

APAC Labor Market Status Survey (2019)

PERSOL RESEARCH AND CONSULTING CO., LTD.

August 2019



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Survey Overview

PERSOL RESEARCH AND CONSULTING CO., LTD.
APAC Labor Market Status Survey (2019)

Basic Attributes of Subjects

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APAC Labor Market Status Survey (2019)

High percentage in married, high education level, regular employees, and full-time workers

	Average age (years)	Married (%)	Have a child/ children (%)	Graduate from university or higher (%)	Regular employee (%)	Full-time workers (%)	Managerial position (%)	Average annual income (USD) *
Japan (Tokyo, Osaka, Aichi)	44.4	55.1	46.4	55.1	47.3	94.3	26.1	42,527
China (Beijing, Shanghai, Guangzhou)	44.1	82.2	79.3	73.8	57.4	96.5	62.3	30,905
Korea (Seoul)	44.7	67.0	63.1	77.6	59.0	95.1	43.1	54,262
Taiwan (Taipei)	40.6	60.2	55.1	71.8	71.2	97.3	39.7	29,732
Hong Kong	40.6	60.6	49.0	60.2	73.2	97.7	40.3	55,252
Thailand (Bangkok)	39.9	63.7	60.1	75.7	57.4	95.8	43.0	18,422
Philippines (Metro Manila)	41.3	62.7	72.6	81.4	61.3	98.7	44.7	13,855
Indonesia (Jakarta)	40.5	82.1	78.8	72.4	58.2	93.1	45.1	31,277
Malaysia (Kuala Lumpur)	39.8	72.7	68.9	64.6	66.7	97.0	56.2	21,242
Singapore	43.5	64.8	56.8	60.3	75.5	98.8	49.8	55,692
Vietnam (Hanoi, Ho Chi Minh City)	42.1	81.2	79.8	74.8	52.7	97.2	58.1	14,457
India (Delhi, Mumbai)	44.0	84.8	79.8	93.5	73.5	97.3	57.6	42,327
Australia (Sydney, Melbourne)	43.5	57.7	62.7	56.9	64.4	96.4	38.7	66,480
New Zealand	43.8	52.9	64.5	45.2	62.9	97.0	31.9	49,847

*Converted from the local currency at the rate on January 18, 2019, to US dollars.

High percentage in manufacturing, indirect division, clerical work, or working for domestic companies.

High percentage in people who changed career twice or more.

	Predominant industry	Predominant type of work	No. of employees ≥ 1000 (%)	Working for domestic companies (%)	Average years in business of the company (years)	Average years of service (years)	Average times of career change (time)	Two or more career changes (%)
Japan (Tokyo, Osaka, Aichi)	Manufacturing	Specialist, engineering	30.1	94.1	28.7	10.6	2.9	47.9
China (Beijing, Shanghai, Guangzhou)	Manufacturing	Indirect	21.6	90.6	21.5	13.8	2.1	45.1
Korea (Seoul)	Manufacturing	Clerical work	16.2	91.6	19.9	8.2	2.5	53.7
Taiwan (Taipei)	Manufacturing	Indirect	21.1	87.6	22.5	9.1	3.0	67.3
Hong Kong	Wholesale and retail	Clerical work	30.8	66.5	25.0	8.4	3.1	72.6
Thailand (Bangkok)	Manufacturing	Indirect	18.0	81.8	20.9	8.6	2.6	59.9
Philippines (Metro Manila)	Service industry	Indirect	28.1	61.1	17.7	7.5	2.8	68.8
Indonesia (Jakarta)	Manufacturing	Indirect	13.0	77.0	19.4	9.4	2.5	62.8
Malaysia (Kuala Lumpur)	Manufacturing	Indirect	21.7	70.5	19.0	8.2	2.8	66.6
Singapore	Manufacturing	Indirect	35.5	59.3	20.6	7.9	3.1	71.3
Vietnam (Hanoi, Ho Chi Minh City)	Manufacturing	Clerical work	13.8	70.3	16.3	7.9	2.1	48.7
India (Delhi, Mumbai)	Information and communications	Information process/ Communication technology	40.9	73.0	16.1	8.1	2.4	59.4
Australia (Sydney, Melbourne)	Service industry	Clerical work	34.1	78.2	22.0	8.5	3.5	76.6
New Zealand	Medical services and welfare	Specialist, engineering	25.0	73.7	21.7	7.3	3.9	81.5

1. Age / Gender

Q. What is your age?

		20s	30s	40s	50s	60s	20s	30s	40s	50s	60s	Average Age	Male	Female	Male	Female
		(%)					(ss)	(ss)	(ss)	(ss)	(ss)	(years)	(ss)	(ss)	(%)	(%)
		(If it is difficult to collect answers from employed people in their 60s, the allocation of subjects shall be adjusted.)														
East Asia	Japan	20.0	20.0	20.0	20.0	20.0	200	200	200	200	200	44.4	500	500	50.0	50.0
	China	20.0	20.0	20.0	20.0	20.0	200	200	200	200	200	44.1	500	500	50.0	50.0
	Korea	20.0	20.0	20.0	20.0	20.0	200	200	200	200	200	44.7	500	500	50.0	50.0
	Taiwan	23.6	23.7	24.1	23.2	5.4	236	237	241	232	54	40.6	500	500	50.0	50.0
	Hong Kong	23.3	24.1	24.8	21.7	6.1	233	241	248	217	61	40.6	512	488	51.2	48.8
Southeast Asia	Thailand	24.7	24.1	24.2	23.2	3.8	247	241	242	232	38	39.9	500	500	50.0	50.0
	Philippines	22.8	22.8	22.9	21.9	9.6	228	228	229	219	96	41.3	500	500	50.0	50.0
	Indonesia	22.9	24.6	24.3	22.1	6.1	229	246	243	221	61	40.5	503	497	50.3	49.7
	Malaysia	25.4	24.4	23.5	22.6	4.1	254	244	235	226	41	39.8	491	509	49.1	50.9
	Singapore	20.0	21.9	21.8	20.6	15.7	200	219	218	206	157	43.5	527	473	52.7	47.3
	Vietnam	21.7	21.8	21.7	19.7	15.1	217	218	217	197	151	42.1	500	500	50.0	50.0
South Asia	India	20.0	20.0	20.0	20.4	19.6	200	200	200	204	196	44	500	500	50.0	50.0
Oceania	Australia	21.0	20.9	20.9	20.5	16.7	210	209	209	205	167	43.5	510	490	51.0	49.0
	New Zealand	20.5	21.1	21.6	20.0	16.8	205	211	216	200	168	43.8	499	501	49.9	50.1

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

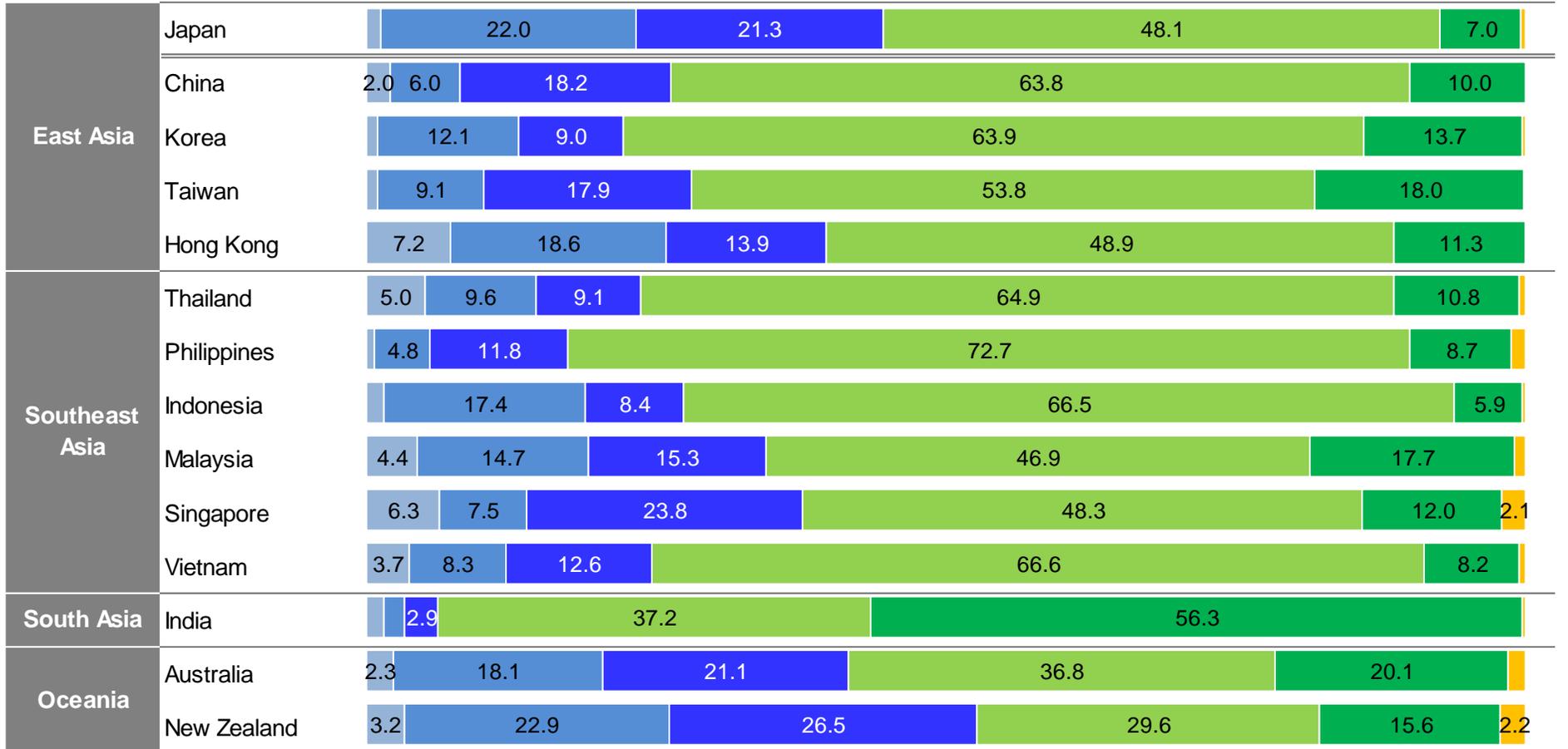
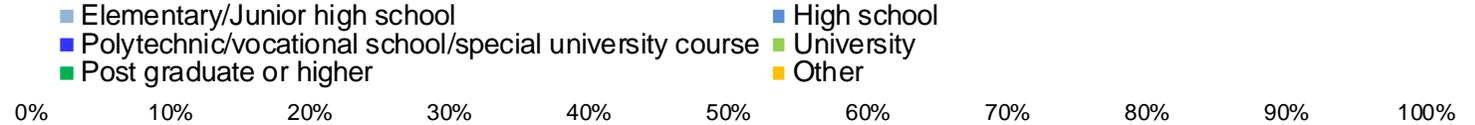
*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)



2. Education Level

Q. What school did you graduate from most recently?

*Scores less than 2.0 are not shown on the graph. (Same on the following pages)

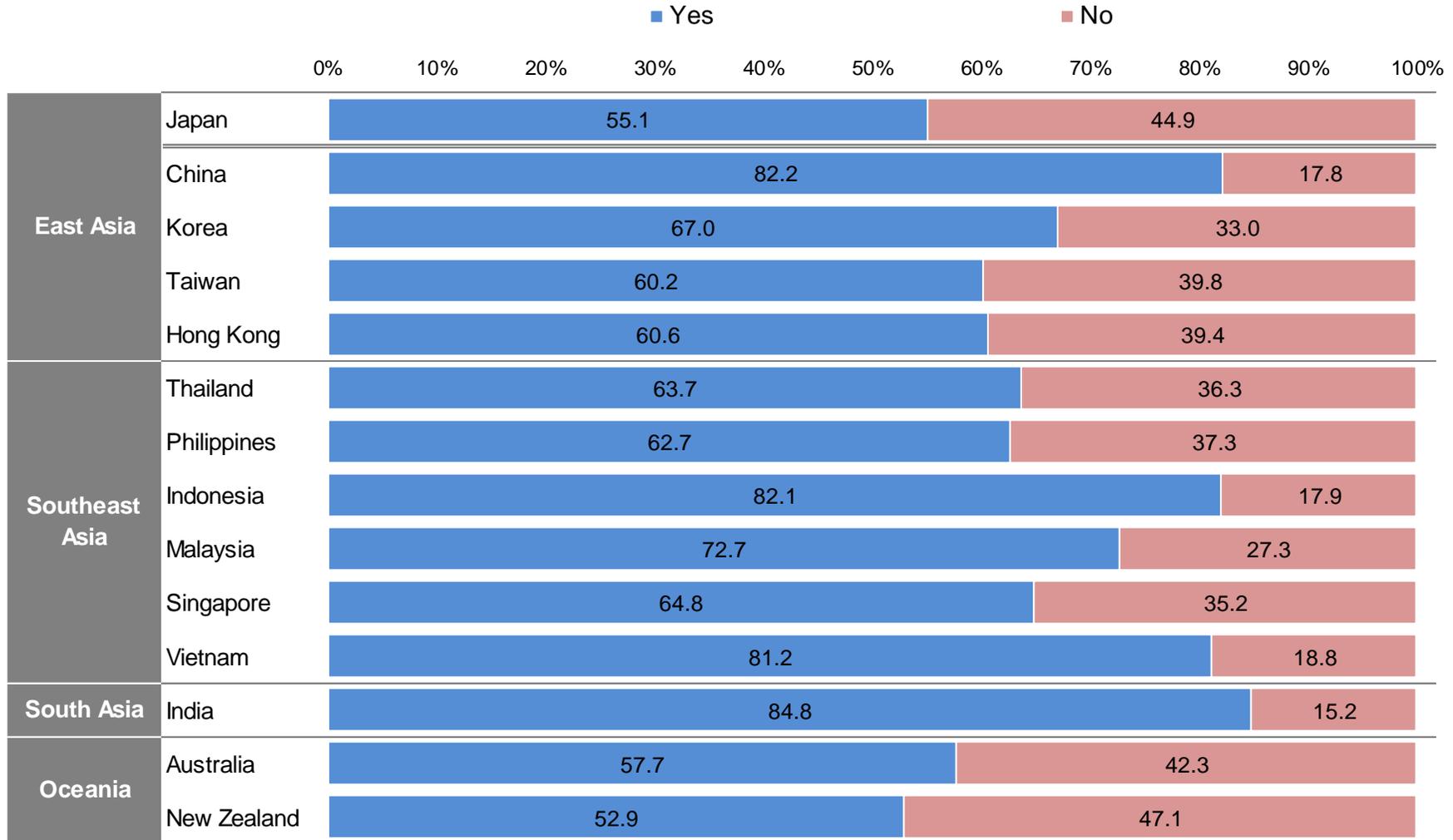


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3. Married / Unmarried

Q. Are you married?



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4. Family Living Together

Q. Please select all family members who currently live with you. (Multiple responses / 9 options)

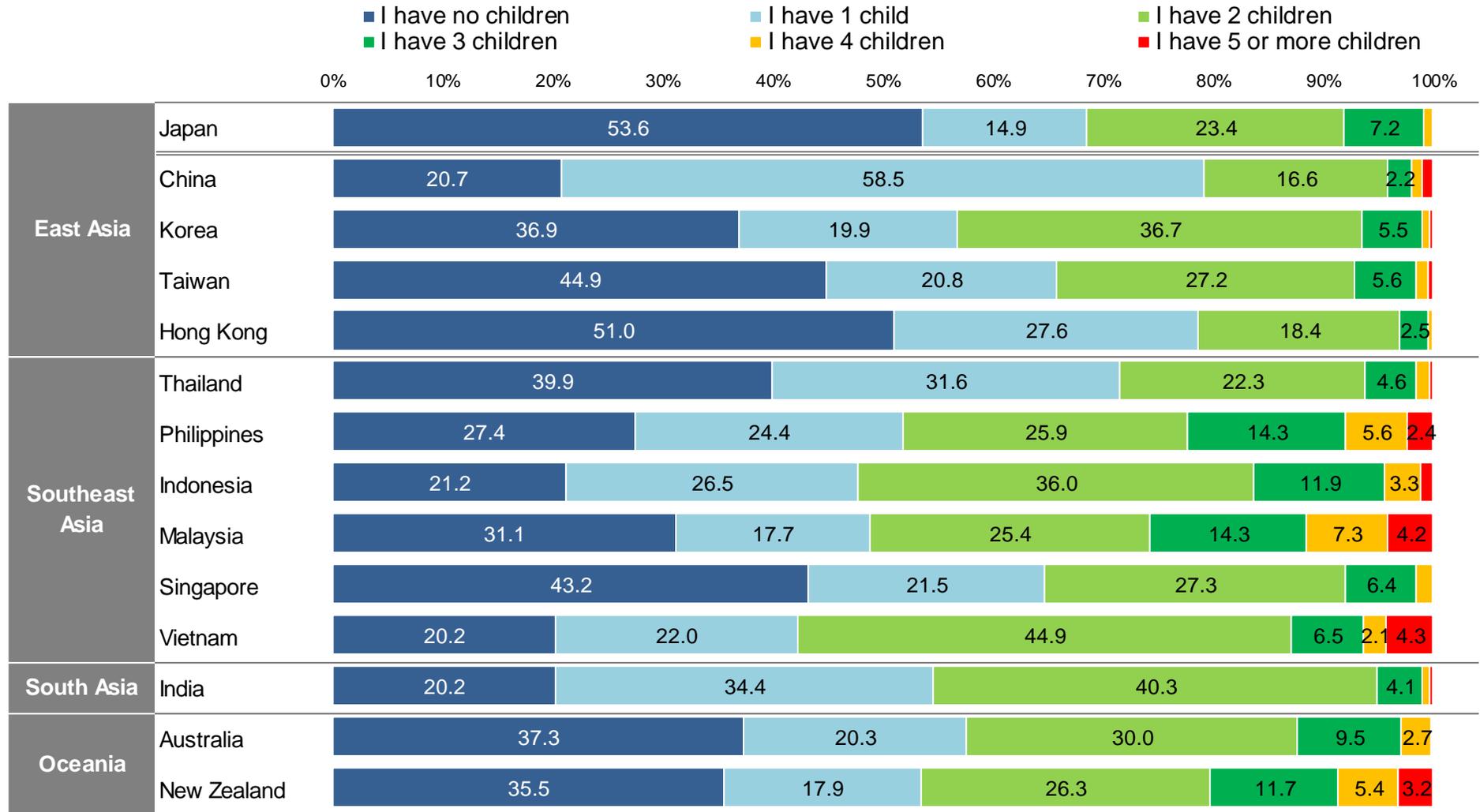
		(%)								
		Spouse	Parent(s)	Siblings	Children	Grand-children	Grand-parent(s)	Parent(s)-in-law	Other	No family members live with me
East Asia	Japan	52.7	19.6	7.2	33.5	0.3	2.1	2.3	2.5	25.7
	China	80.1	23.5	4.4	59.6	6.7	1.2	0.3	0.8	3.8
	Korea	62.9	27.7	15.7	54.0	1.8	0.8	0.5	1.1	9.5
	Taiwan	56.8	43.8	27.5	48.2	2.0	3.8	3.4	4.9	7.6
	Hong Kong	56.2	40.2	21.8	42.3	0.5	1.1	2.4	2.9	5.7
Southeast Asia	Thailand	57.7	48.3	33.9	51.8	14.8	6.1	5.1	4.5	4.7
	Philippines	54.8	39.5	33.7	65.4	7.3	4.8	6.6	14.7	3.9
	Indonesia	76.7	31.9	20.6	72.6	5.0	2.3	4.4	4.3	2.1
	Malaysia	66.3	32.5	23.8	62.4	4.0	1.4	3.3	5.7	5.2
	Singapore	59.6	34.6	20.5	50.2	1.6	1.4	2.4	4.7	5.6
	Vietnam	76.8	34.9	22.3	74.2	13.9	4.5	6.3	1.0	2.7
South Asia	India	72.3	48.3	14.7	72.8	6.7	5.0	10.2	1.6	0.9
Oceania	Australia	53.8	13.5	8.8	47.5	1.5	1.0	1.9	5.3	22.0
	New Zealand	49.9	11.7	8.6	43.5	2.7	0.7	1.4	8.8	22.9

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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5. Children / No Children

Q. Do you have any children?



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6. Other

Samples for each city
(only countries with multiple cities)

Country	City	Number of Samples	Total
Japan	Tokyo	490	1,000
	Osaka	300	
	Aichi	210	
China	Beijing	332	1,000
	Shanghai	388	
	Guangzhou	280	
Vietnam	Hanoi	476	1,000
	Ho Chi Minh	524	
India	Delhi	553	1,000
	Mumbai	447	
Australia	Sydney	539	1,000
	Melbourne	461	

Race (Only in Malaysia)

Country	Ethnic Group	Number of Samples	Total
Malaysia	Malay & Bumiputra	585	1,000
	Chinese	354	
	Indian	43	
	Other	18	

SEC (Social Economic Classification)

*Only countries that are frequently used in surveys

Country	A	B	C	D	E	No answer	Total
India	951	28	8	7	6	0	1,000
Indonesia	216	76	360	334	10	4	1,000
Vietnam	614	198	144	38	—	6	1,000

■ SEC: Abbreviation of Social Economic Classification or Social-Economic Class

■ Calculation of SEC

- India A-E (5 segments)
Property x Educational background (Main earner)
- Indonesia A-E (5 segments)
Property x Household expenditure
- Vietnam A-D (4 segments)
Monthly household income

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I. Current Employment

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Type and
attributes of
employment**1. Over 70% are a “permanent, fulltime employee” in Singapore, India, Hong Kong, and Taiwan. Over 20% are “self-employed, freelance” in Indonesia, Philippines, Thailand, and Vietnam.**

- In China, the percentage of specialist is as high as 13.5%. The percentage of “self-employed, freelance” is over 20% in Indonesia, Philippines, Thailand, and Vietnam, and 16.7% in India, which is rather high. The percentage of “part-time or seasonal employee” is as high as around 20% in Japan, Australia, and New Zealand. In Japan, the percentage of “fulltime employee” is below 50%, and “termed employee, dispatched worker” shows a higher percentage than other countries.

2. Manufacturing shows a high percentage in the employment industry in East Asia and Southeast Asia.

- In China, manufacturing is as high as 21.2%. In Korea, manufacturing is 13.6%, education and learning support is 12.0%, showing a similar percentage. Service industry (Other) shows a high percentage in Philippines and information and communications is high in India, which is characteristic.

3. Regarding employment occupation, many respondents are working in indirect sectors, clerical work, or as specialists/ engineers. The others are dispersed in various occupations.

- Respondents show a slight concentration in clerical work in Korea (40%) and in indirect labor in Indonesia (30%). In India, the percentage of information and communications is rather high.

Type and
attributes of
employment**4. High percentage of working for domestic companies is common in all countries. The percentage working for US companies is high in Philippines, Singapore, and India, while the percentage working for Japanese companies is high in Vietnam.**

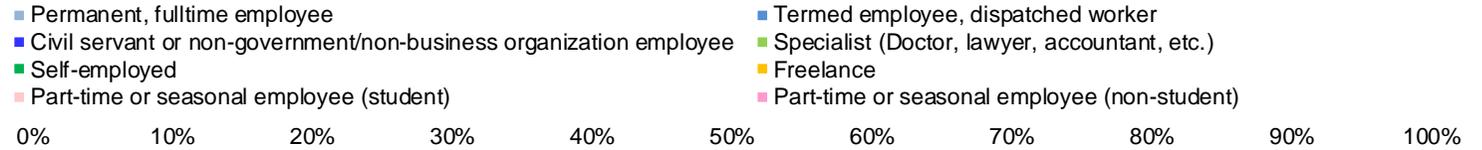
- The percentage working for domestic companies is high in all countries. In particular, it is over 80% in China, Korea, Taiwan, and Thailand.
- Regarding foreign capital companies, the percentage working for US companies is as high as about 15% in Philippines, Singapore, and India where English is one of their official languages. Japanese companies account for as high as about 15% in Vietnam and 9.7% in Indonesia.

5. Regarding the number of employees at the current place of employment, the percentage of mid-sized companies is high in China, while the percentage of large sized companies is high in India.

- The percentage of small sized companies is low in China and India. In China, about 60% of the survey subjects are concentrated in mid-sized companies with between 100 to under 1,000 employees, while in India, the percentage of large sized companies with 1,000 or more employees is over 40%. Also, the percentage of large sized companies is high in Hong Kong, Singapore, and Australia.
- There are not many large sized companies but there are many small sized companies in Korea, Thailand, Indonesia, and Vietnam.
- In Japan, the percentage of small sized companies with less than 100 employees is over 40%, while that of large sized companies with 1,000 or more employees is 30%, showing dispersion. A similar tendency is observed in Philippines and New Zealand.

