership – Japanese Construct	119
		6.3.5	Confirmation of the Resources Support – Thai Construct	120
		6.3.6	Confirmation of the Resources Support – Japanese	
			Construct	122
		6.3.7	Confirmation of the Structure – Thai Construct	123
		6.3.8	Confirmation of the Structure – Japanese Construct	125
				126
		6.3.9	Confirmation of the Reward – Thai Construct	120
			Confirmation of the Reward – Thai Construct Confirmation of the Reward – Japanese Construct	126

	6.3.12 Confirmation of the Relationship – Japanese Construct	130				
	6.3.13 Confirmation of the Acceptance Construct	130				
	6.3.14 Confirmation of the Adaptation Construct	132				
	6.4 Structural Models: Development Empirical Analysis of the Model of Japanese Management Acceptance					
	and Adaptation	133				
	6.5 Composite Factor Model	136				
	6.6 Development of the Japanese Management Acceptance Model	137				
	6.7 Development of the Japanese Management Adaptation Model	141				
	6.8 Summary	147				
7	Discussion and Implications	149				
	7.1 Introduction	149				
	7.2 Descriptive Statistical Results	150				
	7.3 Hypotheses Testing	150				
	7.3.1 Hypotheses H1A–H7A	151				
	7.3.2 Hypotheses H1B-H7B	152				
	7.4 Implications for Theory and Practice	156				
	7.4.1 Vision as a Motivational Factor	156				
	7.4.2 Role of Reward for Acceptance of Japanese					
	Management Practices	156				
	7.4.3 Good Relationship as a Motivational Factor	157				
	7.4.4 Leadership as a Motivational Factor	158				
	7.4.5 Structure for Adaptation and Acceptance of Japanese					
	Management Practices	158				
	7.4.6 Role of Resources Support to Motivate Employees	159				
	7.5 Towards an Efficient Cross-Cultural and International					
	Business Management Practices	159				
	7.6 Findings and Supports from Previous Studies	160				
	7.7 Summary	161				
8	Summary, Findings, and Conclusion	163				
0	8.1 Introduction	163				
	8.2 Research Design	163				
	8.2.1 Research Questions	164				
	8.2.2 Overview of the Research	164				
	8.3 Results and Implications for Efficient Management	165				
	8.4 Potential Uses for the Models	165				
	8.5 Limitations of the Research	165				
	8.6 Recommendations for Further Research	166				
	8.7 Contributions and Concluding Remarks	166				
		100				
9	Appendices	169				
	9.1 Appendix 1	169				

		Descriptive Statistical Results of Japanese Expatriates	169
	9.1.2	Japanese Management Practices in Thailand: Answered	
		by Japanese Expatriates	173
	9.1.3	Motivational Factors for Adaption of Japanese	
		Management Practices	177
	9.1.4	Leadership	181
	9.1.5	Resources Support	185
	9.1.6	Rewards	188
	9.1.7	Structure	192
	9.1.8	Relationship	196
	9.1.9	Adaptation	200
9.2	Appe	ndix 2	204
	9.2.1	Descriptive Statistical Results of Thai Employes	204
	9.2.2	Japanese Management Practices in Thailand:	
		Answered by Thai Subordinates	208
	9.2.3	Motivational Factor for Acceptance of Japanese	
		Management Practices	211
	9.2.4	Leadership	215
	9.2.5	Resources Support	219
			223
	9.2.7	Structure	227
	9.2.8	Relationship	231
		Acceptance	235
9.3		ndix 3	238
			238
		For Thai Staffs	242
9.4	Appe	ndix 4	247
		Information for Participants in the Adaption	
		of Japanese Management Practices Survey	247
Referen	ces		249