1. Employment Type

Q. What is your occupation?



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2. Current Employment Industry

Q. What industry do you work in?

		Agriculture and forestry	Fisheries	Mining and quarrying of stone and gravel	Construction	Manufacturing	Electricity, gas, heat supply and water	Information and communications	Transport and postal	Wholesale and retail	Finance and insurance	Real estate, goods rental and leasing	Research institutes, professional and technical services (Legal related, tax accountant, measurement related, etc.)	Hotel business, Food services	Living-related and personal services and amusement services	Education and learning support	Medical services and welfare	Post office, cooperative association, etc.	Other Services	National government services and local public services	Other (%)
East Asia	Japan	0.4	0.0	0.1	4.3	15.5	1.1	5.9	3.6	9.8	5.1	2.7	2.4	4.1	2.6	5.9	9.4	0.1	13.6	4.6	8.8
	China	1.6	0.6	1.2	6.6	21.2	3.6	6.2	3.3	5.6	6.3	2.9	5.6	1.4	2.6	6.9	4.0	0.5	2.6	3.3	14.0
	Korea	0.1	0.0	0.1	5.9	13.6	1.5	7.2	1.1	8.5	4.1	3.1	3.8	4.3	1.8	12.0	8.6	0.3	9.9	3.9	10.2
	Taiwan	0.6	0.0	0.0	4.6	16.0	0.8	10.5	2.3	9.4	5.3	1.2	4.6	3.9	3.5	7.7	4.4	0.3	8.4	6.4	10.1
	Hong Kong	0.2	0.4	0.1	7.5	9.3	1.6	8.6	5.7	10.0	8.3	2.0	2.6	2.9	1.7	9.8	7.1	0.3	4.9	3.5	13.5
Southeast Asia	Thailand	1.9	0.1	0.1	5.7	15.7	2.0	3.4	2.5	11.9	2.9	2.2	1.0	3.0	0.6	6.4	2.9	0.3	8.6	5.7	23.1
	Philippines	1.0	0.4	0.4	5.6	5.7	1.4	12.0	1.6	10.8	6.8	4.4	1.6	3.6	0.4	6.0	4.2	0.3	16.4	4.5	12.9
	Indonesia	2.6	0.9	4.6	8.4	15.8	1.7	4.3	2.2	8.5	6.1	1.5	1.4	3.6	0.2	6.7	3.8	0.4	7.2	2.9	17.2
	Malaysia	2.4	0.6	0.7	8.6	9.8	1.6	7.3	3.0	6.7	7.8	1.2	3.0	5.0	1.3	8.5	4.0	0.5	8.5	2.9	16.6
	Singapore	0.1	0.0	0.3	5.9	15.7	0.9	6.1	5.1	8.5	8.5	1.0	3.6	3.3	0.9	10.1	4.5	0.3	9.3	4.3	11.6
	Vietnam	3.1	0.3	0.3	9.0	12.0	0.9	11.8	1.3	10.5	4.5	1.2	2.9	2.8	1.2	7.8	3.8	0.2	4.7	2.0	19.7
South Asia	India	0.7	0.3	0.2	3.5	14.8	0.8	28.7	1.4	4.5	10.5	0.8	1.6	1.7	0.1	7.6	2.4	0.1	4.6	1.9	13.8
Oceania	Australia	1.4	0.2	0.7	7.0	6.0	0.6	6.9	3.0	8.8	7.3	1.7	2.9	2.6	1.6	9.6	7.5	0.8	10.3	5.3	15.8
	New Zealand	3.2	0.4	0.4	6.7	6.8	1.2	8.9	6.0	8.8	3.5	2.6	2.6	4.4	1.6	9.5	9.8	0.2	8.9	4.9	9.6

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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3. Current Employment Occupation

Q. Which is the most applicable job type that corresponds to your current job?

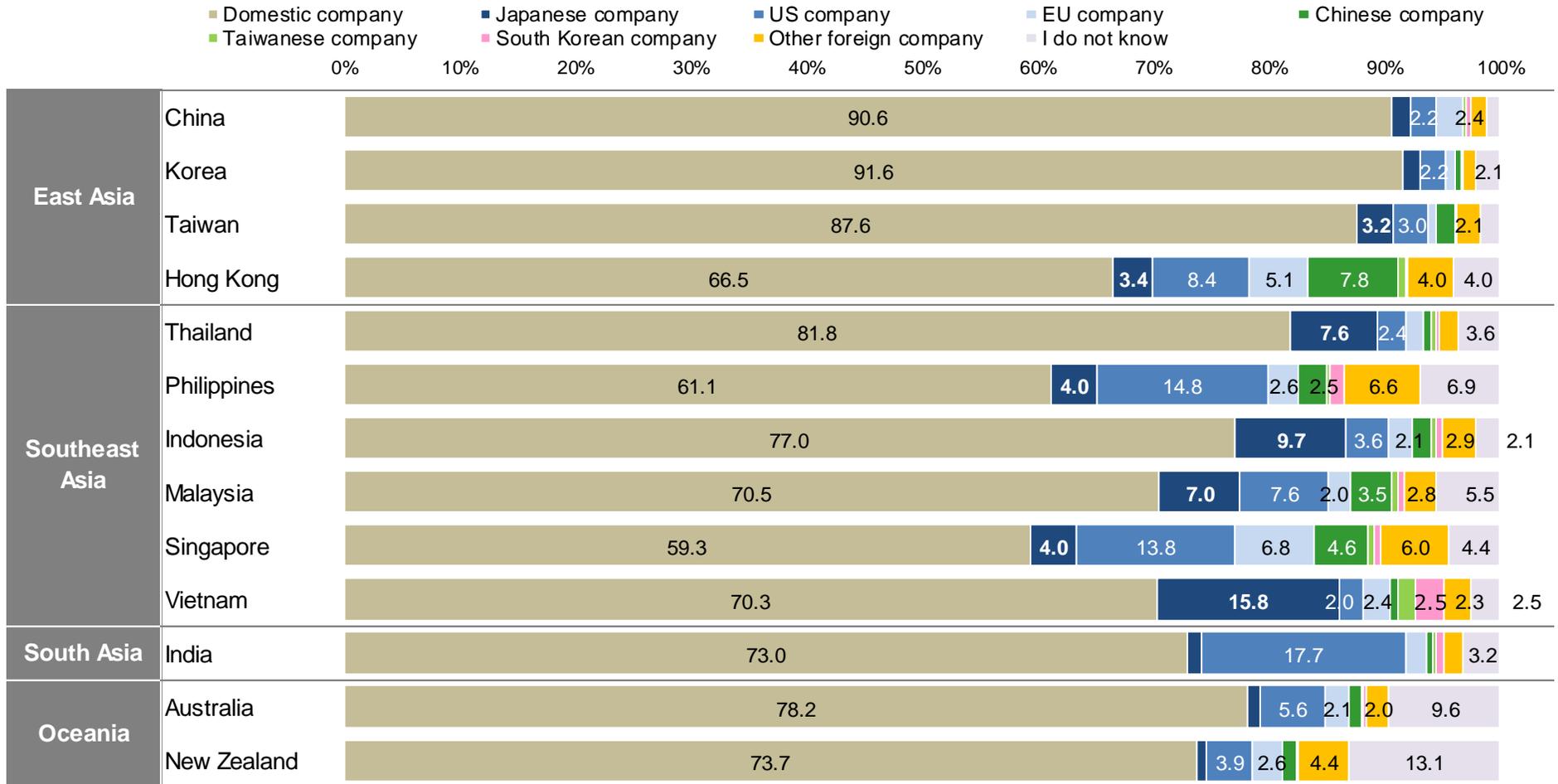
		(%)											
		Indirect (human resources, admin. finance etc.)	Clerical work (office clerk, receptionist, secretary, etc)	Sales	Store sales (sales staff, cashier, etc.)	Service work (customer service, beautician, cook, hospitality, etc.)	Production processing, production management, manufacturing (production process worker, etc.)	Delivery, logistics, transportation	Data processing, communication technology	Product development, research	Specialist, engineering (lawyer, construction engineering, medical, welfare etc.)	Agriculture, forestry and fisheries	Others
		20 to 30%											
		30% or more											
East Asia	Japan	17.3	16.6	7.3	6.0	9.8	5.5	2.6	5.5	3.0	19.0	0.1	7.3
	China	27.5	13.5	3.1	3.1	2.9	9.5	2.9	10.9	5.0	19.3	0.9	1.4
	Korea	6.4	39.4	4.7	3.8	10.5	3.9	1.3	4.4	5.4	15.2	0.1	4.9
	Taiwan	20.0	14.1	6.1	6.2	8.7	7.8	2.2	9.2	6.2	12.6	0.7	6.2
	Hong Kong	23.5	26.3	3.1	3.3	6.6	4.5	2.8	7.1	2.5	16.1	0.5	3.7
Southeast Asia	Thailand	18.6	11.7	7.6	5.3	9.3	13.0	4.3	9.0	2.2	7.4	0.9	10.7
	Philippines	17.9	10.3	11.4	4.0	8.2	5.9	1.5	11.8	2.4	12.6	1.0	13.0
	Indonesia	32.4	5.6	7.5	3.7	3.8	7.6	3.4	8.3	5.7	9.1	1.1	11.8
	Malaysia	20.1	13.6	7.3	3.0	7.9	4.9	3.3	8.4	3.9	17.2	1.6	8.8
	Singapore	18.9	11.0	8.0	1.5	8.3	5.8	5.1	6.8	4.8	17.7	0.1	12.0
	Vietnam	16.3	21.8	15.6	4.3	2.8	5.8	1.4	4.1	3.5	19.5	1.4	3.5
South Asia	India	17.6	7.0	6.0	1.7	5.9	14.3	2.7	23.8	5.6	7.9	0.8	6.7
Oceania	Australia	12.8	16.9	4.9	4.8	9.8	7.1	3.6	8.5	2.0	14.2	0.7	14.7
	New Zealand	9.1	9.8	6.0	4.5	12.7	7.3	5.4	7.3	2.6	14.9	2.2	18.2

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

4. Capital of Current Company

Q. To which one does your company apply in terms of capital?



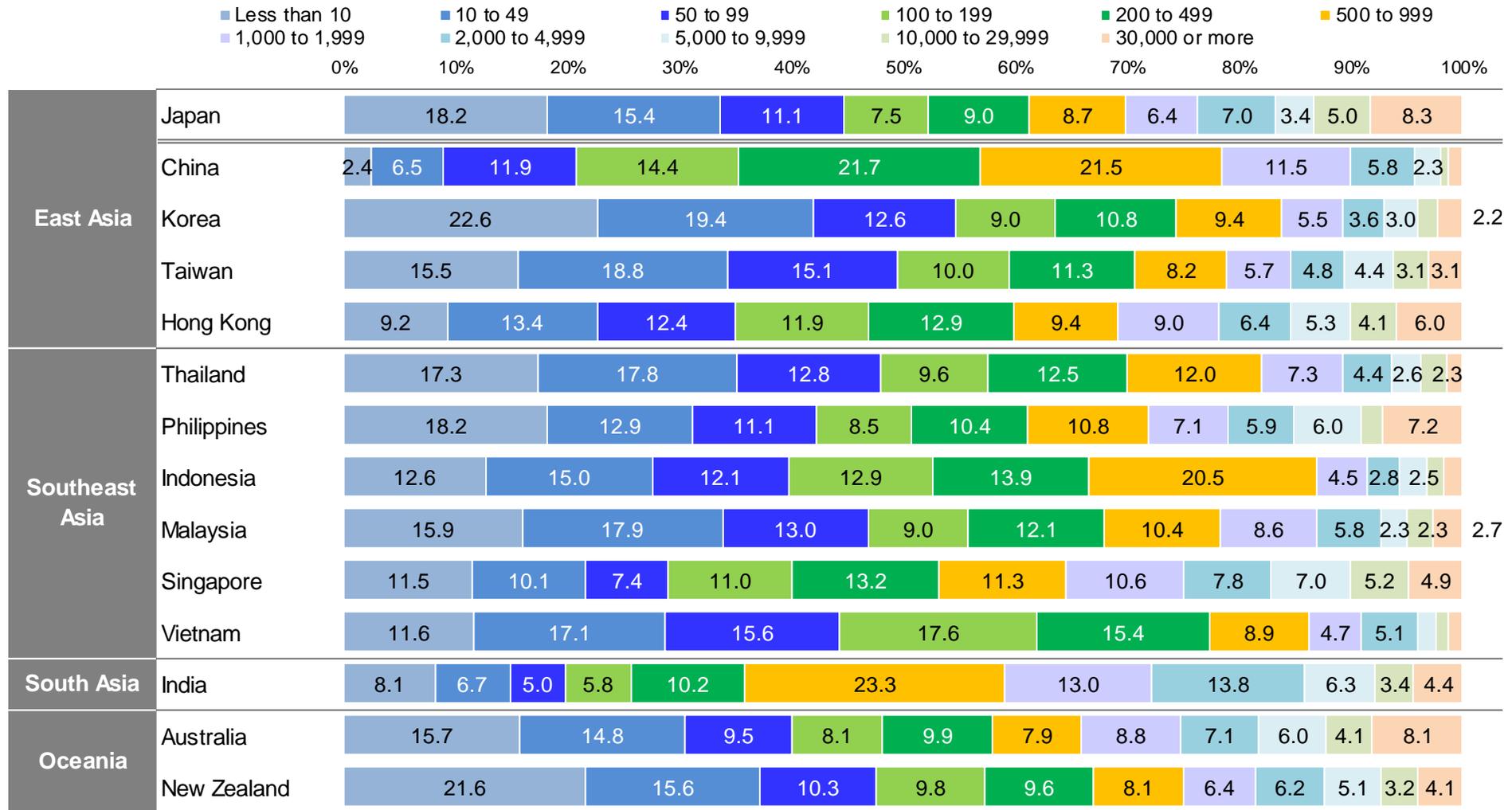
[Reference] Since the answer options of Japan were not the same as the others, it cannot be simply compared.

Domestic company: 94.1%, Foreign capital company: 2.5%, Unknown: 3.4%

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

5. Number of Employees at Current Place of Employment

Q. What is the total number of employees of the company you work for (including any type of employee with direct employment)?



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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Current
position**1. The percentage of managerial employees is over 50% in China, Malaysia, Vietnam, and India.****The percentage of non-managerial employees is high in Japan, Taiwan, and Hong Kong.**

- Each country or company has their own criteria and organization for managerial employees. In Southeast Asia and India, the percentage of respondents who answered that they were in a managerial position or higher is high. In the case of companies that—unlike mature businesses—are not rationalized or structured, employees may have more responsibilities and play larger managerial roles. Also, companies may be giving early promotions to outstanding human resources in order to keep them.

2. By gender, the percentage of managerial employees who are men is higher in most countries. The difference between men and women is the highest by 20pt in Japan and the lowest by 0.8pt in India.

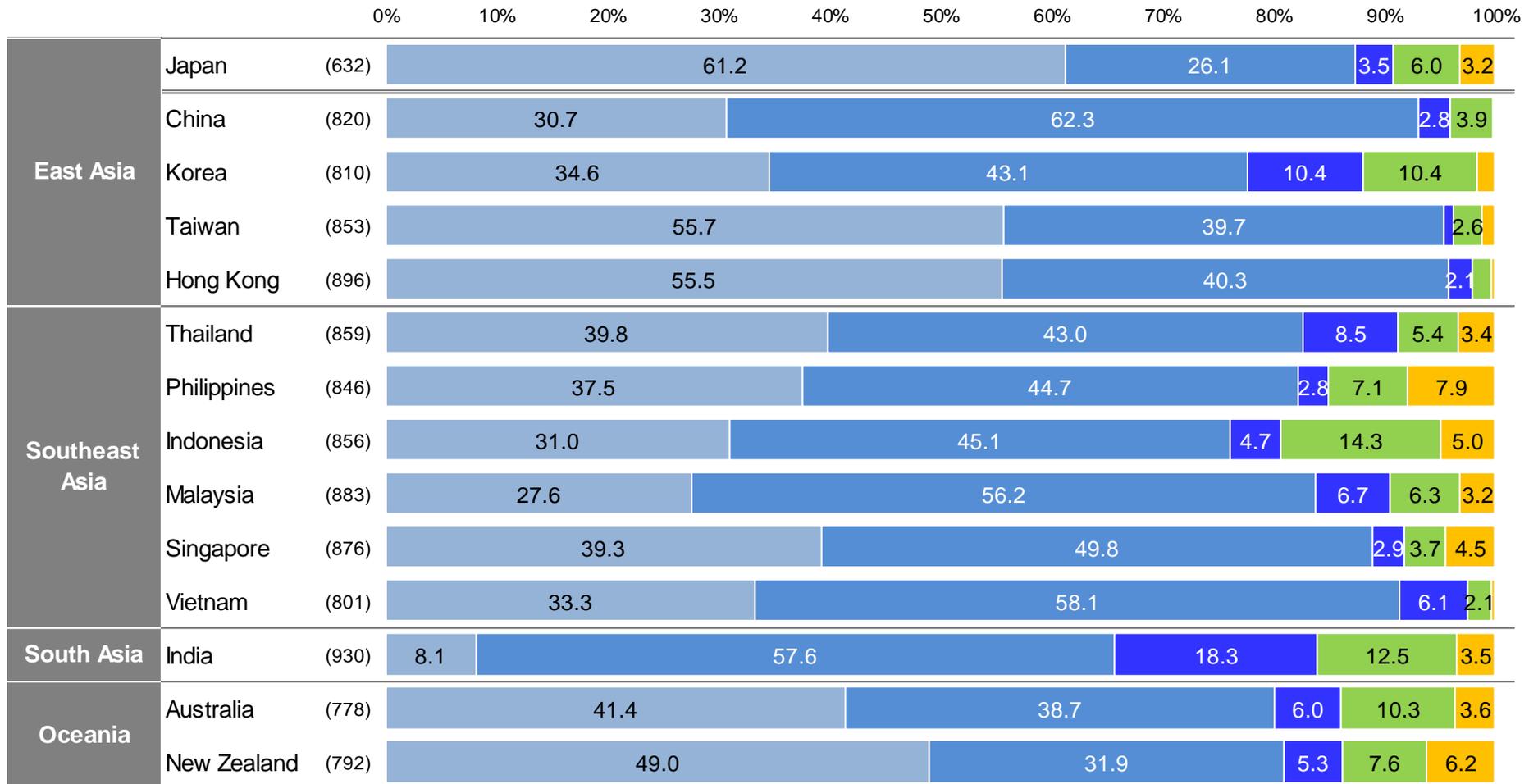
- In Taiwan and Australia, the difference is over 15 pt. In these two countries and Japan, the difference in the percentage of managerial employees between men and women is large. On the other hand, the difference is less in India, Malaysia, and Vietnam. The percentage of female managerial employees is slightly higher than men in Vietnam.
- In India, no gender difference is observed even when looking at the board of director position or higher. The attributes of subjects in India (University graduate or higher education, fulltime employee, information and communications, and working for US companies tended to be high.) may have affected the results; however, it seems promotion without difference between men and women has been in progress.

6. Current Position

Base: Permanent, fulltime employee, civil servant, non-government/non-business organization employee, specialist, and self-employed

Q. What is your position? Please select the closest item.

■ non-managerial employee / staff ■ managerial employee / staff ■ Board of Director or equivalent ■ CEO, president, or equivalent ■ Other



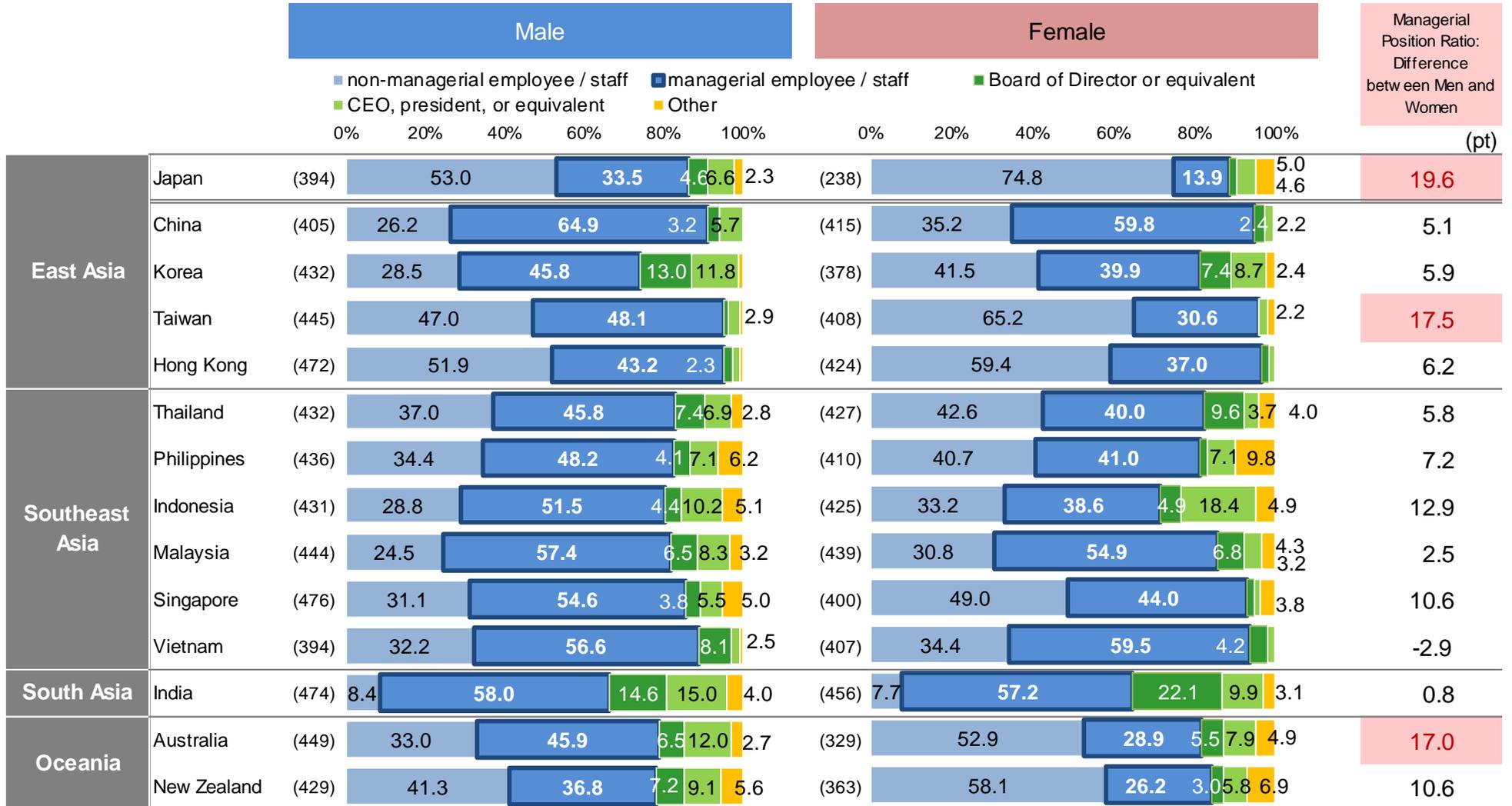
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

6. Current Position (By Men/Women)

Base: Permanent, fulltime employee, civil servant, non-government/non-business organization employee, specialist, and self-employed

Q. What is your position? Please select the closest item.



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Percentage
of
respondents
who aspire to
a managerial
position**

The percentage of general employees who “want to be a manager” is over 50% in most countries, and over 80% in India, Vietnam, and Philippines, while about 20% in Japan.

- There is no difference between men and women in the top 5 countries (India, Vietnam, Philippines, Thailand, and Indonesia), while in countries No.6 or under in the rankings, women are 10 to 15pt lower (except for Korea).
- By age group, as people become older, the percentage lowers in many countries. However, in Philippines, Indonesia, Vietnam, and Korea, respondents in their 40s and 50s do not show the decrease in percentage, showing no difference in age groups.
- In Japan, about 10% of respondents in their 40s and 50s aspire to a managerial position, and the percentage of over 50s aspiring to a managerial position is less than 10%, which is the lowest in 14 countries/regions.

**Years of
service**

The country with the longest years of service is China, 13.7 years, followed by 10.6 years in Japan. Other than these 2 countries, less than 10 years.

- There is no difference in years of service between men and women in China, while in Japan, years of service is about 5 years shorter for women.
- The number of years a company of employment has been established in Japan is 28.7 years, which is the longest, and the shortest is 16.1 years in India.

7. Percentage of Respondents Who Aspire to a Managerial Position

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale)

▼ Respondents who want to be promoted to a managerial position

*The scores show the total value of "Agree" and "Slightly agree".

		Number of Respondents	Overall (%)	Male (%)	Female (%)	Difference between Men and Women (pt)
1st	India	(94)	86.2	87.0	85.4	1.6
2nd	Vietnam	(360)	86.1	88.2	84.2	4.0
3rd	Philippines	(402)	82.6	79.8	84.9	- 5.1
4th	Thailand	(417)	76.5	76.7	76.3	0.4
5th	Indonesia	(361)	75.6	73.3	77.8	- 4.5
6th	China	(383)	74.2	81.6	67.6	14.0
7th	Malaysia	(294)	69.0	77.3	62.7	14.6
8th	Korea	(410)	60.2	62.7	58.5	4.2
9th	Taiwan	(580)	52.2	57.6	48.4	9.2
10th	Hong Kong	(577)	51.3	57.9	45.4	12.5
11th	Singapore	(419)	49.6	58.1	43.7	14.4
12th	Australia	(487)	44.8	51.9	40.3	11.6
13th	New Zealand	(549)	41.2	47.8	36.5	11.3
14th	Japan	(387)	21.4	26.8	15.2	11.6

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)



7. Percentage of Respondents Who Aspire to a Managerial Position (By Age)

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale)

*The scores show the total value of "Agree" and "Slightly agree".

(%)

		Number of Respondents	Overall	20s	30s	40s	50s	60s	Total of 50s and higher
East Asia	Japan	(387)	21.4	32.0	28.0	11.0	13.0	0.0	7.9
	China	(383)	74.2	81.1	83.3	67.5	60.4	68.8	64.4
	Korea	(410)	60.2	57.9	69.1	57.4	52.8	61.4	57.3
	Taiwan	(580)	52.2	60.8	62.0	39.8	39.1	52.6	41.1
	Hong Kong	(577)	51.3	61.1	57.5	50.0	36.9	20.7	33.3
Southeast Asia	Thailand	(417)	76.5	85.4	77.0	64.2	68.1	33.3	66.0
	Philippines	(402)	82.6	87.1	81.4	82.1	81.3	69.6	78.2
	Indonesia	(361)	75.6	81.0	74.7	62.9	81.0	71.4	79.6
	Malaysia	(294)	69.0	84.0	67.1	61.3	56.3	50.0	55.4
	Singapore	(419)	49.6	68.1	62.3	46.3	34.1	23.0	29.4
	Vietnam	(360)	86.1	89.7	85.5	84.7	82.6	71.4	80.0
South Asia	India	(94)	86.2	93.3	77.8	89.5	82.4	80.0	81.5
Oceania	Australia	(487)	44.8	66.4	66.7	49.5	27.4	16.8	22.4
	New Zealand	(549)	41.2	54.5	50.5	48.8	31.9	12.9	23.9

*Scores of 70 pts or higher are shown in red. Scores of less than 30 ss by age group are colored gray.

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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8. Number of Years a Company of Employment Has Been Established

Q. <Number of years> How many years has the company you currently work for been established and how many years have you worked there?

▼ Number of Years a Company of Employment Has Been Established

Years in business (year)

	Country	Average Number of Years in business (year)
East Asia	Japan	28.7
	China	21.5
	Korea	19.9
	Taiwan	22.5
	Hong Kong	25.0
Southeast Asia	Thailand	20.9
	Philippines	17.7
	Indonesia	19.4
	Malaysia	19.0
	Singapore	20.6
	Vietnam	16.3
South Asia	India	16.1
Oceania	Australia	22.0
	New Zealand	21.7

	Ranking (year)	Average Number of Years in business (year)
1st	Japan	28.7
2nd	Hong Kong	25.0
3rd	Taiwan	22.5
4th	Australia	22.0
5th	New Zealand	21.7
6th	China	21.5
7th	Thailand	20.9
8th	Singapore	20.6
9th	Korea	19.9
10th	Indonesia	19.4
11th	Malaysia	19.0
12th	Philippines	17.7
13th	Vietnam	16.3
14th	India	16.1

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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9. Years of Service

Q. <Your years of service> How many years has the company you currently work for been established and how many years have you worked there?

▼ Average Number of Years of Service

Years of service (year)

	Country	Overall (year)	Male (year)	Female (year)	Difference between Men and Women (pt)
East Asia	Japan	10.6	12.9	8.3	4.6
	China	13.8	13.7	13.9	-0.2
	Korea	8.2	9.1	7.2	1.9
	Taiwan	9.1	9.3	8.9	0.4
	Hong Kong	8.4	8.8	7.9	0.9
Southeast Asia	Thailand	8.6	8.8	8.3	0.5
	Philippines	7.5	7.5	7.5	0
	Indonesia	9.4	9.5	9.4	0.1
	Malaysia	8.2	8.6	7.9	0.7
	Singapore	7.9	8.3	7.5	0.8
	Vietnam	7.9	8.7	7.2	1.5
South Asia	India	8.1	9.3	7.0	2.3
Oceania	Australia	8.5	9.6	7.4	2.2
	New Zealand	7.3	8.0	6.7	1.3

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Current
annual
income**

The average annual income is the highest in Australia, followed by Singapore, Hong Kong, and Korea. Japan is ranked No.6.

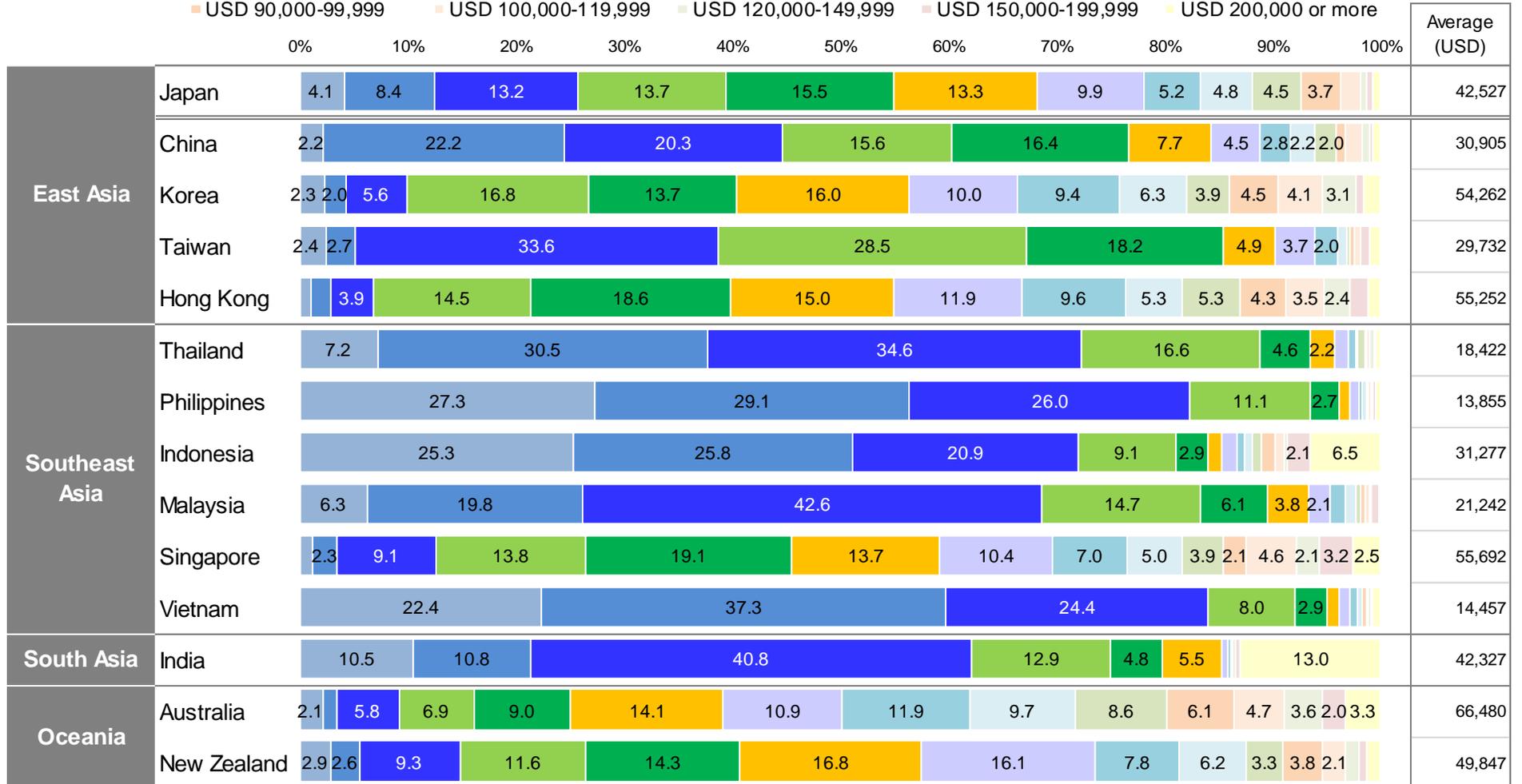
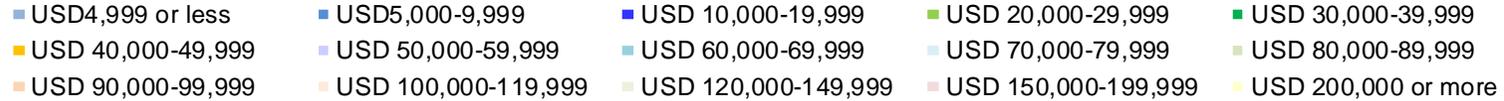
- In East Asia, the average annual income in Hong Kong and Korea is higher than Japan by USD10,000 or more. In East Asia, Japan is in the middle level.
- In Southeast Asia, the average income is low, with an income of less than USD20,000 accounting for 70 to 80%, with the exception of Singapore.
- In India, an average income of less than USD20,000 accounts for 60%, while an income of USD200,000 accounts for 13%, the highest among 14 countries/regions, showing bipolarization. The survey subjects in India were highly educated and the percentage in a managerial position or higher position is high, which probably affected the results.
- The average income is USD66,480 in Australia, the highest among 14 countries/regions.

* Each local currency was converted to USD at the rate on January 18, 2019.

10. Current Annual Income

Q. What is your annual income? Please choose one.

Converted from the local currency at the rate on January 18, 2019, to US dollars. (In the countries where monthly salaries were a question, the annual income (monthly salary x 12) in the local currency was converted to US dollars.)



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**Working hour
system**

Over 90% of permanent, fulltime employees work full time in all countries. Diversified work style in which working hours or place can be chosen will be future issues.

- Each percentage of “short time work-working for between 6 and 8 hours per day”, “working with mobile devices”, and “work at home” is the highest in Indonesia of the 14 countries/regions, showing that their diversified work style is advancing.
- The total percentage of “working at a satellite office”, “working with mobile device”, and “work at home” is a little over 10% in Philippines, Indonesia, India, Australia, and New Zealand.

**Working
hours per
day /
Working
days per
week**

Working hours per day is mainly “about 8 hours”. In Vietnam and India, the percentage of “work 6 days a week” is over 40%. Working hours per week are less than 40 hours in Japan, Australia, and New Zealand, with a great difference between men and women.

- Working hours per day is mainly “about 8 hours” (including overtime work) in most of the countries, with only Hong Kong being “about 9 hours”.
- In Vietnam and India, over 40% of respondents work “6 days a week”, showing a high percentage of working with one day off per week.
- In Japan, Australia, and New Zealand, there is a great difference in working hours per week between men and women. Women work about 35 hours, which is 7 to 10 less hours than men. About 20% of the respondents in these 3 countries work part time, which may have affected the results.

11. Working Hour System

Q. Select all of the items that apply to your current workstyle. (Multiple responses / 9 options)

											(%)
		Number of Respondents	Full-time work	Short-time work - Working for 6 hours to less than 8 hours a day	Short-time work - Working for less than 6 hours a day	Select the number of work days per week or per month	Work at a satellite office	Work with mobile devices (work outside the company)	Work at home	Have side jobs/subsidiary businesses	None of the above apply
East Asia	Japan	(473)	94.3	1.7	0.2	1.1	2.1	2.3	4.4	3.0	1.3
	China	(574)	96.5	1.4	0.9	0.7	1.4	1.7	1.7	1.6	0.7
	Korea	(590)	95.1	3.4	0.5	1.2	3.7	1.2	1.9	1.0	0.0
	Taiwan	(712)	97.3	3.8	0.3	0.4	1.0	1.4	0.8	1.0	0.0
	Hong Kong	(732)	97.7	1.6	0.7	0.7	0.8	1.5	1.6	1.0	0.0
Southeast Asia	Thailand	(574)	95.8	5.9	1.4	1.2	1.6	3.0	1.7	3.0	0.0
	Philippines	(613)	98.7	2.9	0.2	1.6	4.1	4.1	5.1	4.7	0.0
	Indonesia	(582)	93.1	15.3	1.2	2.6	3.1	7.4	6.5	10.7	0.0
	Malaysia	(667)	97.0	4.0	0.3	1.2	1.6	3.4	2.4	2.8	0.0
	Singapore	(755)	98.8	1.3	0.4	0.8	1.2	3.7	2.6	1.3	0.0
	Vietnam	(527)	97.2	2.3	0.6	0.4	2.3	1.7	0.9	1.9	0.0
South Asia	India	(735)	97.3	3.8	1.1	2.4	2.0	5.6	5.0	1.8	0.0
Oceania	Australia	(644)	96.4	3.1	1.4	2.5	1.2	4.3	5.0	0.9	0.2
	New Zealand	(629)	97.0	3.0	0.6	1.7	2.4	4.8	5.4	3.0	0.2

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

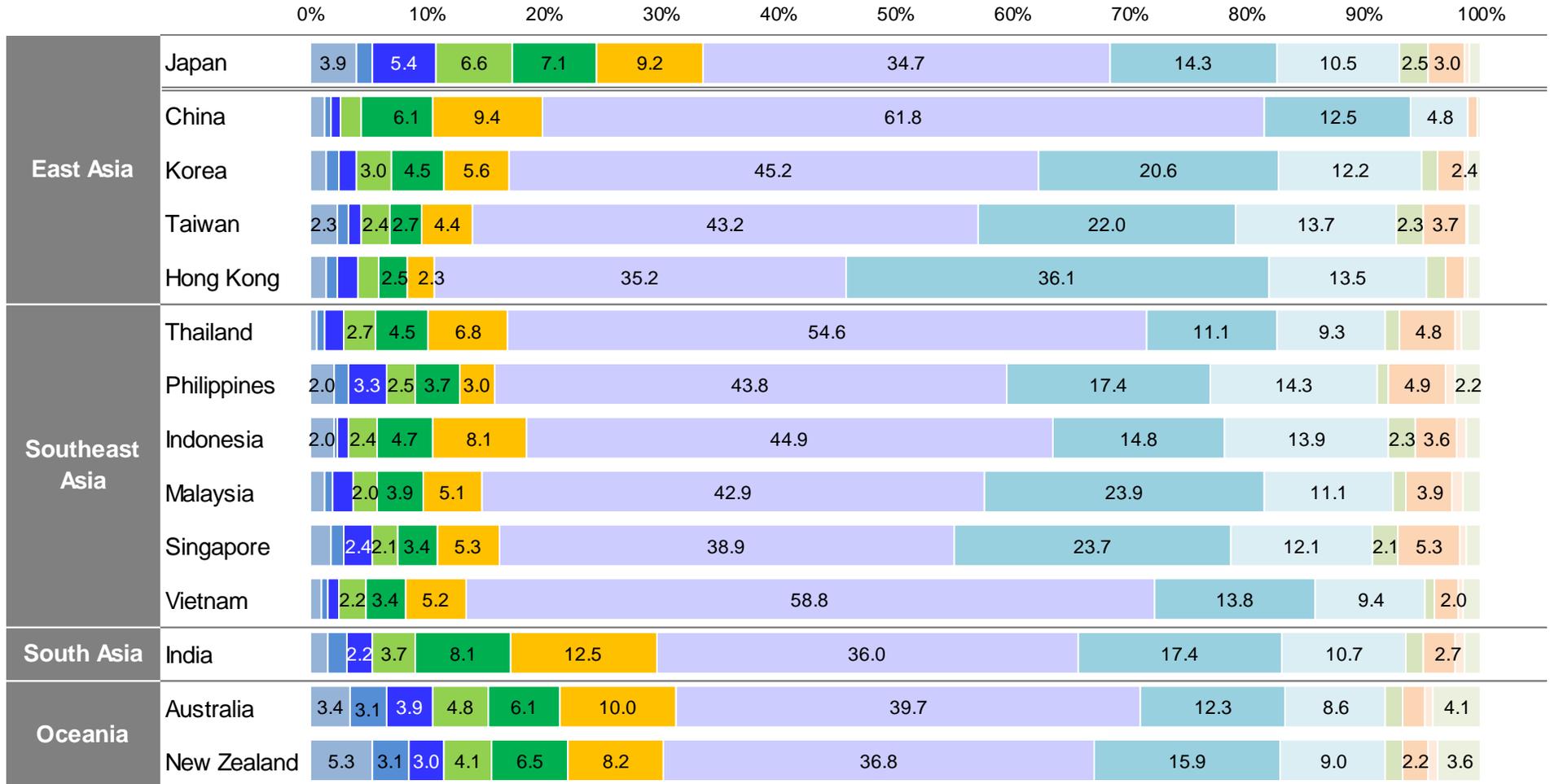
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12. Number of Working Hours Per Day

Q. Select your average working hours per day. *Including overtime work.

- Less than 3 hours
- Approximately 3 hours
- Approximately 4 hours
- Approximately 5 hours
- Approximately 6 hours
- Approximately 7 hours
- Approximately 8 hours
- Approximately 9 hours
- Approximately 10 hours
- Approximately 11 hours
- Approximately 12 hours
- Approximately 13 hours
- 14 hours or more



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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13. Number of Working Days Per Week

Q. Select your average working days per week.



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14. Number of Working Hours Per Week

▼ Weekly working hours

* Calculating weekly working hours by multiplying working hours per day by the number of working days per week.

(Unit: hours)

	Country	Overall		Male		Female	
		Number of Respondents	Working Hours	Number of Respondents	Working Hours	Number of Respondents	Working Hours
East Asia	Japan	(1000)	39.0	(500)	44.2	(500)	33.8
	China	(1000)	43.7	(500)	43.3	(500)	44.1
	Korea	(1000)	44.4	(500)	45.6	(500)	43.2
	Taiwan	(1000)	45.1	(500)	46.3	(500)	43.9
	Hong Kong	(1000)	45.3	(512)	46.6	(488)	43.9
Southeast Asia	Thailand	(1000)	45.6	(500)	46.1	(500)	45.1
	Philippines	(1000)	46.3	(500)	47.6	(500)	44.9
	Indonesia	(1000)	46.3	(503)	46.7	(497)	45.8
	Malaysia	(1000)	45.9	(491)	46.2	(509)	45.5
	Singapore	(1000)	44.7	(527)	46.2	(473)	43.0
	Vietnam	(1000)	47.2	(500)	47.5	(500)	47.0
South Asia	India	(1000)	45.0	(500)	46.2	(500)	43.9
Oceania	Australia	(1000)	39.3	(510)	42.9	(490)	35.6
	New Zealand	(1000)	39.9	(499)	43.6	(501)	36.3

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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II. The Organizational Status of the Work Place and Work Satisfaction

PERSOL RESEARCH AND CONSULTING CO., LTD.
APAC Labor Market Status Survey (2019)

Organizational
culture**In East Asia, “obey a superior”, “emphasize harmony”, and “make no trouble” ranked high, showing the tendency of organizational culture of obeying superiors and making no trouble.**

- In countries in East Asia, “Go along with whatever upper management decides”, “More value is placed on those who focus on maintaining harmony”, and “The most important thing is to not make waves” were ranked high. “More importance is placed on final results than work processes”, “More importance is placed on timing and speed”, and “Quick decision making is appreciated” tended to be in the top 10.
- The top 3 in Japan and Korea were “Go along with whatever upper management decides”, “More value is placed on those who focus on maintaining harmony”, and “The most important thing is to not make waves”, and “Pay and working conditions are based on age and length of employment” was also in the top 10, showing a similar tendency to East Asia.
In Japan, “It is assumed employees will be employed until retirement age” was ranked 9, which is an organizational culture not found in other countries.
- In China, “Workers are assessed based on competing and winning against coworkers” was ranked 4. Among 14 countries/regions, China was the only country where the evaluation from the perspective of individuals was in the top 10. The results showed their organizational culture in which evaluation is performed based on competition.
- In Taiwan, “having unique and creative opinions and ways of thinking” and “There is always an active exchange of opinions in the workplace and it is very lively” were in the top 10, while they showed a different aspect such as “Things are not decided through open discussion but through behind-the-scene discussions held in advance.”
- In Hong Kong, “Even if slightly rough, quick decision-making is valued” and “More importance is placed on timing and speed than on spending time deliberating” were in the top 10, showing they find it important to quickly respond to environmental changes.

**Organizational
culture****In Southeast Asia, South Asia, and Oceania, “Good teamwork” and “Solidarity” were ranked high, and they tend to find teamwork important. In Southeast Asia, they tend to require originality, flexible ideas, and ingenuity.**

- In Southeast Asia, South Asia, and Oceania, “Good teamwork” and “Solidarity” were ranked high. In many countries, “Active opinions are exchanged at workplace and it is lively” and “Having good relationship and no discrimination between superiors and subordinates” were also in the top 10, and a tendency to emphasize teamwork was observed.
- They tended to emphasize “There is a focus on pursuing long term results over immediate results” and “Not to be too focused on only immediate tasks but to also consider long-term points of view”.
- In Thailand, Philippines, Indonesia, and Malaysia, “Workers are expected to have unique and creative opinions and ways of thinking” was ranked high beside the abovementioned teamwork. Also, in Philippines, Malaysia, and Singapore, “It is recommended to think flexibly without being overly constrained by past practices or conventional rules” was ranked high, which shows the organizational culture in which originality, flexible ideas, and ingenuity are required.
- In Singapore, they showed factors similar to East Asia such as “Go along with whatever upper management decides” and “More importance is placed on final results than work processes” along with teamwork and flexibility.
- In Australia and New Zealand, the items and orders in the top 10 were nearly the same, which shows their similar organizational culture.

1. Organizational Culture TOP 10 Rankings in Each Country

Q. To what degree do the following items apply to your workplace? Please select the most applicable option for item. (Six-point scale / 24 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: Employees work as a team (87.6%)

No. 2: There is an atmosphere which promotes working together as a team to achieve goals (86.8%)

No. 3: More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work (85.1%)

*The scores are the total value of "Completely applicable", "Mostly applicable", and "Slightly applicable" of Q12.

	Japan	%	China	%	Korea	%	Taiwan	%	Hong Kong	%	Thailand	%	Philippines	%
1st	The general atmosphere is to just go along with whatever upper management decides	80.2	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	96.0	The most important thing in the company is to not make waves	94.1	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	90.1	More importance is placed on final results than work processes	90.2	The most important thing in the company is to not make waves	95.2	Employees work as a team	96.2
2nd	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	75.8	Employees work as a team	93.8	The general atmosphere is to just go along with whatever upper management decides	90.4	More importance is placed on final results than work processes	89.2	The general atmosphere is to just go along with whatever upper management decides	90.0	Workers are expected to have unique and creative opinions and ways of thinking	92.7	There is an atmosphere which promotes working together as a team to achieve goals	95.4
3rd	The most important thing in the company is to not make waves	71.5	The general atmosphere is to just go along with whatever upper management decides	93.6	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	88.3	Employees work as a team	86.2	The most important thing in the company is to not make waves	88.2	Employees work as a team	92.5	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	93.3
4th	More importance is placed on final results than work processes	71.0	Workers are assessed based on competing and winning against coworkers	92.5	More importance is placed on final results than work processes	83.4	There is an atmosphere which promotes working together as a team to achieve goals	85.4	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	86.7	There is an atmosphere which promotes working together as a team to achieve goals	91.6	Workers are expected to have unique and creative opinions and ways of thinking	93.2
5th	More importance is placed on timing and speed than on spending time deliberating	69.5	There is an atmosphere which promotes working together as a team to achieve goals	92.5	There is an atmosphere which promotes working together as a team to achieve goals	81.8	The most important thing in the company is to not make waves	83.7	Employees work as a team	84.5	There is a focus on pursuing long term results over immediate results	91.3	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	93.0
6th	Effort is not rewarded if it does not achieve results	68.0	An equal amount of importance is placed on social responsibility and profit	92.2	Effort is not rewarded if it does not achieve results	79.8	Workers are expected to have unique and creative opinions and ways of thinking	83.2	There is a focus on pursuing long term results over immediate results	82.6	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	90.9	There is always an active exchange of opinions in the workplace and it is very lively	92.3
7th	An equal amount of importance is placed on social responsibility and profit	67.7	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	91.7	More importance is placed on timing and speed than on spending time deliberating	75.8	There is a focus on pursuing long term results over immediate results	83.0	More importance is placed on timing and speed than on spending time deliberating	82.6	There are good relationships and no discrimination between superiors and subordinates	90.3	There is a focus on pursuing long term results over immediate results	92.2
8th	There are good relationships and no discrimination between superiors and subordinates	67.6	Even if slightly rough, quick decision-making is valued	91.7	An equal amount of importance is placed on social responsibility and profit	75.6	Things are not decided through open discussion but through behind-the-scenes discussions held in advance	82.6	Even if slightly rough, quick decision-making is valued	80.5	An equal amount of importance is placed on social responsibility and profit	90.0	There are good relationships and no discrimination between superiors and subordinates	91.3
9th	It is assumed employees will be employed until retirement age	65.0	There is a focus on pursuing long term results over immediate results	90.7	Employees work as a team	74.7	More importance is placed on timing and speed than on spending time deliberating	82.3	It is recommended to act and then consider while proceeding	80.4	Even if slightly rough, quick decision-making is valued	89.7	An equal amount of importance is placed on social responsibility and profit	90.6
10th	pay and working conditions are based on age and length of employment	62.2	Workers are expected to have unique and creative opinions and ways of thinking	90.7	pay and working conditions are based on age and length of employment	73.6	There is always an active exchange of opinions in the workplace and it is very lively	82.2	Effort is not rewarded if it does not achieve results	80.2	The workplace focuses more on developing generalists than specialists in specific fields	88.6	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	89.6
10th									There is an atmosphere which promotes working together as a team to achieve goals	80.2				

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*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

1. Organizational Culture TOP 10 Rankings in Each Country

Q. To what degree do the following items apply to your workplace? Please select the most applicable option for item. (Six-point scale / 24 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: Employees work as a team (87.6%)

No. 2: There is an atmosphere which promotes working together as a team to achieve goals (86.8%)

No. 3: More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work (85.1%)

*The scores are the total value of "Completely applicable", "Mostly applicable", and "Slightly applicable" of Q12.

	Indonesia	%	Malaysia	%	Singapore	%	Vietnam	%	India	%	Australia	%	New Zealand	%
1st	Employees work as a team	96.5	Employees work as a team	91.5	Employees work as a team	85.1	There is an atmosphere which promotes working together as a team to achieve goals	97.1	There is an atmosphere which promotes working together as a team to achieve goals	95.7	Employees work as a team	86.2	Employees work as a team	87.2
2nd	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	95.8	There is an atmosphere which promotes working together as a team to achieve goals	90.4	The general atmosphere is to just go along with whatever upper management decides	83.3	We can say what we want even to superiors	96.2	Employees work as a team	95.4	There is an atmosphere which promotes working together as a team to achieve goals	84.8	There is an atmosphere which promotes working together as a team to achieve goals	82.4
3rd	Workers are expected to have unique and creative opinions and ways of thinking	95.4	Workers are expected to have unique and creative opinions and ways of thinking	88.6	There is an atmosphere which promotes working together as a team to achieve goals	81.9	Employees work as a team	95.6	There is a focus on pursuing long term results over immediate results	94.5	There is always an active exchange of opinions in the workplace and it is very lively	79.6	There are good relationships and no discrimination between superiors and subordinates	78.6
4th	There is an atmosphere which promotes working together as a team to achieve goals	95.4	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	88.4	More importance is placed on final results than work processes	81.8	There is always an active exchange of opinions in the workplace and it is very lively	94.6	There is always an active exchange of opinions in the workplace and it is very lively	94.2	There are good relationships and no discrimination between superiors and subordinates	78.5	There is always an active exchange of opinions in the workplace and it is very lively	76.6
5th	The most important thing in the company is to not make waves	94.5	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	88	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	79	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	94.6	Workers are expected to have unique and creative opinions and ways of thinking	92.9	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	76.3	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	76.4
6th	Even if slightly rough, quick decision-making is valued	94.5	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	87.4	More importance is placed on timing and speed than on spending time deliberating	78.9	Workers are expected to have unique and creative opinions and ways of thinking	94.5	An equal amount of importance is placed on social responsibility and profit	92	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	75.7	There is a focus on pursuing long term results over immediate results	75.3
7th	We can say what we want even to superiors	94.4	An equal amount of importance is placed on social responsibility and profit	86.7	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	78.2	The most important thing in the company is to not make waves	93.5	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	91.6	Workers are expected to have unique and creative opinions and ways of thinking	75.3	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	74.8
8th	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	94.3	There is a focus on pursuing long term results over immediate results	86.6	There is a focus on pursuing long term results over immediate results	77.5	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	93.5	More importance is placed on timing and speed than on spending time deliberating	91.4	There is a focus on pursuing long term results over immediate results	74.3	Workers are expected to have unique and creative opinions and ways of thinking	71.5
9th	It is encouraged to clearly state one's own opinions without trying to conform to others	94.1	There is always an active exchange of opinions in the workplace and it is very lively	86.2	Even if slightly rough, quick decision-making is valued	76.4	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	93.2	There are good relationships and no discrimination between superiors and subordinates	91.2	It is encouraged to clearly state one's own opinions without trying to conform to others	73.4	It is encouraged to clearly state one's own opinions without trying to conform to others	70.7
10th	An equal amount of importance is placed on social responsibility and profit	93.8	The general atmosphere is to just go along with whatever upper management decides	86.1	There are good relationships and no discrimination between superiors and subordinates	75.7	An equal amount of importance is placed on social responsibility and profit	92.1	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	90.6	Even if slightly rough, quick decision-making is valued	72.8	The general atmosphere is to just go along with whatever upper management decides	70.4
10th					There is always an active exchange of opinions in the workplace and it is very lively	75.7							More importance is placed on final results than work processes	70.4

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Superiors'
management
behavior**

Common management behaviors of workers' superiors were, delegating work to subordinates and making appropriate assessments. In East Asia, emotional consideration is also common management behavior, while in Southeast Asia, there is an emphasis on "Work management".

- In East Asia, ways of admonishing or praising such as "reasonable way of cautioning and admonishing" and "praise for good work", and "showing thanks" as well as "praise" were in the top 10, which is characteristic to this region. The results indicate an image of leaders who not only praise good work but also express their thanks verbally and enhance the motivation of subordinates. Also, the employees lose face if admonished in the presence of other employees or yelling may cause resignation, so leaders seem to be careful.
- In Southeast Asia and India, "assignments that enable the learning of skills and increasing capabilities" and "superiors provide support for work to progress smoothly" ranked high. In India, "Superiors provide vision and direction" is ranked No.1. Leaders seem to exercise their leadership by showing the direction to members so that the organization and team move smoothly.
- In Oceania and Singapore, "advice on work related problems" and "assessment in a manner consistent with job performance" are ranked high. Many superiors seem to develop subordinates by listening to and accepting their work related problems and building a trusting relationship.
- Other than Japan, 60 to 80% of respondents gave positive opinions about superiors' management behavior in the top items. In Japan, even the No.1 item only has 42%, showing lower evaluation when compared with other countries.

2. Superiors' Management Behavior

Q. Select the most applicable option for each item regarding your relationship with your current superior. (Five-point scale / 15 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

*The scores show the total value of "Very applicable" and "Slightly applicable".

No. 1: Superiors assign me with roles of responsibility (75.6%)

No. 2 and No. 3 are same rate: Superiors praise me when I do good work, Superiors provide support for work to progress smoothly (74.7%)

	Japan	%	China	%	Korea	%	Taiwan	%	Hong Kong	%	Thailand	%	Philippines	%
1st	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	42.1	I am satisfied w ith how my superior cautions and admonishes me	86.7	Superiors praise me w hen I do good w ork	74.8	Superiors take my opinions into account for w ork	74.0	I am satisfied w ith how my superior cautions and admonishes me	73.6	Superiors assign me w ith roles of responsibility	90.7	Superiors assign me w ith roles of responsibility	90.9
2nd	There is sufficient follow -up from superiors w hen a mistake occurs	39.4	Superiors praise me w hen I do good w ork	86.7	Superiors take my opinions into account for w ork	63.9	Superiors provide definite objectives for the entire w orkplace	69.9	Superiors provide support for w ork to progress smoothly	70.9	I am satisfied w ith how my superior cautions and admonishes me	90.1	Superiors provide support for w ork to progress smoothly	89.1
3rd	Superiors assign me w ith roles of responsibility	39.1	Superiors assess me in a manner consistent w ith my job performance	84.1	Superiors assign me w ith roles of responsibility	63.6	Superiors provide support for w ork to progress smoothly	68.2	Superiors praise me w hen I do good w ork	67.9	Superiors provide support for w ork to progress smoothly	87.6	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	88.4
4th	Superiors praise me w hen I do good w ork	38.2	Superiors provide definite objectives for the entire w orkplace	83.3	Superiors provide support for w ork to progress smoothly	63.6	Superiors assess me in a manner consistent w ith my job performance	67.0	Superiors assess me in a manner consistent w ith my job performance	67.6	Superiors provide definite objectives for the entire w orkplace	85.1	Superiors provide vision and direction	88.2
5th	Superiors take my opinions into account for w ork	37.4	Superiors provide vision and direction	83.3	Superiors provide definite objectives for the entire w orkplace	63.5	I am satisfied w ith how my superior cautions and admonishes me	66.2	Superiors take my opinions into account for w ork	65.7	Superiors assess me in a manner consistent w ith my job performance	85.0	Superiors provide definite objectives for the entire w orkplace	88.1
6th	Superiors provide support for w ork to progress smoothly	35.2	Superiors assign me w ith roles of responsibility	82.9	Superiors assess me in a manner consistent w ith my job performance	62.1	Superiors praise me w hen I do good w ork	65.4	My superiors verbally show me thanks and appreciation on a daily basis	65.5	I am able to set personal w ork objectives together w ith superiors	84.9	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	87.5
7th	My superiors verbally show me thanks and appreciation on a daily basis	34.7	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	82.8	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	59.0	Superiors provide vision and direction	65.3	There is sufficient follow -up from superiors w hen a mistake occurs	64.0	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	84.9	Superiors assess me in a manner consistent w ith my job performance	87.2
8th	Superiors provide definite objectives for the entire w orkplace	34.5	Superiors provide support for w ork to progress smoothly	81.0	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	58.4	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	62.8	Superiors provide vision and direction	63.3	There is sufficient follow -up from superiors w hen a mistake occurs	83.2	I am able to ask supervisors for advice on w ork related problems and dissatisfaction	87.0
9th	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	32.3	Superiors take my opinions into account for w ork	80.3	My superiors verbally show me thanks and appreciation on a daily basis	58.1	Superiors assign me w ith roles of responsibility	62.4	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	62.7	Superiors praise me w hen I do good w ork	83.2	There is sufficient follow -up from superiors w hen a mistake occurs	86.5
10th	Superiors assess me in a manner consistent w ith my job performance	32.0	Superiors assign me w ork w hich allow s me to learn skills and increase my capabilities	79.8	I am satisfied w ith how my superior cautions and admonishes me	56.5	My superiors verbally show me thanks and appreciation on a daily basis	62.1	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	61.5	Superiors interact w ith me in a manner equal to how they interact w ith other w orkplace members	82.8	Superiors take my opinions into account for w ork	86.0

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2. Superiors' Management Behavior

Q. Select the most applicable option for each item regarding your relationship with your current superior. (Five-point scale / 15 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

*The scores show the total value of "Very applicable" and "Slightly applicable".

No. 1: Superiors assign me with roles of responsibility (75.6%)

No. 2 and No. 3 are same rate: Superiors praise me when I do good work, Superiors provide support for work to progress smoothly (74.7%)

	Indonesia	%	Malaysia	%	Singapore	%	Vietnam	%	India	%	Australia	%	New Zealand	%
1st	Superiors provide definite objectives for the entire workplace	85.3	Superiors assign me with roles of responsibility	83.7	Superiors assign me with roles of responsibility	77.1	Superiors praise me when I do good work	87.2	Superiors provide vision and direction	90.6	Superiors assign me with roles of responsibility	77.2	I am able to ask supervisors for advice on work related problems and dissatisfaction	78.2
2nd	Superiors assign me work which allows me to learn skills and increase my capabilities	84.6	Superiors provide vision and direction	80.3	I am able to ask supervisors for advice on work related problems and dissatisfaction	71.4	Superiors assign me work which allows me to learn skills and increase my capabilities	87.1	Superiors provide support for work to progress smoothly	90.3	I am able to ask supervisors for advice on work related problems and dissatisfaction	76.5	Superiors assign me with roles of responsibility	77.6
3rd	Superiors take my opinions into account for work	84.2	Superiors provide definite objectives for the entire workplace	80.1	Superiors assess me in a manner consistent with my job performance	69.8	Superiors provide support for work to progress smoothly	85.9	Superiors assign me work which allows me to learn skills and increase my capabilities	90.1	I am able to set personal work objectives together with superiors	73.3	Superiors interact with me in a manner equal to how they interact with other workplace members	75.5
4th	Superiors assign me with roles of responsibility	82.9	Superiors provide support for work to progress smoothly	79.9	Superiors take my opinions into account for work	69.5	Superiors provide definite objectives for the entire workplace	85.8	Superiors assign me with roles of responsibility	90.0	Superiors interact with me in a manner equal to how they interact with other workplace members	73.1	Superiors praise me when I do good work	75.4
5th	Superiors provide vision and direction	82.8	Superiors assess me in a manner consistent with my job performance	79.6	Superiors provide support for work to progress smoothly	68.9	Superiors take my opinions into account for work	84.7	Superiors assess me in a manner consistent with my job performance	89.3	Superiors assess me in a manner consistent with my job performance	72.9	Superiors assess me in a manner consistent with my job performance	72.4
6th	There is sufficient follow-up from superiors when a mistake occurs	82.3	Superiors assign me work which allows me to learn skills and increase my capabilities	78.9	Superiors interact with me in a manner equal to how they interact with other workplace members	68.3	Superiors assess me in a manner consistent with my job performance	84.6	Superiors praise me when I do good work	89.2	Superiors provide definite objectives for the entire workplace	72.7	Superiors take my opinions into account for work	71.5
7th	Superiors assess me in a manner consistent with my job performance	81.2	Superiors interact with me in a manner equal to how they interact with other workplace members	78.4	Superiors assign me work which allows me to learn skills and increase my capabilities	67.6	Superiors interact with me in a manner equal to how they interact with other workplace members	83.4	Superiors provide definite objectives for the entire workplace	89.0	Superiors take my opinions into account for work	72.6	Superiors provide support for work to progress smoothly	71.1
8th	Superiors provide support for work to progress smoothly	81.2	I am able to set personal work objectives together with superiors	76.8	Superiors provide definite objectives for the entire workplace	66.3	I am able to set personal work objectives together with superiors	82.4	I am able to ask supervisors for advice on work related problems and dissatisfaction	89.0	Superiors provide support for work to progress smoothly	72.4	Superiors provide vision and direction	70.5
9th	I am able to ask supervisors for advice on work related problems and dissatisfaction	80.9	I am satisfied with how my superior cautions and admonishes me	76.5	There is sufficient follow-up from superiors when a mistake occurs	65.8	Superiors provide vision and direction	81.8	Superiors interact with me in a manner equal to how they interact with other workplace members	88.4	Superiors praise me when I do good work	70.8	Superiors provide definite objectives for the entire workplace	70.4
10th	Superiors interact with me in a manner equal to how they interact with other workplace members	80.6	Superiors praise me when I do good work	76.3	Superiors provide vision and direction	65.2	Superiors assign me with roles of responsibility	80.8	There is sufficient follow-up from superiors when a mistake occurs	87.9	Superiors provide vision and direction	70.3	I am able to set personal work objectives together with superiors	70.4

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**Satisfaction
in work**

In East Asia, satisfaction is lower than the average of 14 countries/regions, except for China, while Southeast Asia, South Asia, and Oceania show higher satisfaction than the average.

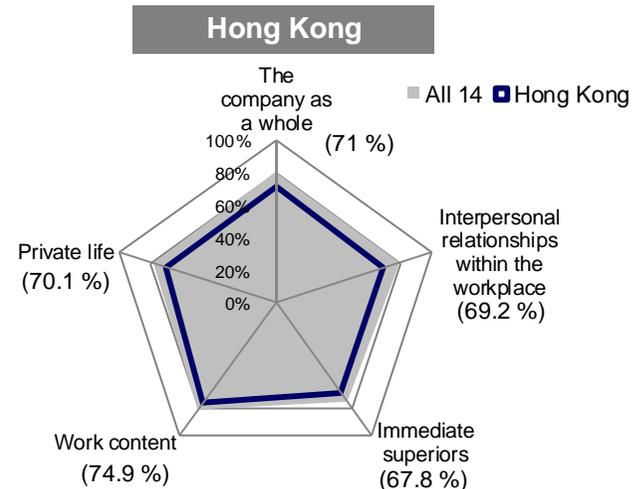
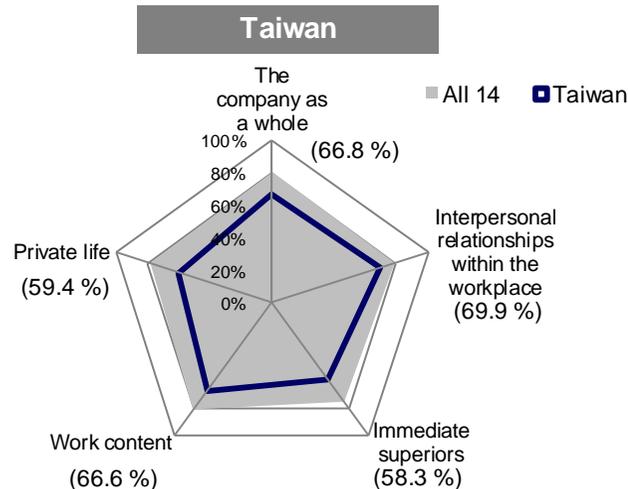
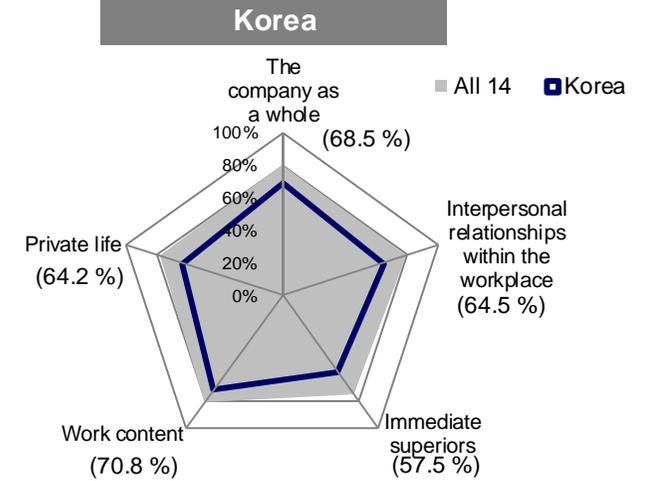
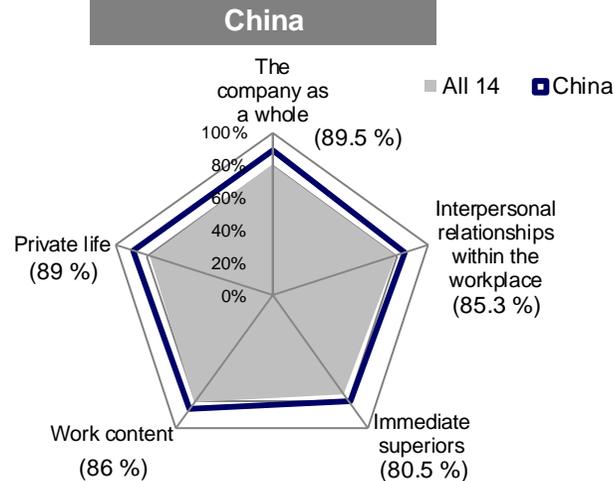
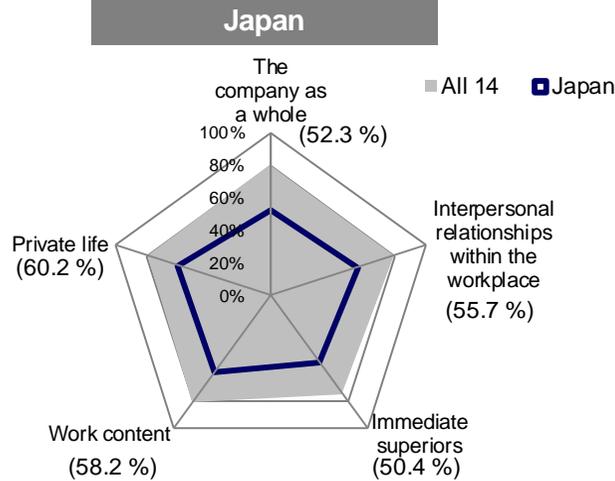
- Japan shows low satisfaction in all 5 indices “the company as a whole”, “interpersonal relationships within the workplace”, “immediate superiors”, “private life”, and “work contents”. Hong Kong is slightly lower than the average, Korea shows low satisfaction with “immediate superiors”, and Taiwan shows low satisfaction in “private life” and “immediate superiors”. On the other hand, China shows higher satisfaction in all indices than the average of 14 countries/regions.
- Many countries in Southeast Asia show higher satisfaction than the average, while Singapore shows lower satisfaction in all 5 indices than the average. Philippines, Indonesia, and Vietnam show higher satisfaction in all 5 indices than the average, followed by Thailand and Malaysia.
- India shows very high satisfaction of over 90%, which is above the average, in all 5 indices.
- Australia and New Zealand show almost average satisfaction.

3. Work Satisfaction [East Asia]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale)

*The scores show the total value of "Very satisfied", "Satisfied", and "Somewhat satisfied".

Average of all 14 countries/regions	
The company as a whole	80.2%
Interpersonal relationships within the workplace	79.3%
Immediate superiors	74.5%
Work content	81.0%
Private life	78.5%



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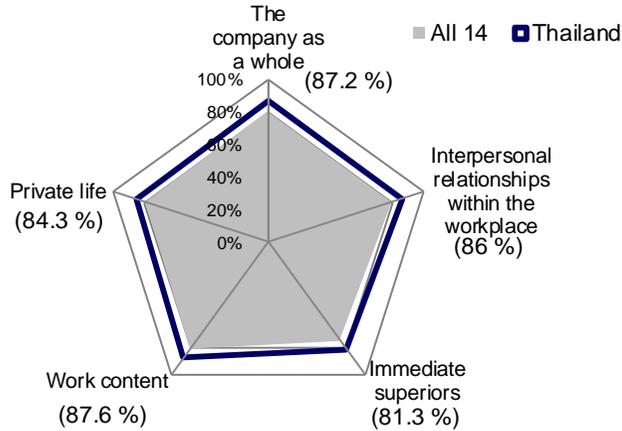
3. Work Satisfaction [Southeast Asia]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale)

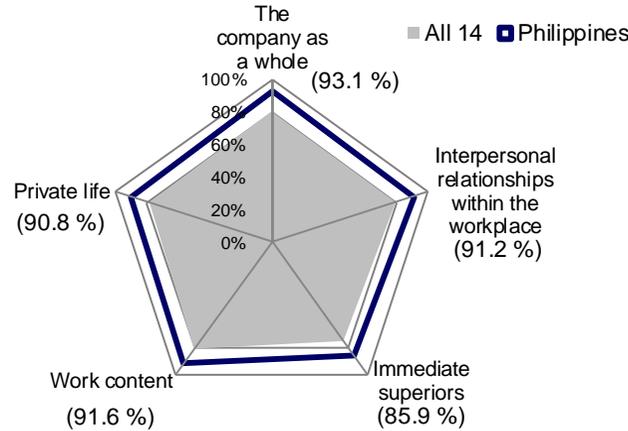
*The scores show the total value of "Very satisfied", "Satisfied", and "Somewhat satisfied".

Average of all 14 countries/regions	
The company as a whole	80.2%
Interpersonal relationships within the workplace	79.3%
Immediate superiors	74.5%
Work content	81.0%
Private life	78.5%

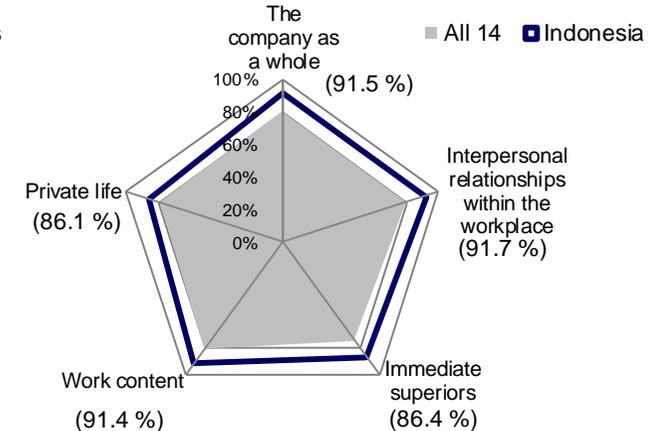
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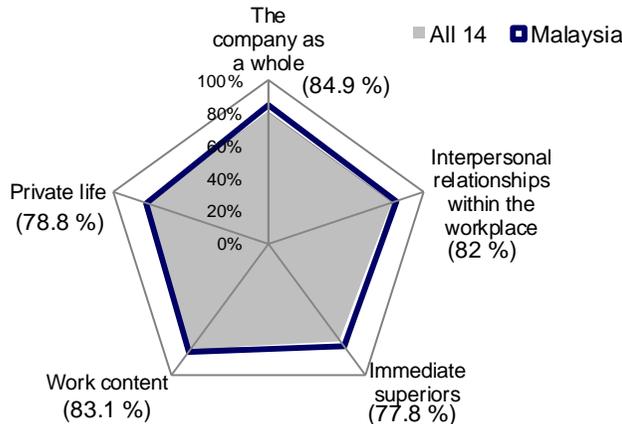
Philippines



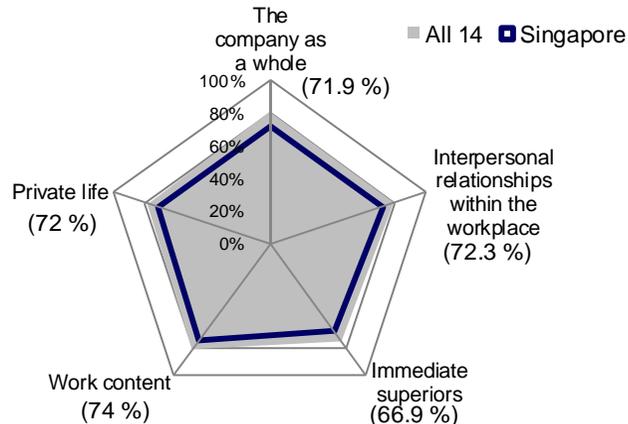
Indonesia



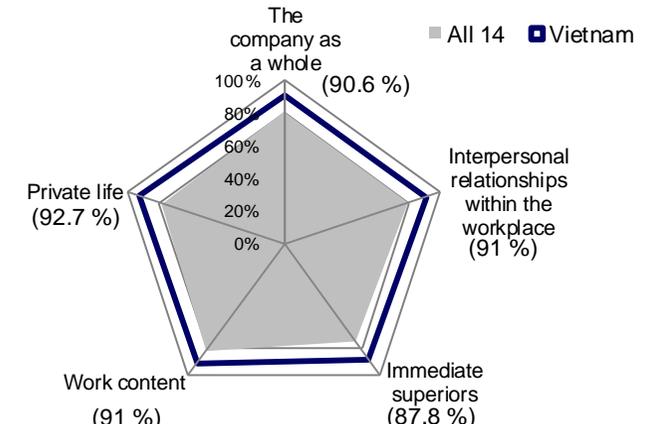
Malaysia



Singapore



Vietnam



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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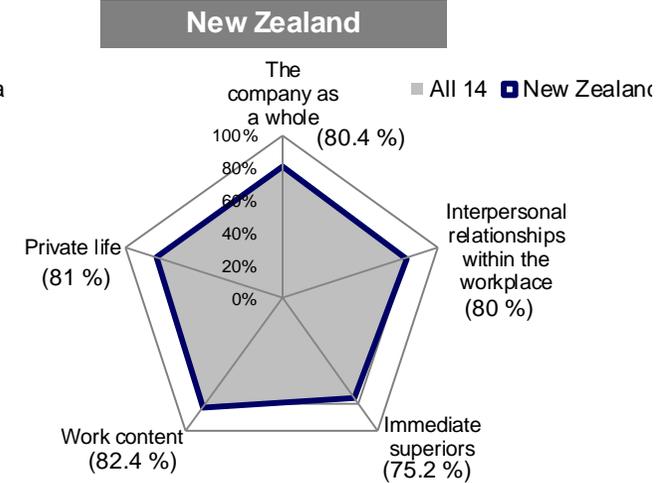
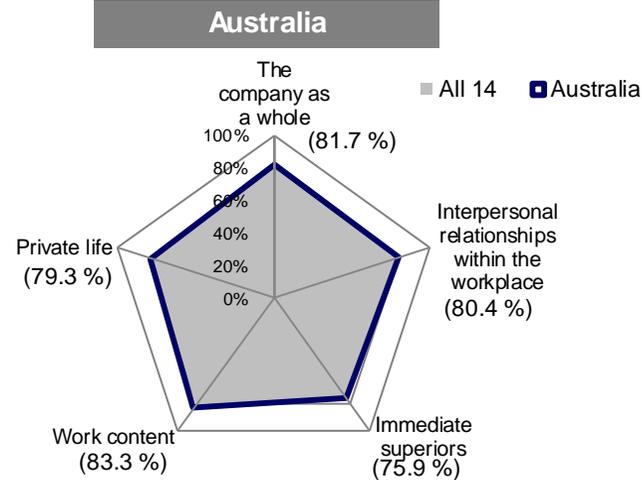
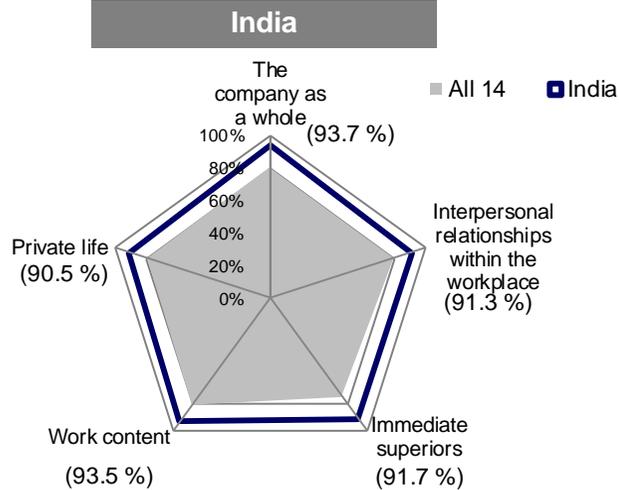


3. Work Satisfaction [South Asia, Oceania]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale)

*The scores show the total value of "Very satisfied", "Satisfied", and "Somewhat satisfied".

Average of all 14 countries/regions	
The company as a whole	80.2%
Interpersonal relationships within the workplace	79.3%
Immediate superiors	74.5%
Work content	81.0%
Private life	78.5%



III. Work Awareness

(Intention of long service,
job change, working age)

PERSOL RESEARCH AND CONSULTING CO., LTD.
APAC Labor Market Status Survey (2019)

**Keys for
choosing
work**

What is considered important when people choose work: “Can earn my desired income” was the top in 9 countries. In Singapore, India, and Oceania, “Can balance work and my private life” and in Malaysia “Employment is stable” were the top.

- “Can earn my desired income” was the top ranked in Japan, China, Korea, Taiwan, Thailand, Philippines, Indonesia, and Vietnam. In these countries/regions, other than Japan and Philippines, there is a great difference to the 2nd ranked score, which shows that they consider income very important.
- In the 7 countries of Korea, Philippines, Malaysia, Singapore, India, Australia, and New Zealand, “Desired income”, “Balance work and my private life”, and “Employment is stable” were ranked 1st to 3rd.
- In Japan, human relationships at the workplace such as “Personal relationships at workplace are good.” and “Able to take a vacation/Feel free to take a vacation” were ranked high, which seems to be different from other countries. “Can feel rewarding” and “The job is what I want to do.” followed.
- In China, “Income” was considered extremely important, followed by “The company outlook is good”, “Can demonstrate my capabilities and personality”, and “The job is what I want to do”. Also, “Can balance work and child care or nursing” was in the top 10.
- Vietnam is the only one of 14 countries/regions where “The employment is stable” was not in top 10. “Can take advantage of my career” and “The company outlook is good” were ranked high, which seems to be the influence of increasing opportunities of employment or choosing jobs along with its economical development.
- In Indonesia, “The career path after joining the company is clear” was ranked 2nd, followed by “Can balance work and child care or nursing” and “Can balance work and my private life”, which shows family matters are considered important.

Keys for choosing work

- In India, Australia, and New Zealand, “Can work independently using my own judgment” and “Can select my working hours” were in the top 10, showing similar tendency.
- In Korea, Taiwan, Thailand, Australia, and New Zealand, “Can commute easily” was in the top 10.

1. Keys for Choosing Work - TOP 10 Ranking in Each Country

Q. What is your priority when you select a job? (Rank up to 5 items in order of priority / 26 options)

*The same items as the TOP 3 ranking items in Japan are colored the same in the rankings for other countries.

*Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, and fifth by 1, and summing up for the item)

	Japan	pt	China	pt	Korea	pt	Taiwan	pt	Hong Kong	pt	Thailand	pt	Philippines	pt
1st	Can earn my desired income	1254	Can earn my desired income	1451	Can earn my desired income	1545	Can earn my desired income	1878	Can earn my desired income	2247	Can earn my desired income	1488	Can earn my desired income	1569
2nd	Personal relationships at the workplace are good	1230	The company outlook is good	953	Employment is stable	1348	The job is what I want to do	1227	Can balance work and my personal life	1424	Employment is stable	1190	Can balance work and my personal life	1514
3rd	Able to take a vacation/Feel free to take a vacation	1136	Can demonstrate my capabilities and personality	890	Can balance work and my personal life	1180	Can commute easily	1060	The job is what I want to do	1140	Can commute easily	1169	Employment is stable	1496
4th	Can feel rewarding	1121	The job is what I want to do	887	The job is what I want to do	1150	Employment is stable	945	Can commute easily	1095	The job is what I want to do	895	The job is what I want to do	1010
5th	The job is what I want to do	1094	Can balance work and my personal life	833	Can commute easily	995	The company outlook is good	854	Can demonstrate my capabilities and personality	802	Can balance work and my personal life	790	Can obtain a range of knowledge and skills	783
6th	Can balance work and my personal life	1087	Employment is stable	788	Can demonstrate my capabilities and personality	909	Can demonstrate my capabilities and personality	826	Employment is stable	733	The company outlook is good	717	Personal relationships at the workplace are good	734
7th	Can commute easily	1044	The career path after joining the company is clear	717	Can feel rewarding	836	Personal relationships at the workplace are good	729	Personal relationships at the workplace are good	706	Personal relationships at the workplace are good	700	Can commute easily	661
8th	Employment is stable	945	Can obtain a range of knowledge and skills	700	Personal relationships at the workplace are good	766	Can feel rewarding	697	Can feel rewarding	670	Can demonstrate my capabilities and personality	627	Can feel rewarding	580
9th	Can demonstrate my capabilities and personality	727	Can balance work and child care or nursing	627	The company outlook is good	602	Can balance work and my personal life	599	The company outlook is good	619	Can take advantage of my career	597	Can select my working hours	553
10th	Can select my working hours	583	Personal relationships at the workplace are good	602	Can take advantage of my career	537	Can select my working hours	591	Can select my working hours	566	Can feel rewarding	587	The career path after joining the company is clear	490
10th											Can experience a range of jobs	587		

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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1. Keys for Choosing Work - TOP 10 Ranking in Each Country

Q. What is your priority when you select a job? (Rank up to 5 items in order of priority / 26 options)

*The same items as the TOP 3 ranking items in Japan are colored the same in the rankings for other countries.

*Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, and fifth by 1, and summing up for the item)

	Indonesia	pt	Malaysia	pt	Singapore	pt	Vietnam	pt	India	pt	Australia	pt	New Zealand	pt
1st	Can earn my desired income	1303	Employment is stable	1351	Can balance work and my personal life	1673	Can earn my desired income	1384	Can balance work and my personal life	1116	Can balance work and my personal life	1514	Can balance work and my personal life	1669
2nd	The career path after joining the company is clear	959	Can balance work and my personal life	1313	Can earn my desired income	1631	Can balance work and my personal life	1081	Employment is stable	978	Employment is stable	1379	Can earn my desired income	1435
3rd	Can balance work and child care or nursing	939	Can earn my desired income	1283	Employment is stable	1353	Can take advantage of my career	889	Can earn my desired income	908	Can earn my desired income	1255	Employment is stable	1254
4th	Can balance work and my personal life	932	Can obtain a range of knowledge and skills	905	The job is what I want to do	1077	The company outlook is good	877	The job is what I want to do	723	The job is what I want to do	1167	The job is what I want to do	1228
5th	Personal relationships at the workplace are good	911	The job is what I want to do	849	Can feel rewarding	860	Can demonstrate my capabilities and personality	854	The career path after joining the company is clear	676	Can commute easily	1031	Can commute easily	833
6th	Can feel rewarding	828	Can commute easily	744	Can commute easily	798	Can balance work and child care or nursing	711	Can obtain a range of knowledge and skills	666	Can feel rewarding	780	Can work independently using my own judgment	829
7th	The company outlook is good	823	Can demonstrate my capabilities and personality	708	Personal relationships at the workplace are good	683	Personal relationships at the workplace are good	667	Can select my working hours	636	Can select my working hours	754	Can feel rewarding	755
8th	Can obtain a range of knowledge and skills	736	The company outlook is good	670	Can obtain a range of knowledge and skills	673	Can commute easily	623	Can commute easily	626	Can work independently using my own judgment	734	Can select my working hours	699
9th	Employment is stable	702	Can balance work and child care or nursing	637	Can work independently using my own judgment	602	The job is what I want to do	615	Can feel rewarding	619	Can demonstrate my capabilities and personality	604	Can obtain a range of knowledge and skills	641
10th	The job is what I want to do	678	Can feel rewarding	623	Can demonstrate my capabilities and personality	542	Can obtain a range of knowledge and skills	603	Can work independently using my own judgment	602	Can obtain a range of knowledge and skills	547	Personal relationships at the workplace are good	621
10th									Personal relationships at the workplace are good	602				

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Number of
times changed
Jobs / desire
to change jobs**

The number of times workers changed jobs is more than 2 times on average for all countries/regions, with workers in Oceania having a high average job-change rate of 3.5 times or more, indicating high mobility of human resources.

At least half of respondents in India have the intention of changing jobs.

- In Australia and New Zealand, the average job-change rate is 3.5 times or more, and over 20% of respondents have changed jobs at least 6 times. In Singapore, Hong Kong, Philippines, Taiwan, Malaysia, and Indonesia, the number of workers who have changed jobs at least two times accounted for over 60%, which shows an extremely high mobility of human resources.
- In China and Vietnam, the number is relatively lower than other countries, at 2.1 times on average. About 20% have no experience of changing jobs (0 times). However, 40% of respondents have the intention of changing jobs in the future. The average years of service of respondents was 13.8 years in China, the longest among 14 countries/regions, and 7.9 years in Vietnam.
- In Japan, the number of times of changing jobs is as high as 2.9 times; however, 30% have no experience of changing jobs, showing a tendency of depolarization. A large number of part-time employees may be one of the factors that cause an increase in the number of times of changing jobs in Japan.

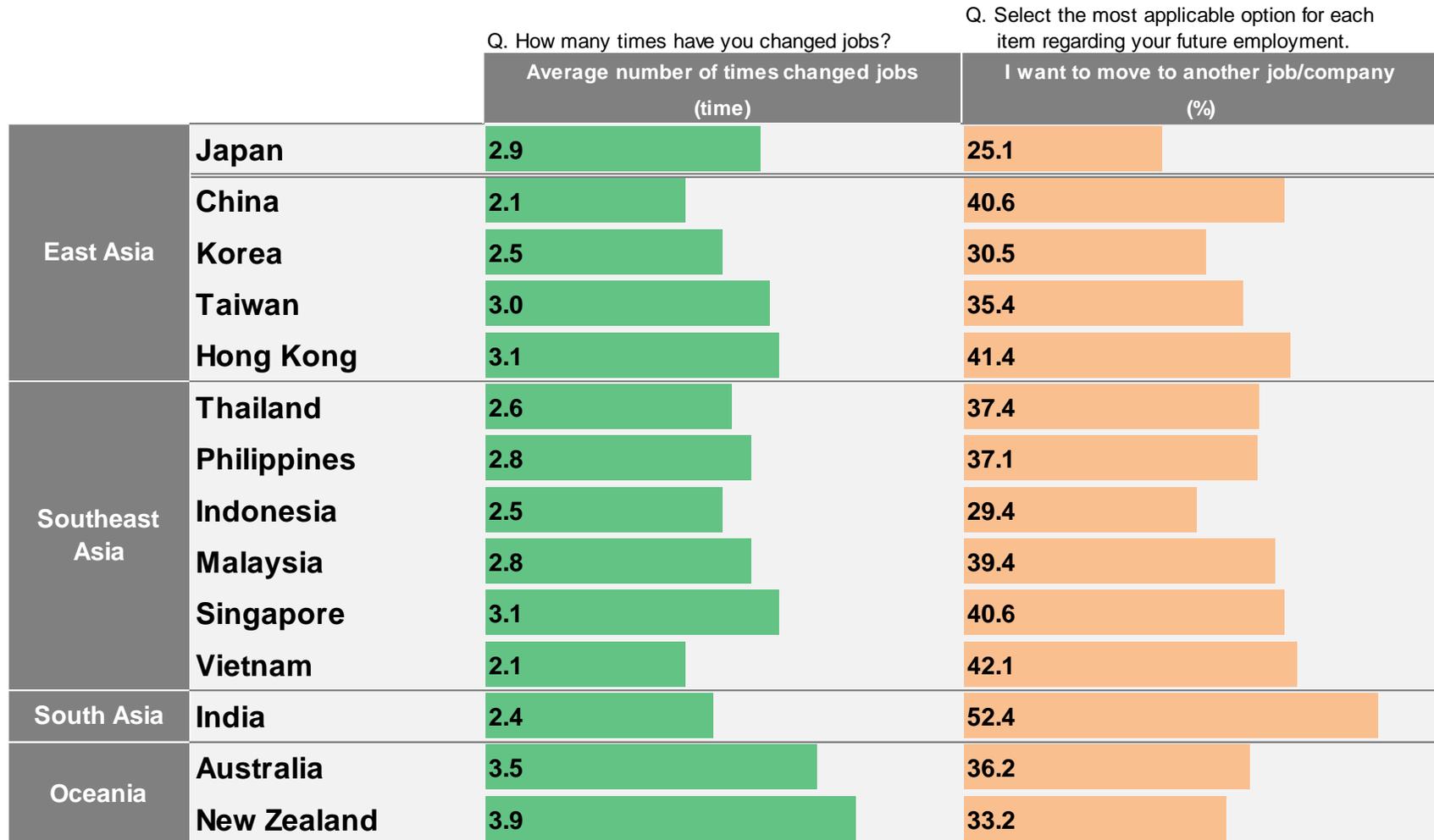
**Income of the
first year after
changing jobs**

In India and Southeast Asia, income increases by changing jobs, while in Japan changing jobs does not lead to income increase.

- Other than Japan, the percentage of increase in income after changing jobs is over 60%, while in Japan, the percentage is only 40%, almost the same percentage of respondents answered that their income decreased, and the percentage having a similar income after changing jobs is the highest among 14 countries/regions. In Japan, it is often observed that changing jobs does not lead to income increase.

2. Number of Times Changed Jobs / Desire to Change Jobs

▼ Number of Times Changed Jobs / Desire to Change Jobs



*The scores for "I want to move to another job/company" are the total value of "Completely agree" and "Slightly agree".

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Number of Times Changed Jobs

Q. How many times have you changed jobs?

(%)

		0 times (Never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average number of times changed jobs	Percentage of respondents who have changed jobs 2 or more times
East Asia	Japan	31.9	20.2	13.8	12.4	7.1	4.3	10.3	2.9 times	47.9
	China	29.0	25.9	26.1	12.2	4.0	1.5	1.3	2.1 times	45.1
	Korea	25.8	20.5	22.8	16.0	6.3	4.3	4.3	2.5 times	53.7
	Taiwan	14.8	17.9	22.4	19.3	7.8	6.3	11.5	3.0 times	67.3
	Hong Kong	10.9	16.5	21.3	20.3	9.7	7.6	13.7	3.1 times	72.6
Southeast Asia	Thailand	19.8	20.3	25.2	18.6	6.5	4.2	5.4	2.6 times	59.9
	Philippines	17.5	13.7	26.0	21.4	9.3	5.1	7.0	2.8 times	68.8
	Indonesia	14.7	22.5	24.7	20.9	8.9	4.3	4.0	2.5 times	62.8
	Malaysia	17.0	16.4	24.9	21.1	8.0	5.2	7.4	2.8 times	66.6
	Singapore	13.4	15.3	19.2	23.7	10.5	7.5	10.4	3.1 times	71.3
	Vietnam	23.6	27.7	25.1	15.5	4.6	1.7	1.8	2.1 times	48.7
South Asia	India	18.5	22.1	27.2	17.8	7.9	3.3	3.2	2.4 times	59.4
Oceania	Australia	9.9	13.5	16.7	18.4	12.6	8.1	20.8	3.5 times	76.6
	New Zealand	9.6	8.9	15.7	17.6	11.8	9.9	26.5	3.9 times	81.5

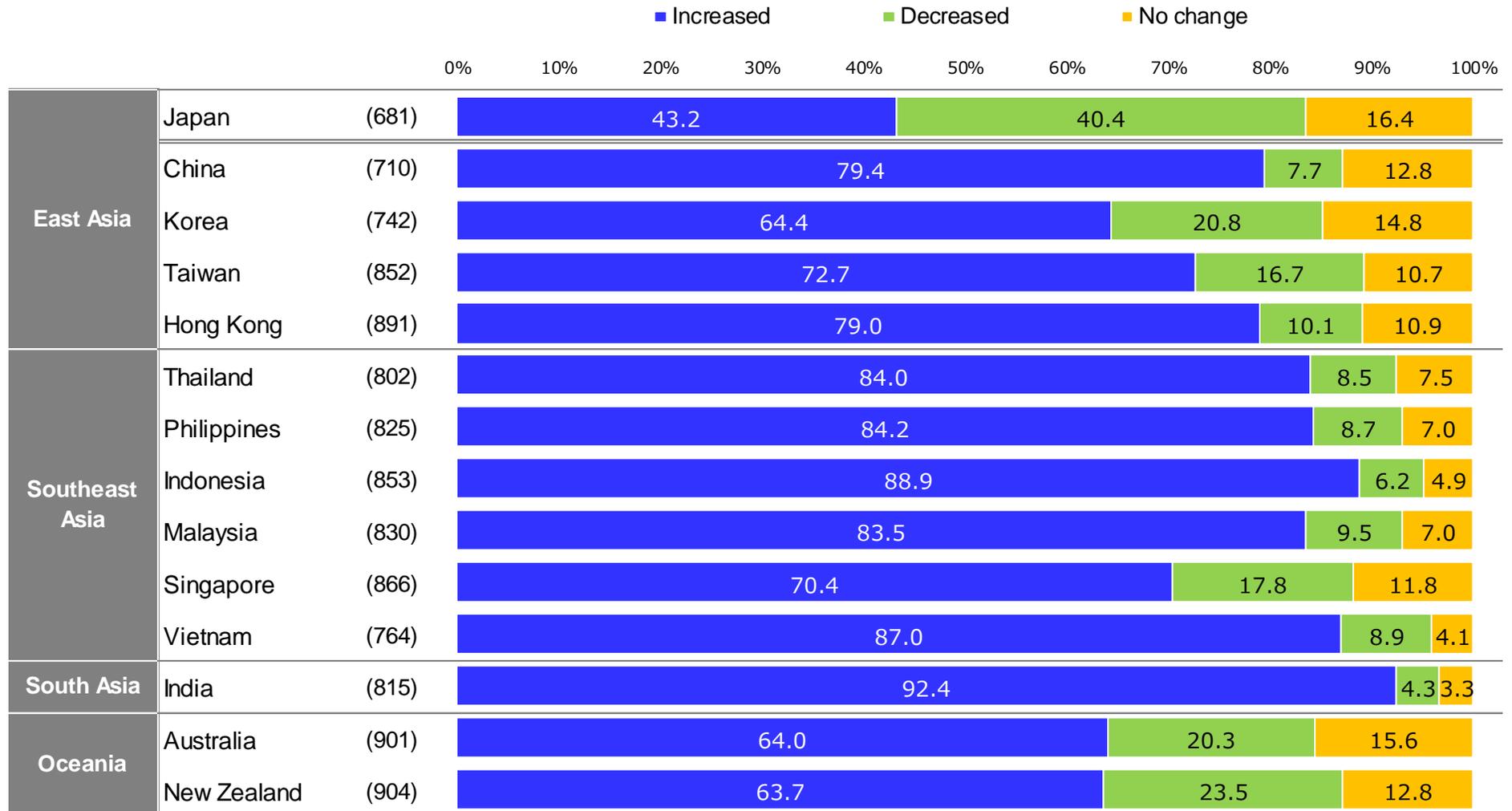
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3. Income of Previous Employment

Q. Please answer questions about the first year you changed jobs from the last company to your current company.
How did your monthly/annual income changed from the last company?



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Reasons for
changing jobs**

“Dissatisfied with salary” is common in all countries/regions, and in the top 3 in East Asia and Southeast Asia (except for Vietnam).

In East Asia, the prospects of the company and industry is concerned other than treatment.

In Japan, people tend to change jobs due to mental stress or physical reasons.

In Southeast Asia and India, people have strong intention of changing jobs to gain experience or improve knowledge.

- In China and Hong Kong, dissatisfaction about treatment such as “no prospects for promotion” and “no change in salary in spite of high evaluation” are frequently reasons for changing jobs.
- In Korea, Taiwan, and Hong Kong, “company’s uncertain prospects” is ranked high, which is in the top 3 of the most applicable reasons for changing jobs. In China, “industry’s uncertain prospects” is ranked among the top 3, showing anxiety about the prospect of companies or industries in East Asia.
- In Japan, “Interpersonal relationships did not work well” is ranked No.2 . “No one that can be respected”, “physically demanding”, and “too much overtime work/not enough days off” are ranked high compared with other countries. People tend to change jobs because of negative reasons such as mental stress or physical reasons. The most applicable reasons for changing jobs are “bankruptcy/ restructuring/ completion of contract period”, ranked No.1, and “marriage, childbirth, child care” at No.2 rather than treatment, which is different from other countries/regions.
- “Too much overtime work/not enough days off” and “want to have weekends and holidays off” are in the top 10 in countries/regions except for Oceania.
In Japan and Korea, these 2 reasons are in the top 10 of most applicable reasons for changing jobs.

**Reasons for
changing jobs**

- In Thailand, Indonesia, and Malaysia, about 30% listed “dissatisfied with salary” and “want to build a broad base of experience and knowledge” as reasons for changing jobs. “Want to work at a company with a more friendly and harmonious atmosphere” is also ranked higher than other countries/regions, showing that people consider the workplace atmosphere important.
- In Philippines, dissatisfaction about treatment such as “dissatisfied with salary”, “no prospects for promotion”, and “no change in salary in spite of high evaluation” are ranked high for the reasons of changing jobs.
- In Vietnam, the No.1 and 2 reasons were “want to build a broad base of experience and knowledge” and “want to acquire specialist knowledge/ technical capabilities”, showing strong awareness of positive job change for their own development.
- In India, “want to change the status of employment” is ranked No.2, following “want to build a broad base of experience and knowledge”, which is characteristic.
- In Australia and New Zealand, there is no outstanding reason. “Working at a company with a more friendly and harmonious atmosphere” is basically what they want, and the respondents listed a wide range of reasons according to their own circumstance.
- When most applicable reasons are observed, in Southeast Asia and India, “want to build a broad base of experience and knowledge” is in the top 2.
In the countries where people do not assume life-time employment, what they want to do is more important for their career than where they work when they change jobs, and this may have affected the results. They aim at income increase or better treatment by changing jobs, and focus on acquiring experience and knowledge at the current company that will be used for the next job change.

4. Reasons for Changing jobs (All) TOP 10 Ranking for Each Country

Q. What is your reason for changing jobs from the last company to your current company? Please select all the items that apply to how you felt at that time. (Multiple responses /29 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: I was dissatisfied with my salary (24.6%)

No. 2: I wanted to build a broad base of experience and knowledge (22.1%)

No. 3: I wanted to work at a company with a more friendly and harmonious atmosphere (18.3%)

	Japan(681)	%	China(710)	%	Korea(742)	%	Taiwan(852)	%	Hong Kong(891)	%	Thailand(802)	%	Philippines(825)	%
1st	I was dissatisfied with my salary	22.2	I was dissatisfied with my salary	25.9	The company's prospects were uncertain	24.1	I was dissatisfied with my salary	28.9	I was dissatisfied with my salary	35.8	I was dissatisfied with my salary	33.2	I was dissatisfied with my salary	28.7
2nd	Interpersonal relationships did not work well	21.4	There were no prospects for promotion	23.8	I was dissatisfied with my salary	21.8	The company's prospects were uncertain	22.4	There were no prospects for promotion	20.9	I wanted to build a broad base of experience and knowledge	30.3	I wanted to build a broad base of experience and knowledge	24.8
3rd	The company's prospects were uncertain	19.7	I wanted to build a broad base of experience and knowledge	21.8	I wanted to build a broad base of experience and knowledge	16.3	I wanted to build a broad base of experience and knowledge	20.4	I wanted to build a broad base of experience and knowledge	18.5	I wanted to work at a company with a more friendly and harmonious atmosphere	26.4	I wanted to work at a company with a more friendly and harmonious atmosphere	23.3
4th	It was physically demanding	18.9	I wanted to acquire specialist knowledge/technical capabilities	21.3	It was physically demanding	16.2	There was other work I wanted to do	18.0	There was too much overtime work/not enough days off	16.2	The company's prospects were uncertain	18.7	My salary did not change even if I was evaluated highly	22.7
5th	I was dissatisfied with the company's assessment methods	18.8	My salary did not change even if I was evaluated highly	18.0	There was too much overtime work/not enough days off	14.0	There were no prospects for promotion	17.0	The company's prospects were uncertain	15.7	There was other work I wanted to do	18.3	There were no prospects for promotion	19.3
6th	My salary did not change even if I was evaluated highly	18.6	The company's prospects were uncertain	17.2	The environment was very oppressive (it was not easy or conducive to sharing opinions)	13.7	I wanted to acquire specialist knowledge/technical capabilities	16.2	There was other work I wanted to do	15.0	There were no prospects for promotion	17.5	There was other work I wanted to do	18.3
7th	There was no one there I could respect	18.4	The industry's future was uncertain	16.3	I wanted to have weekends and holidays off	13.6	The environment was very oppressive (it was not easy or conducive to sharing opinions)	15.4	I wanted to acquire specialist knowledge/technical capabilities	12.6	The environment was very oppressive (it was not easy or conducive to sharing opinions)	17.2	I wanted to acquire specialist knowledge/technical capabilities	17.5
8th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	18.1	I wanted to work at a company with a more friendly and harmonious atmosphere	16.2	I wanted to acquire specialist knowledge/technical capabilities	12.8	There wasn't an employee cultivating environment	14.9	My salary did not change even if I was evaluated highly	12.1	I wanted to have weekends and holidays off	16.6	I wanted to change the status of my employment	17.2
9th	There wasn't an employee cultivating environment	17.9	There was too much overtime work/not enough days off	15.8	I wanted to change the status of my employment	12.3	I wanted to work at a company with a more friendly and harmonious atmosphere	13.6	The environment was very oppressive (it was not easy or conducive to sharing opinions)	11.8	I wanted to acquire specialist knowledge/technical capabilities	16.3	I wanted to have weekends and holidays off	15.0
10th	There was too much overtime work/not enough days off	17.6	There wasn't an employee cultivating environment	15.4	Interpersonal relationships did not work well	11.5	I wanted to have weekends and holidays off	13.3	I wanted to have weekends and holidays off	11.3	There wasn't an employee cultivating environment	16.1	I was dissatisfied with the company's assessment methods	13.9
10th									I wanted to work at a company with a more friendly and harmonious atmosphere	11.3	I wanted to change the status of my employment	16.1		

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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4. Reasons for Changing jobs (All) TOP 10 Ranking for Each Country

Q. What is your reason for changing jobs from the last company to your current company? Please select all the items that apply to how you felt at that time. (Multiple responses /29 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: I was dissatisfied with my salary (24.6%)

No. 2: I wanted to build a broad base of experience and knowledge (22.1%)

No. 3: I wanted to work at a company with a more friendly and harmonious atmosphere (18.3%)

	Indonesia (853)	%	Malaysia (830)	%	Singapore (866)	%	Vietnam (764)	%	India (815)	%	Australia (901)	%	New Zealand (904)	%
1st	I wanted to build a broad base of experience and knowledge	37.6	I wanted to build a broad base of experience and knowledge	33.9	I was dissatisfied with my salary	21.1	I wanted to build a broad base of experience and knowledge	27.7	I wanted to build a broad base of experience and knowledge	24.9	I wanted to work at a company with a more friendly and harmonious atmosphere	16.2	I wanted to work at a company with a more friendly and harmonious atmosphere	17.6
2nd	I was dissatisfied with my salary	30.4	I was dissatisfied with my salary	27.2	There were no prospects for promotion	20.7	I wanted to acquire specialist knowledge/technical capabilities	25.4	I wanted to change the status of my employment	24.5	There was other work I wanted to do	15.8	There were no prospects for promotion	16.7
3rd	I wanted to work at a company with a more friendly and harmonious atmosphere	25.3	I wanted to acquire specialist knowledge/technical capabilities	21.7	I wanted to work at a company with a more friendly and harmonious atmosphere	18.0	My salary did not change even if I was evaluated highly	19.6	I wanted to work at a company with a more friendly and harmonious atmosphere	23.4	The environment was very oppressive (it was not easy or conducive to sharing opinions)	15.4	I was dissatisfied with my salary	16.7
4th	My salary did not change even if I was evaluated highly	23.4	I wanted to work at a company with a more friendly and harmonious atmosphere	21.6	I wanted to build a broad base of experience and knowledge	17.6	There were no prospects for promotion	19.4	I wanted to acquire specialist knowledge/technical capabilities	21.1	There were no prospects for promotion	15.1	There was other work I wanted to do	16.5
5th	The company's prospects were uncertain	21.1	My salary did not change even if I was evaluated highly	21.2	The company's prospects were uncertain	16.3	I wanted to work at a company with a more friendly and harmonious atmosphere	18.6	I was dissatisfied with my salary	20.0	I wanted to change the status of my employment	15.1	The environment was very oppressive (it was not easy or conducive to sharing opinions)	13.6
6th	I was dissatisfied with the company's assessment methods	20.8	There was other work I wanted to do	19.9	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.8	I was dissatisfied with my salary	17.8	My salary did not change even if I was evaluated highly	20.0	I was dissatisfied with my salary	14.0	I wanted to change the status of my employment	13.4
7th	There were no prospects for promotion	20.5	There were no prospects for promotion	19.6	There wasn't an employee cultivating environment	14.0	There was other work I wanted to do	17.0	There were no prospects for promotion	16.1	My salary did not change even if I was evaluated highly	12.1	My salary did not change even if I was evaluated highly	12.6
8th	Interpersonal relationships did not work well	20.4	I wanted to change the status of my employment	18.9	There was other work I wanted to do	13.4	Interpersonal relationships did not work well	13.5	There was too much overtime work/not enough days off	15.3	I wanted to build a broad base of experience and knowledge	12.0	I wanted to build a broad base of experience and knowledge	11.2
9th	I wanted to acquire specialist knowledge/technical capabilities	16.8	The company's prospects were uncertain	18.6	My salary did not change even if I was evaluated highly	13.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	13.2	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.6	There wasn't an employee cultivating environment	10.9	Interpersonal relationships did not work well	10.6
10th	I wanted to have weekends and holidays off	15.7	I wanted to have weekends and holidays off	15.9	I wanted to acquire specialist knowledge/technical capabilities	13.2	The company's prospects were uncertain	11.4	Interpersonal relationships did not work well	13.9	I wanted to acquire specialist knowledge/technical capabilities	10.7	The company's prospects were uncertain	10.3

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5. Reasons for Changing jobs (Most Applicable) TOP 10 Ranking for Each Country

Q. What is your reason for changing jobs from the last company to your current company? Please select the most applicable item that applies to how you felt at that time.

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: I was dissatisfied with my salary (10.7%)

No. 2: I wanted to build a broad base of experience and knowledge (8.4%)

No. 3: There was other work I wanted to do (5.8%)

	Japan(681)	%	China(710)	%	Korea(742)	%	Taiwan(852)	%	Hong Kong(891)	%	Thailand(802)	%	Philippines(825)	%
1st	Bankruptcy/restructuring/c ompletion of contract period	10.1	I was dissatisfied with my salary	12.0	I was dissatisfied with my salary	8.9	I was dissatisfied with my salary	14.8	I was dissatisfied with my salary	19.9	I was dissatisfied with my salary	13.7	I was dissatisfied with my salary	13.1
2nd	I got married/gave birth/was raising a child	7.9	There were no prospects for promotion	9.2	The company's prospects were uncertain	8.6	The company's prospects were uncertain	9.2	I wanted to build a broad base of experience and knowledge	7.3	I wanted to build a broad base of experience and knowledge	11.3	I wanted to build a broad base of experience and knowledge	10.3
3rd	I was dissatisfied with my salary	6.5	I wanted to acquire specialist knowledge/technical capabilities	6.9	Bankruptcy/restructuring/c ompletion of contract period	7.7	There was other work I wanted to do	7.5	The company's prospects were uncertain	6.4	I wanted to work at a company with a more friendly and harmonious atmosphere	8.1	There was other work I wanted to do	7.6
4th	Interpersonal relationships did not work well	5.7	I wanted to build a broad base of experience and knowledge	6.9	I wanted to build a broad base of experience and knowledge	6.9	I wanted to build a broad base of experience and knowledge	6.8	There were no prospects for promotion	6.4	The company's prospects were uncertain	5.5	My salary did not change even if I was evaluated highly	7.6
5th	There was other work I wanted to do	5.3	My salary did not change even if I was evaluated highly	5.9	It was physically demanding	6.2	Bankruptcy/restructuring/c ompletion of contract period	5.6	There was other work I wanted to do	6.1	My salary did not change even if I was evaluated highly	4.9	I wanted to work at a company with a more friendly and harmonious atmosphere	6.1
6th	It was physically demanding	5.0	The company's prospects were uncertain	5.4	There was other work I wanted to do	5.5	I got married/gave birth/was raising a child	4.8	Bankruptcy/restructuring/c ompletion of contract period	5.6	I wanted to change the status of my employment	4.5	I got married/gave birth/was raising a child	5.3
7th	I wanted to change the status of my employment	4.7	I wanted to work at a company with a more friendly and harmonious atmosphere	5.2	I wanted to acquire specialist knowledge/technical capabilities	5.1	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.5	There was too much overtime work/not enough days off	4.7	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.2	I wanted to acquire specialist knowledge/technical capabilities	5.2
8th	There was too much overtime work/not enough days off	4.4	There was too much overtime work/not enough days off	4.6	There was too much overtime work/not enough days off	4.7	I wanted to work at a company with a more friendly and harmonious atmosphere	4.2	My salary did not change even if I was evaluated highly	3.8	There was other work I wanted to do	4.0	I wanted to change the status of my employment	5.0
9th	I wanted to acquire specialist knowledge/technical capabilities	4.0	The industry's future was uncertain	4.5	I wanted to have weekends and holidays off	4.3	I wanted to acquire specialist knowledge/technical capabilities	4.1	I wanted to acquire specialist knowledge/technical capabilities	3.6	I wanted to have weekends and holidays off	3.7	Bankruptcy/restructuring/c ompletion of contract period	4.0
10th	I wanted to have weekends and holidays off	3.7	Bankruptcy/restructuring/c ompletion of contract period	4.1	I got married/gave birth/was raising a child	4.0	There were no prospects for promotion	3.4	Interpersonal relationships did not work well	3.6	I wanted to acquire specialist knowledge/technical capabilities	3.5	There were no prospects for promotion	3.9
10th							I wanted to have weekends and holidays off	3.4						

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5. Reasons for Changing jobs (Most Applicable) TOP 10 Ranking for Each Country

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No. 1: I was dissatisfied with my salary (10.7%)

No. 2: I wanted to build a broad base of experience and knowledge (8.4%)

No. 3: There was other work I wanted to do (5.8%)

	Indonesia (853)	%	Malaysia (830)	%	Singapore (866)	%	Vietnam (764)	%	India (815)	%	Australia (901)	%	New Zealand (904)	%
1st	I wanted to build a broad base of experience and knowledge	15.5	I wanted to build a broad base of experience and knowledge	14.0	I was dissatisfied with my salary	10.3	I wanted to build a broad base of experience and knowledge	11.3	I wanted to build a broad base of experience and knowledge	10.2	There was other work I wanted to do	7.7	There was other work I wanted to do	7.2
2nd	I was dissatisfied with my salary	12.8	I was dissatisfied with my salary	10.1	I wanted to build a broad base of experience and knowledge	7.7	I wanted to acquire specialist knowledge/technical capabilities	10.1	I wanted to change the status of my employment	8.5	I wanted to change the status of my employment	7.0	I was dissatisfied with my salary	6.5
3rd	My salary did not change even if I was evaluated highly	7.5	My salary did not change even if I was evaluated highly	8.2	The environment was very oppressive (it was not easy or conducive to sharing opinions)	6.6	There was other work I wanted to do	8.1	I was dissatisfied with my salary	7.9	I was dissatisfied with my salary	5.8	I wanted to change the status of my employment	6.1
4th	I wanted to work at a company with a more friendly and harmonious atmosphere	6.8	I wanted to change the status of my employment	6.4	There was other work I wanted to do	6.5	I was dissatisfied with my salary	7.3	I wanted to acquire specialist knowledge/technical capabilities	7.2	I wanted to acquire specialist knowledge/technical capabilities	5.3	I got married/gave birth/was raising a child	4.9
5th	Interpersonal relationships did not work well	6.4	I wanted to work at a company with a more friendly and harmonious atmosphere	6.1	The company's prospects were uncertain	6.5	My salary did not change even if I was evaluated highly	6.9	My salary did not change even if I was evaluated highly	6.9	The environment was very oppressive (it was not easy or conducive to sharing opinions)	5.2	I wanted to work at a company with a more friendly and harmonious atmosphere	4.8
6th	The company's prospects were uncertain	6.2	The company's prospects were uncertain	5.1	I wanted to work at a company with a more friendly and harmonious atmosphere	5.2	There were no prospects for promotion	6.4	I wanted to work at a company with a more friendly and harmonious atmosphere	6.6	I got married/gave birth/was raising a child	5.1	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.6
7th	Bankruptcy/restructuring/completion of contract period	5.3	There were no prospects for promotion	4.9	There were no prospects for promotion	5.1	I wanted to work at a company with a more friendly and harmonious atmosphere	5.1	There was other work I wanted to do	4.5	Bankruptcy/restructuring/completion of contract period	4.7	My salary did not change even if I was evaluated highly	4.5
8th	There were no prospects for promotion	3.9	There was other work I wanted to do	4.8	I wanted to change the status of my employment	5.1	I got married/gave birth/was raising a child	4.8	The industry's future was uncertain	3.9	There were no prospects for promotion	4.6	Bankruptcy/restructuring/completion of contract period	4.4
9th	I was dissatisfied with the company's assessment methods	3.6	I wanted to acquire specialist knowledge/technical capabilities	4.7	I wanted to acquire specialist knowledge/technical capabilities	4.2	I wanted to go back and work in my hometown/I wanted to work in more rural areas	4.5	The company's prospects were uncertain	3.9	I wanted to work at a company with a more friendly and harmonious atmosphere	4.4	There were no prospects for promotion	4.3
10th	I wanted to have weekends and holidays off	3.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	3.5	My salary did not change even if I was evaluated highly	4.0	The company's prospects were uncertain	3.8	I got married/gave birth/was raising a child	3.9	My salary did not change even if I was evaluated highly	4.3	The company's prospects were uncertain	3.9
10th			I got married/gave birth/was raising a child	3.5										

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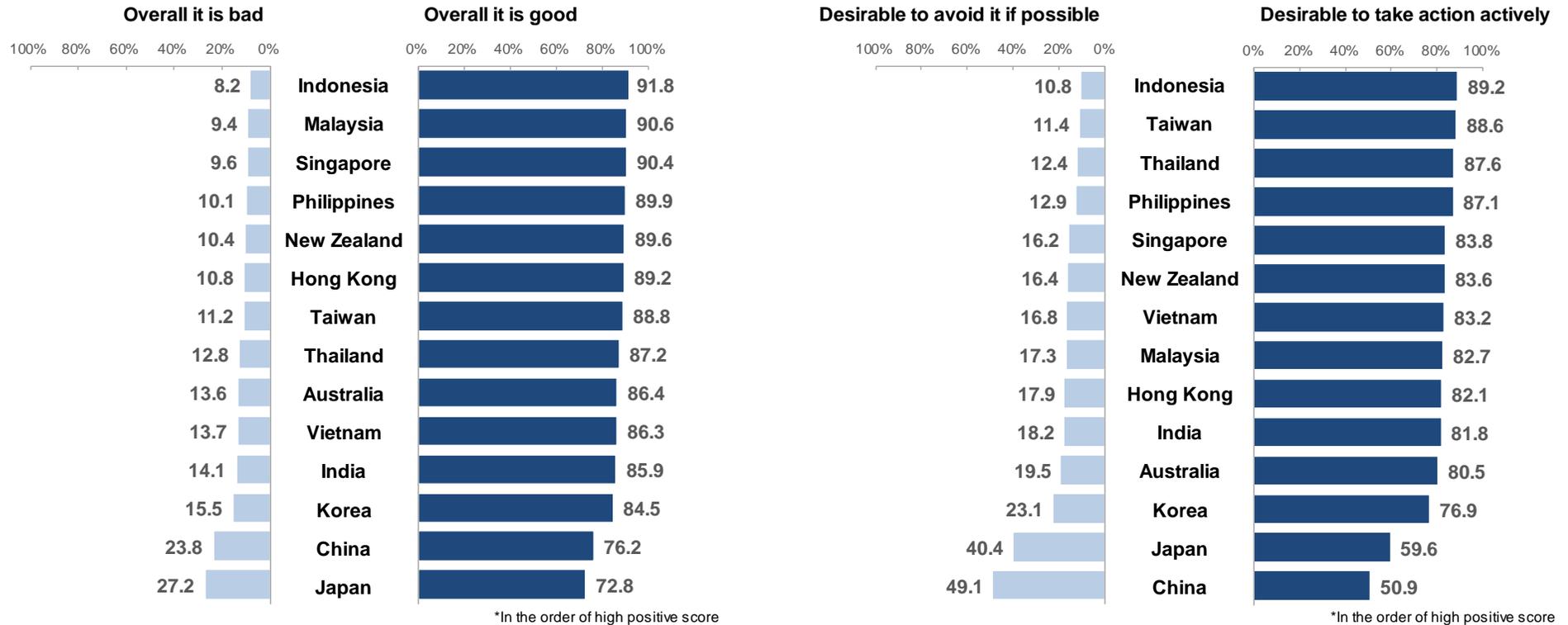
**Impression
on changing
jobs**

Positive impression in all 14 countries/regions. “Good overall”, “lead to growth”, “career improvement”, and “skill up” account for over 70%. However, in China and Japan, 40% answered “desirable to avoid if possible”.

- In Southeast Asia, led by Indonesia, respondents have positive impressions in income, growth, and career improvement. They consider job change to be a good opportunity for them to improve their market value. The percentage of “should positively change jobs” is over 80%.
- In China, about 50% of respondents think “desirable to avoid if possible”. The subjects of this survey have been working for their current companies for a long time and have little experience of changing jobs, so their opinions may largely be prudent.
- In Japan, almost 80% of respondents think “job change may lead to growth”, while about 40% think “desirable to avoid if possible”. They think income will decrease in the short term, but increase in the long run. However, over 50% of respondents think “hard to be promoted”. The Japanese employment environment, such as promotion by seniority may have affected the results.
- In Oceania, job change is an opportunity for growth and career improvement. However, about 30% of respondents think it is slightly disadvantageous in income and promotion from the short-term perspective.

6. Impression of Changing Jobs

Q. Which one is closest to your impression of changing jobs?



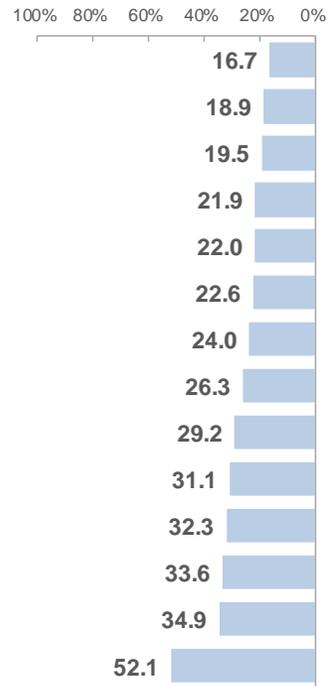
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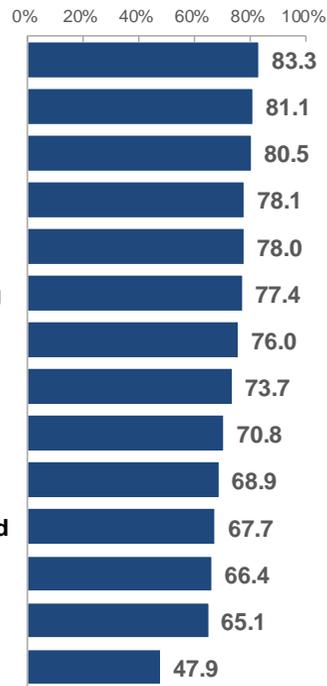
6. Impression of Changing Jobs

Q. Which one is closest to your impression of changing jobs?

My income will decrease in the short term

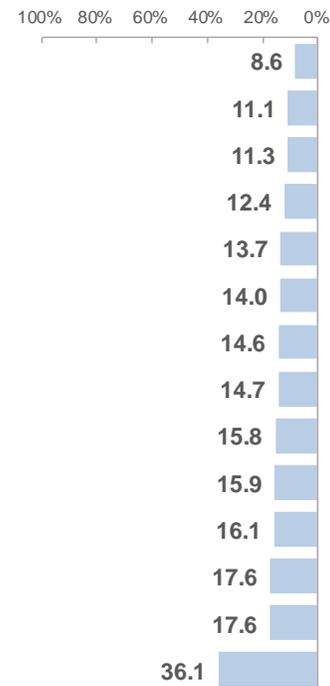


My income will increase in the short term

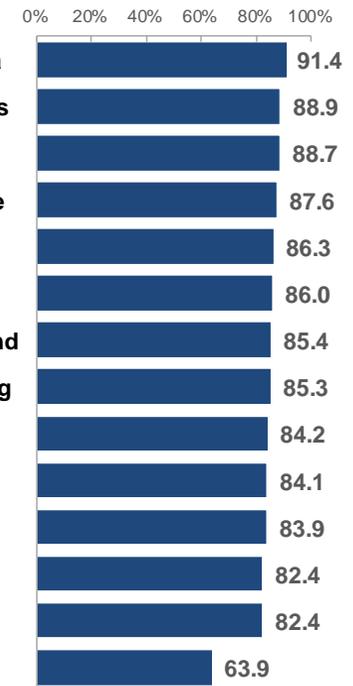


*In the order of high positive score

My income will decrease in the long term



My income will increase in the long term



*In the order of high positive score

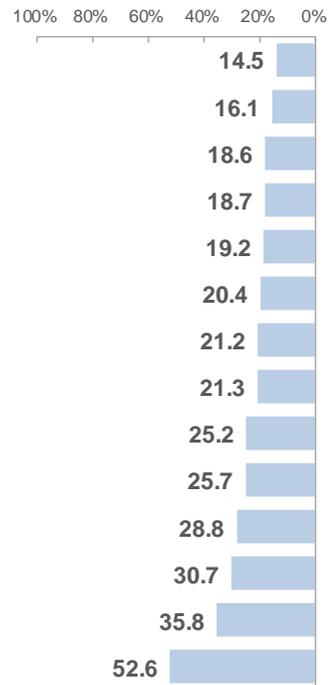
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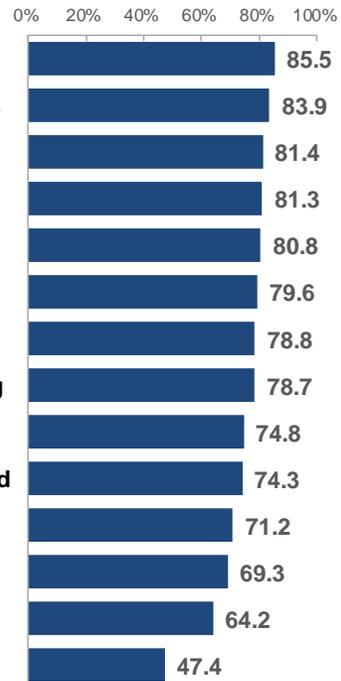
6. Impression of Changing Jobs

Q. Which one is closest to your impression of changing jobs?

I would have difficulties achieving promotion after changing jobs

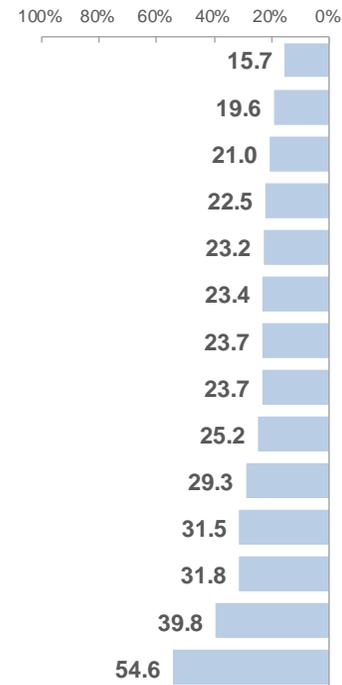


I can take opportunities to achieve promotion after changing jobs

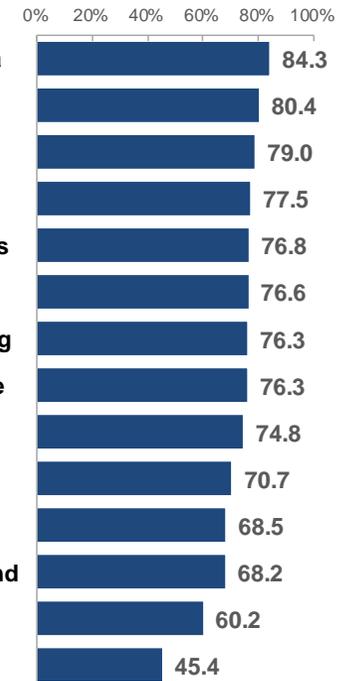


*In the order of high positive score

I would have difficulties achieving promotion in the future after changing jobs



I would achieve promotion easily in the future after changing jobs



*In the order of high positive score

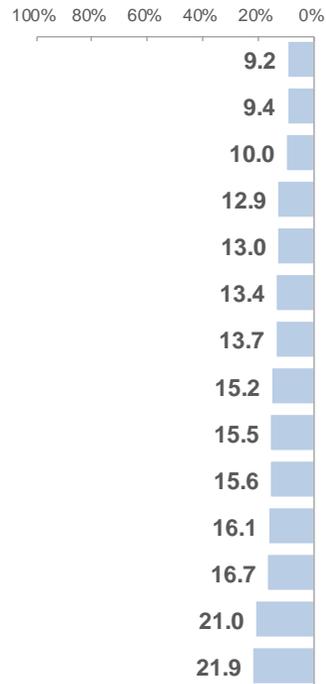
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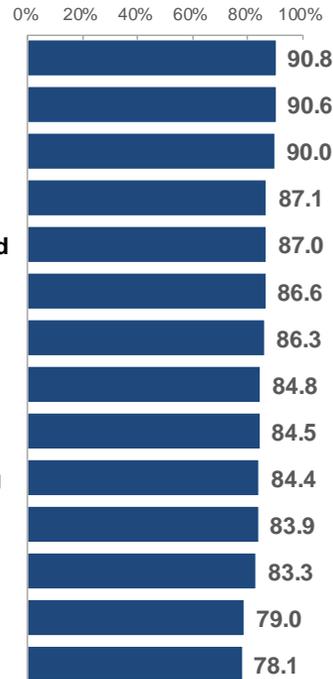
6. Impression of Changing Jobs

Q. Which one is closest to your impression of changing jobs?

Does not lead to my growth

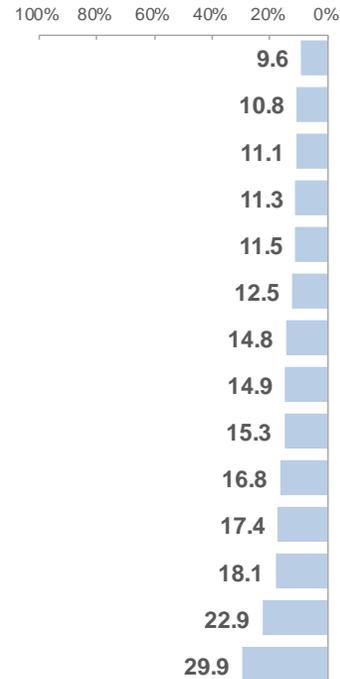


Leads to my growth

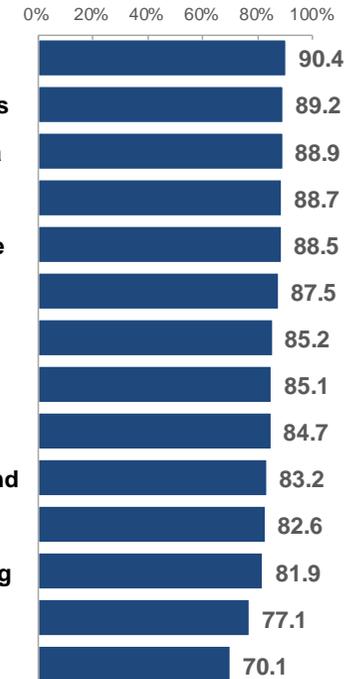


*In the order of high positive score

I cannot improve my career



I can improve my career



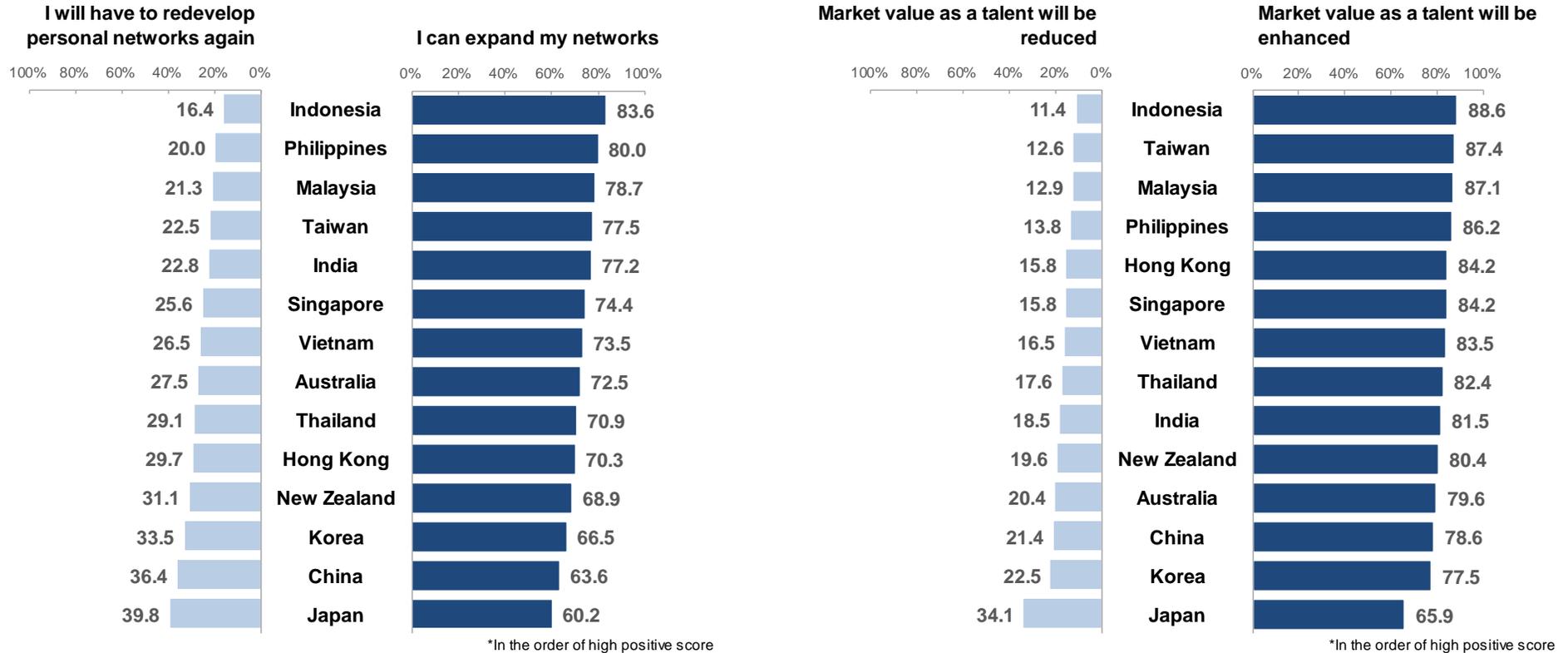
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6. Impression of Changing Jobs

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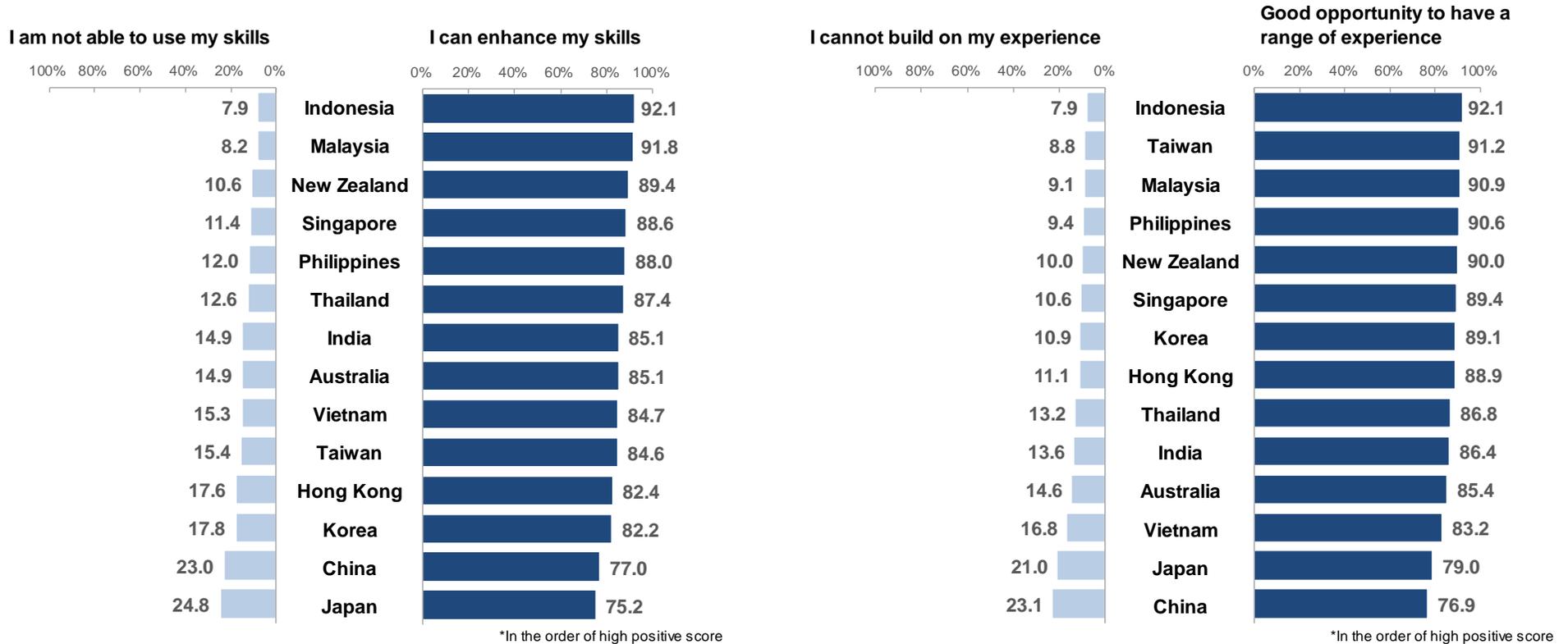


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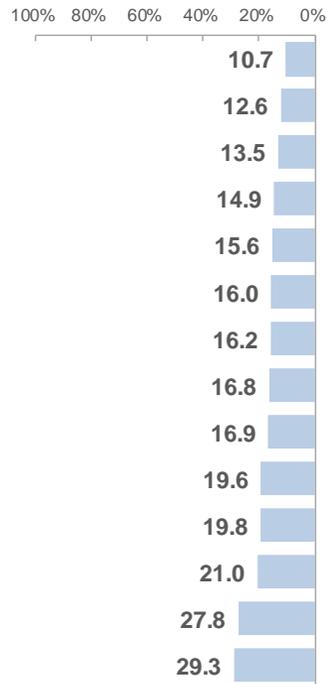
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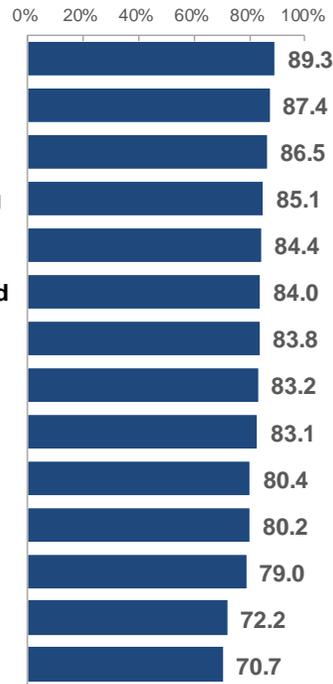
6. Impression of Changing Jobs

Q. Which one is closest to your impression of changing jobs?

I will lose my work-life balance



I can redesign my work-life balance



*In the order of high positive score

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Intention of
long service**

The percentage of intention to continue to work for the current company is over 50% in 14 countries/regions, and over 80% in India, Vietnam, and China.

- Intention of long service in Japan is a little over 50%, lower than other countries. By age group, it is less than 40% in 20s to 40s.
In many countries, when people become older, the intention to continue working for the current company increases. The percentage of over 50s is more than 90% in India, Vietnam and China.

**Intention of
future job
change**

The percentage of intention to change jobs in the future is less than 50% except for India. Japan shows the lowest at 25%. Respondents in young age group show a higher percentage of intention to change jobs.

- Only India is over 50%, followed by a little less than 40% in China, Hong Kong, Singapore, and Vietnam.
- By age group, the intention is high in 20s to 30s in many countries, but in India and Vietnam, over 40% of respondents in their 50s have the intention to change jobs.
- Japan is at 25%, the lowest among the 14 countries/regions. However, there is a huge difference between age groups, such as 35.5% in 20s, 33.5% in 30s, and 14% in 50s, a difference of about 20 pt.

**Independent
/Starting
own
business**

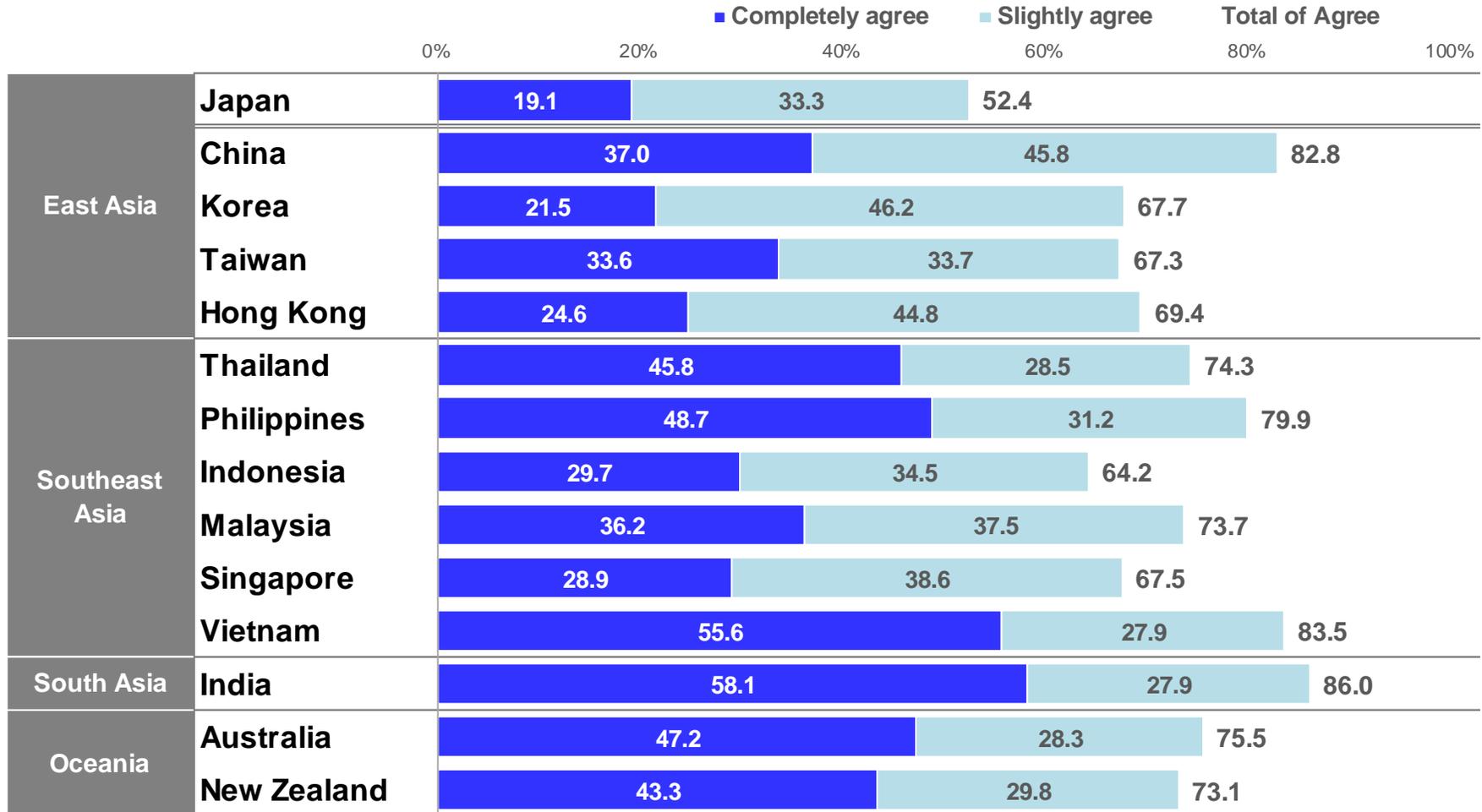
The percentage of people having interest in being independent and starting a business is high in Southeast Asia, India, and China.

- Over 50% in Thailand, Indonesia, and India, and over 40% in Philippines, Malaysia, and Vietnam.
- The percentage in East Asia and Oceania is mainly less than 30%, while in China it is as high as 42.9%. Japan shows 16%, the lowest among the 14 countries/regions.
- Younger age groups show a higher intention of being independent or starting their own business. However, in China, Thailand, Philippines, Indonesia, Vietnam, and India, more than 40% of people in their 50s or older show this intention. Japanese respondents in their 50s or older show the lowest percentage at less than 10%.

7. Intention of Long Service

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼“I want to continue working at my current place of employment”



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7. Intention of Long Service (By Age Group)

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼“I want to continue working at my current place of employment”

*The scores show the total value of “Completely agree” and “Slightly agree”.

		(%)	20s	30s	40s	50s	60s	Total of 50s and higher
East Asia	Japan		49.0	44.5	49.0	56.0	63.5	59.8
	China		69.0	81.5	82.5	89.0	92.0	90.5
	Korea		59.0	60.5	68.5	70.5	80.0	75.3
	Taiwan		62.7	65.8	68.9	68.5	81.5	71.0
	Hong Kong		59.7	68.5	70.6	77.9	75.4	77.3
Southeast Asia	Thailand		71.7	78.0	73.6	74.6	71.1	74.1
	Philippines		75.4	82.9	78.6	84.0	77.1	81.9
	Indonesia		54.1	61.8	62.6	75.1	78.7	75.9
	Malaysia		75.2	70.5	71.1	76.5	82.9	77.5
	Singapore		65.5	68.5	63.8	67.0	74.5	70.2
	Vietnam		73.3	80.3	83.4	88.3	96.7	92.0
South Asia	India		78.5	83.5	83.0	91.2	93.9	92.5
Oceania	Australia		74.3	77.0	74.2	74.6	77.8	76.1
	New Zealand		73.2	71.6	72.7	71.0	78.0	74.2

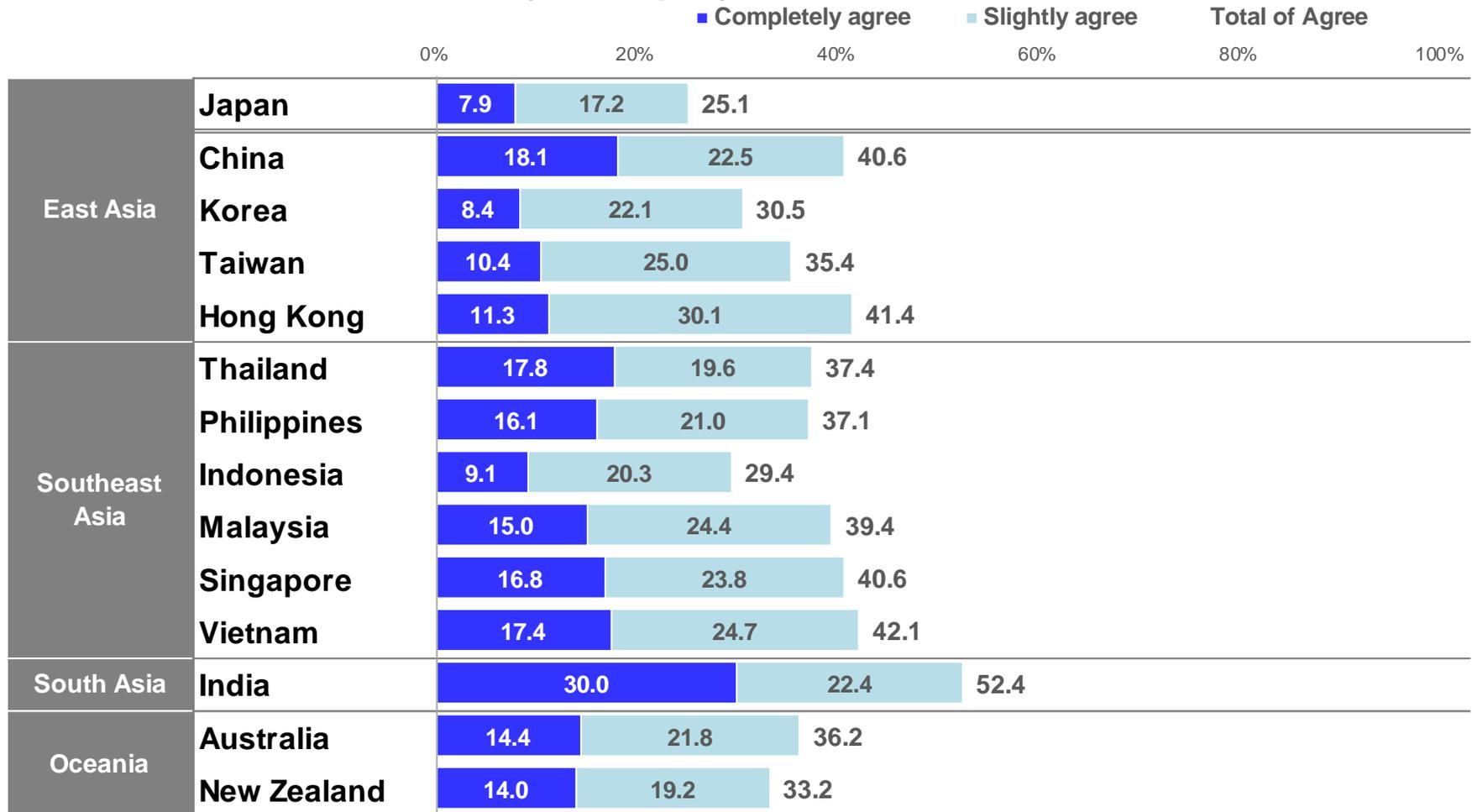
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey “Fixed point survey on employment and growth of 10,000 working people in 2019”. (Conducted in February 2019)

8. Intention of Changing Jobs

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼“I want to move to another job/company”



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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8. Intention of Changing Jobs (By Age Group)

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼“I want to move to another job/company”

*The scores show the total value of “Completely agree” and “Slightly agree”.

		(%)	20s	30s	40s	50s	60s	Total of 50s and higher
East Asia	Japan	35.5	33.5	28.0	20.5	8.0	14.3	
	China	43.5	44.0	51.0	44.5	20.0	32.3	
	Korea	44.0	33.0	33.5	18.5	23.5	21.0	
	Taiwan	44.5	38.4	34.9	27.6	18.5	25.9	
	Hong Kong	56.7	43.6	42.3	27.2	21.3	25.9	
Southeast Asia	Thailand	53.0	38.2	31.8	28.4	21.1	27.4	
	Philippines	43.4	38.2	38.4	31.1	30.2	30.8	
	Indonesia	34.1	35.8	21.8	21.7	44.3	26.6	
	Malaysia	39.8	45.1	43.0	33.2	17.1	30.7	
	Singapore	51.0	44.7	40.8	33.5	30.6	32.2	
	Vietnam	47.9	44.0	33.2	41.6	44.4	42.8	
South Asia	India	56.0	50.5	44.0	60.3	51.0	55.8	
Oceania	Australia	45.7	50.7	40.2	23.4	16.8	20.4	
	New Zealand	39.0	46.4	32.4	27.5	17.3	22.8	

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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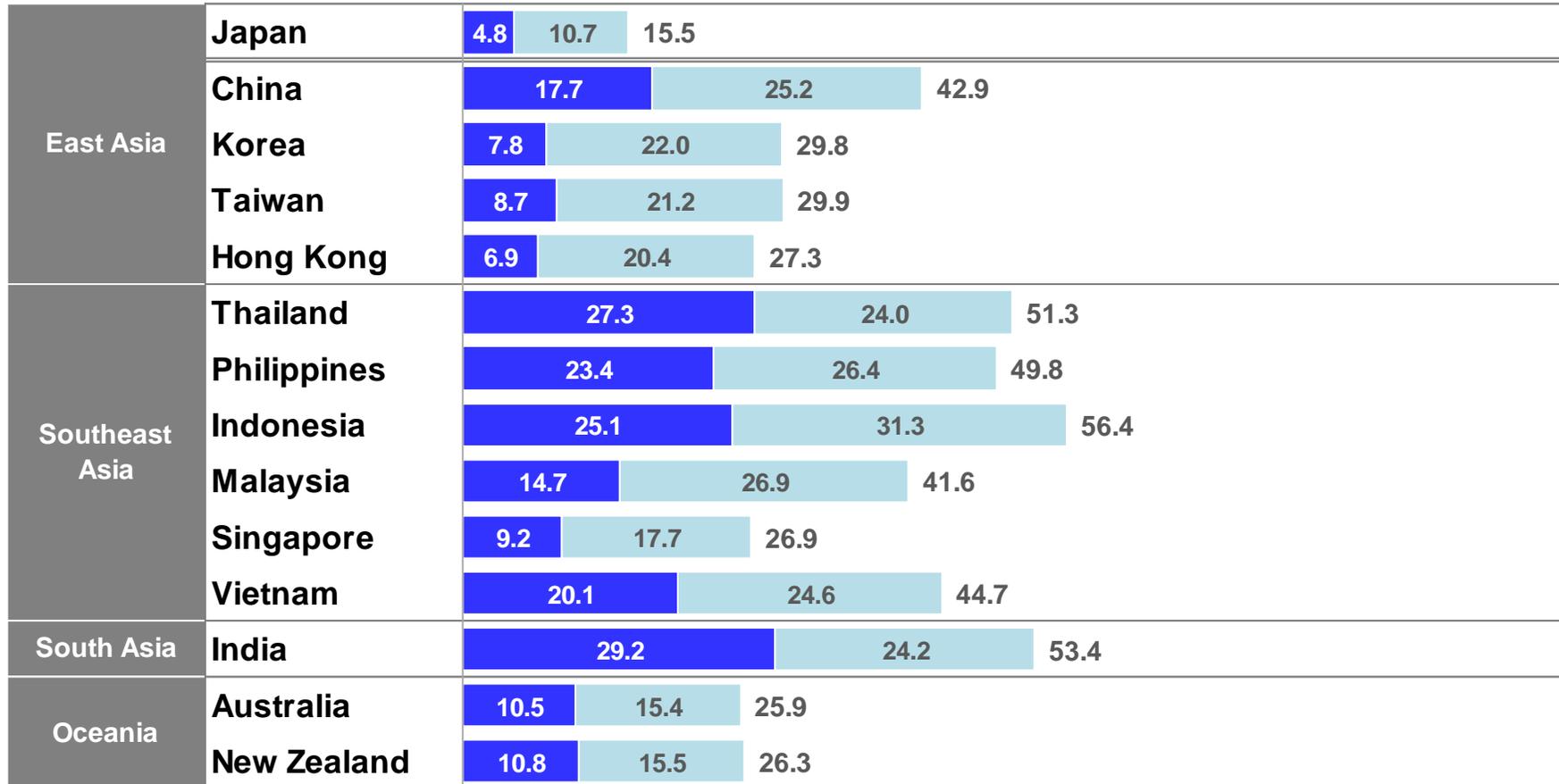
9. Intention of Going Independent / Starting One's Own Business

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼ “I want to quit the current employment and go independent/start my own business”

■ Completely agree ■ Slightly agree Total of Agree

0% 20% 40% 60% 80% 100%



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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9. Intention of Going Independent / Starting One's Own Business (By Age Group)

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼“I want to quit the current employment and go independent/start my own business”

*The scores show the total value of “Completely agree” and “Slightly agree”.

		(%)	20s	30s	40s	50s	60s	50代以上計
East Asia	Japan		24.5	21.5	12.5	12.0	7.0	9.5
	China		39.5	45.0	49.5	52.0	28.5	40.3
	Korea		34.0	34.5	30.0	19.5	31.0	25.3
	Taiwan		33.5	34.6	27.8	25.0	24.1	24.8
	Hong Kong		30.0	29.0	32.3	20.3	14.8	19.1
Southeast Asia	Thailand		57.1	49.8	50.0	48.7	47.4	48.5
	Philippines		50.9	46.9	52.8	47.0	53.1	48.9
	Indonesia		62.4	61.4	57.2	43.4	57.4	46.5
	Malaysia		51.2	40.2	40.0	37.2	24.4	35.2
	Singapore		35.5	28.3	24.3	22.3	23.6	22.9
	Vietnam		51.6	42.7	36.9	46.7	46.4	46.6
South Asia	India		52.5	55.0	48.5	57.8	53.1	55.5
Oceania	Australia		32.9	41.6	29.2	11.7	10.8	11.3
	New Zealand		28.8	43.1	25.9	15.5	15.5	15.5

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Desirable
age of
employment**

“Desirable age of employment” is the highest at 63.2 years in Japan. In Southeast Asia, the age is lower than East Asia and Oceania, with many answering early 50s.

- In Korea and two countries in Oceania, the age is as high as over 60 years, after Japan. In Southeast Asia, the age is younger than 58 years, and particularly in Philippines, Indonesia, Thailand, and Malaysia, where the age is under 55 years.
- No great difference between men and women is shown, but the age is slightly lower for women in Korea, Singapore, and Malaysia.
- By age group, the desirable age of employment is higher in the older age group. In all countries, with respondents 50 years and older, the desirable age of employment is over 60 years. In Japan, it is the highest at 67.8 years.

**Reason for
employment**

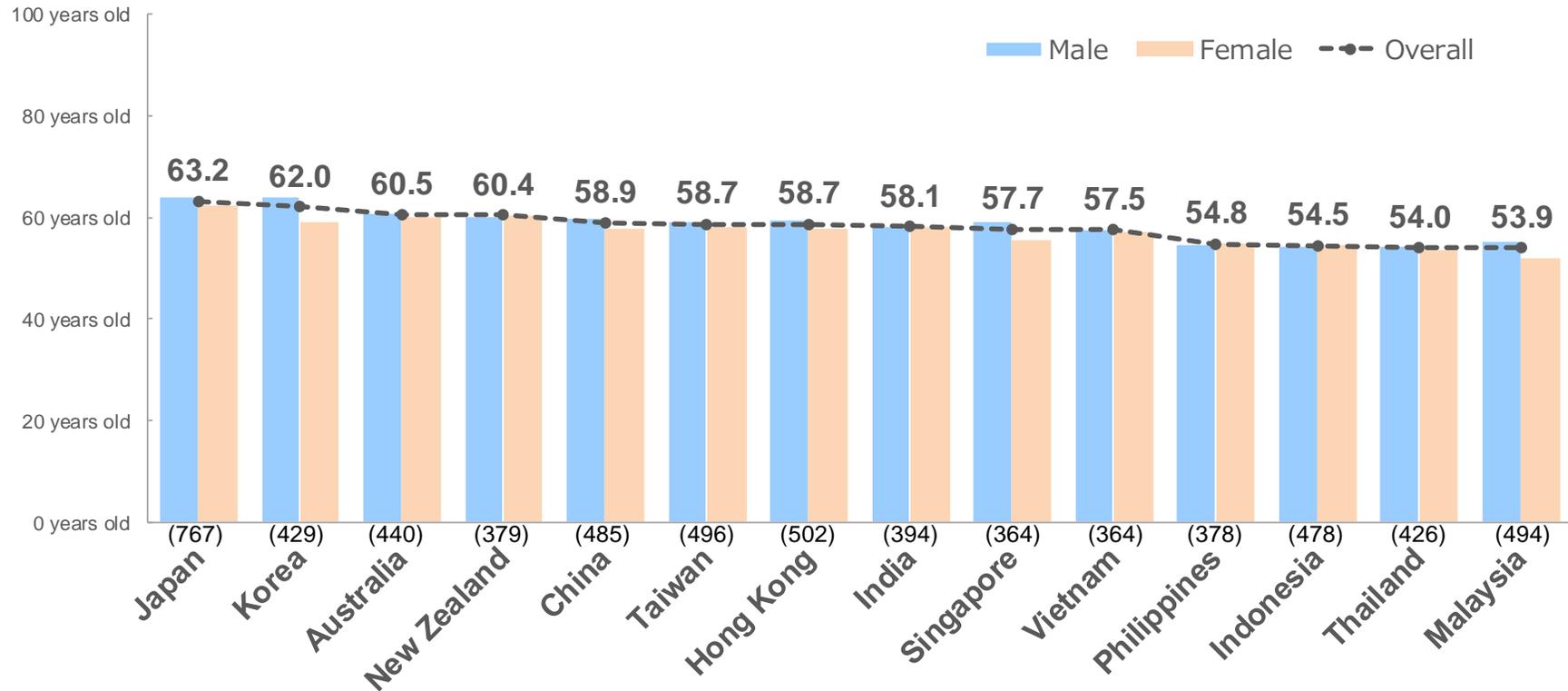
“Need to earn to maintain my life” and “keep myself healthy by working” are in the top 3 in many countries.

- In Japan, China, Korea, Taiwan, Hong Kong, Malaysia, and Australia, No.1 is “need to earn to maintain my life”. In Indonesia, Singapore, India, and New Zealand, No.1 is “keep myself healthy by working”. No.1 in Thailand is “want to feel rewarded through my work”, and No.1 in Philippines is “have a dream and goals to achieve”, and No.1 in Vietnam is “want to contribute to society through working”.
- The top 10 items in each country are mainly associated with the economy, reward and growth, and social contribution. However, there are some passive reasons such as “having too much time if I didn’t work” and “common to work at my age”. In Hong Kong and Thailand, “have enough savings to live on after retirement” is in the TOP 10.

10. Desirable Age of Employment

Q. Until what age do you want to continue working?

▼ “Until what age do you want to continue working?”



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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10. Age of Employment (By Age Group)

Q. Until what age do you want to continue working?

▼【Average desirable age of employment】

* () on left: the number of respondents; the right: age

	Japan		China		Korea		Taiwan		Hong Kong		Thailand		Philippines	
Overall	(767)	63.2	(485)	58.9	(429)	62.0	(496)	58.7	(502)	58.7	(426)	54.0	(378)	54.8
20s	(146)	55.9	(116)	53.9	(68)	54.8	(127)	54.9	(125)	55.7	(110)	46.6	(96)	45.0
30s	(157)	60.6	(122)	57.3	(110)	59.2	(119)	57.0	(120)	57.4	(104)	51.9	(87)	52.7
40s	(153)	63.3	(96)	56.3	(92)	62.3	(109)	59.3	(133)	59.0	(98)	56.0	(72)	57.2
50s	(154)	65.1	(45)	59.6	(89)	64.4	(116)	62.2	(104)	61.9	(102)	60.5	(92)	61.2
60s	(157)	70.5	(106)	68.4	(70)	69.7	(25)	66.9	(20)	66.8	(12)	67.4	(31)	66.0
Total of 50s and higher	(311)	67.8	(151)	65.8	(159)	66.8	(141)	63.1	(124)	62.7	(114)	61.2	(123)	62.4

	Indonesia		Malaysia		Singapore		Vietnam		India		Australia		New Zealand	
Overall	(478)	54.5	(494)	53.9	(364)	57.7	(364)	57.5	(394)	58.1	(440)	60.5	(379)	60.4
20s	(110)	42.8	(135)	48.7	(96)	50.8	(80)	49.7	(100)	48.5	(85)	55.3	(83)	54.1
30s	(115)	51.9	(139)	52.6	(98)	56.3	(83)	55.4	(85)	56.2	(95)	56.2	(95)	58.3
40s	(102)	56.0	(117)	55.5	(64)	59.2	(72)	58.1	(72)	60.0	(90)	60.2	(85)	61.4
50s	(115)	62.7	(88)	59.2	(66)	62.0	(93)	61.1	(76)	62.8	(96)	64.5	(74)	65.0
60s	(36)	68.4	(15)	68.5	(40)	68.4	(36)	68.9	(61)	68.6	(74)	67.2	(42)	67.1
Total of 50s and higher	(151)	64.0	(103)	60.6	(106)	64.4	(129)	63.3	(137)	65.4	(170)	65.7	(116)	65.8

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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11. Reason of Employment Ranking Top 10

Q. Please select all reasons why you want to continue to work until that age. (Multiple responses / 18 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: I need to earn to maintain my life (52.6%)

No. 2: I want to keep myself healthy by working (44.0%)

No. 3: I want to feel rewarded through my work (34.8%)

	Japan (821)	%	China (711)	%	Korea (839)	%	Taiwan (770)	%	Hong Kong (689)	%	Thailand (852)	%	Philippines (875)	%
1st	I need to earn to maintain my life	69.7	I need to earn to maintain my life	43.2	I need to earn to maintain my life	60.1	I need to earn to maintain my life	59.5	I need to earn to maintain my life	54.4	I want to feel rewarded through my work	50.8	I have a dream and goals to achieve	59.8
2nd	I want to keep myself healthy by working	38.5	I want to keep myself healthy by working	37.4	I want to keep myself healthy by working	44.7	I want to feel rewarded through my work	39.1	I would have too much time if I didn't work	37.0	I need to earn to maintain my life	46.5	I need to earn to maintain my life	57.5
3rd	I want to make money for my hobbies	33.5	I want to feel rewarded through my work	33.9	I want to feel rewarded through my work	44.5	I want to grow through my work	38.8	I want to keep myself healthy by working	36.7	It is common to work at my age	42.4	I want to keep myself healthy by working	56.3
4th	I would have too much time if I didn't work	26.9	I want to contribute to society through working	31.9	I want to make money for my hobbies	30.5	I can make friends and companions through my work	32.1	I want to feel rewarded through my work	29.5	I have a dream and goals to achieve	34.7	I want to grow through my work	43.1
5th	I want to feel rewarded through my work	26.7	I want to grow through my work	30.9	I want to grow through my work	26.1	I have a dream and goals to achieve	30.3	I want to make money for my hobbies	29.3	I want to make money for my hobbies	33.7	I want to pass down my knowledge and skills	42.5
6th	I want to contribute to society through working	20.5	I would have too much time if I didn't work	29.7	I would have too much time if I didn't work	25.7	I want to make money for my hobbies	29.7	It is common to work at my age	27.1	I need to make money to raise my children	32.2	I want to feel rewarded through my work	41.6
7th	It is an age limit for working considering physical condition	20.3	I can make friends and companions through my work	29.3	It is common to work at my age	24.1	I want to keep myself healthy by working	28.7	I have enough savings to live on after retirement	23.7	I want to pass down my knowledge and skills	32.2	I need to make money to raise my children	40.5
8th	I can make friends and companions through my work	18.9	I want to make money for my hobbies	27.7	I have a dream and goals to achieve	21.2	I need to make money to raise my children	25.5	I want to grow through my work	23.4	I want to grow through my work	31.8	I want to contribute to society through working	40.0
9th	I need to make money to raise my children	17.9	I have a dream and goals to achieve	26.4	I want to contribute to society through working	20.7	It is common to work at my age	24.9	I can make friends and companions through my work	20.3	I have enough savings to live on after retirement	31.1	I want to make money for my hobbies	34.6
10th	I want to grow through my work	17.8	I need to make money to raise my children	25.2	I can make friends and companions through my work	20.5	I want to contribute to society through working	24.7	I have a dream and goals to achieve	19.2	I want to contribute to society through working	30.4	I can make friends and companions through my work	33.6

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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11. Reason of Employment Ranking Top 10

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*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: I need to earn to maintain my life (52.6%) No. 2: I want to keep myself healthy by working (44.0%)

No. 3: I want to feel rewarded through my work (34.8%)

	Indonesia (806)	%	Malaysia (753)	%	Singapore (779)	%	Vietnam (826)	%	India (819)	%	Australia (734)	%	New Zealand (724)	%
1st	I want to keep myself healthy by working	52.0	I need to earn to maintain my life	54.4	I want to keep myself healthy by working	55.5	I want to contribute to society through working	43.3	I want to keep myself healthy by working	53.5	I need to earn to maintain my life	53.0	I want to keep myself healthy by working	53.7
2nd	I have a dream and goals to achieve	47.0	I want to keep myself healthy by working	49.3	I need to earn to maintain my life	51.6	I need to earn to maintain my life	41.9	I need to earn to maintain my life	46.4	I want to keep myself healthy by working	47.1	I need to earn to maintain my life	52.8
3rd	I need to earn to maintain my life	45.2	I have a dream and goals to achieve	45.3	I would have too much time if I didn't work	34.8	I want to make money for my hobbies	39.7	I want to grow through my work	42.9	I want to feel rewarded through my work	33.1	I want to make money for my hobbies	39.0
4th	I want to grow through my work	45.0	I need to make money to raise my children	39.0	I want to feel rewarded through my work	31.7	It is common to work at my age	37.3	I have a dream and goals to achieve	42.4	I want to make money for my hobbies	30.9	I want to feel rewarded through my work	35.2
5th	I need to make money to raise my children	40.3	I want to contribute to society through working	35.2	I want to make money for my hobbies	27.1	I have a dream and goals to achieve	37.0	I want to pass down my knowledge and skills	38.6	I have a dream and goals to achieve	30.4	I want to contribute to society through working	31.5
6th	I want to pass down my knowledge and skills	36.6	I would have too much time if I didn't work	34.1	I can make friends and companions through my work	26.4	I want to keep myself healthy by working	35.2	I want to feel rewarded through my work	37.4	I want to contribute to society through working	27.8	I have a dream and goals to achieve	30.8
7th	I want to contribute to society through working	34.7	I want to grow through my work	33.3	I want to contribute to society through working	25.5	I need to make money to raise my children	35.1	I want to contribute to society through working	35.2	I want to grow through my work	26.8	I would have too much time if I didn't work	29.3
8th	It is common to work at my age	31.4	I want to pass down my knowledge and skills	32.4	I want to grow through my work	23.6	I want to pass down my knowledge and skills	35.0	I want to make money for my hobbies	33.5	It is common to work at my age	25.1	I can make friends and companions through my work	27.3
9th	I want to make money for my hobbies	30.4	I can make friends and companions through my work	31.2	I need to make money to raise my children	23.0	I want to grow through my work	30.9	I need to make money to raise my children	29.2	I can make friends and companions through my work	24.5	It is common to work at my age	26.5
10th	I can make friends and companions through my work	28.0	I want to make money for my hobbies	31.1	It is common to work at my age	21.1	I can make friends and companions through my work	29.4	I can make friends and companions through my work	28.8	I would have too much time if I didn't work	23.8	I want to grow through my work	25.8
10th			I want to feel rewarded through my work	31.1										

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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IV. Work Awareness and Self-development

PERSOL RESEARCH AND CONSULTING CO., LTD.
APAC Labor Market Status Survey (2019)

**Way of
thinking on
attitudes
towards work****1. Southeast Asia and India strongly show ambition.**

- “Want to be promoted”, “complete the work even if sacrificing private life”, and “want to be assessed based on the results of my work” tended to rank highly in India and Southeast Asia, especially in Thailand, Philippines, and Vietnam. Even for emerging countries, these countries are undergoing remarkably rapid development, and people seem to be very ambitious and do not mind making sacrifices in order to advance.
- East Asia and Oceania showed less ambition than Southeast Asia. Japan showed the lowest percentage in ambition among 14 countries/regions. Two countries in Oceania showed slightly high percentage in “assessment based on the results” and “don’t care about the size or name recognition of the company.”

2. Low in accepting diversity in Japan, China, and Korea, while Vietnam, Thailand, Philippines, Australia, and New Zealand show high acceptance.

- Respondents in Vietnam, Thailand, Australia, and New Zealand are less opposed to working with “female superiors”, “younger superiors”, or “foreigners”, showing high acceptance to diversity. On the other hand, China, Korea, and Japan are always low in acceptance among 14 countries/regions. Acceptance to working with “female superiors” and “foreigners” is the lowest in Japan.
- The tendency of “preferring to carry out work on my own rather than as part of a team” is strong in Vietnam, India, and East Asia

3. Southeast Asia and India seek flexibility

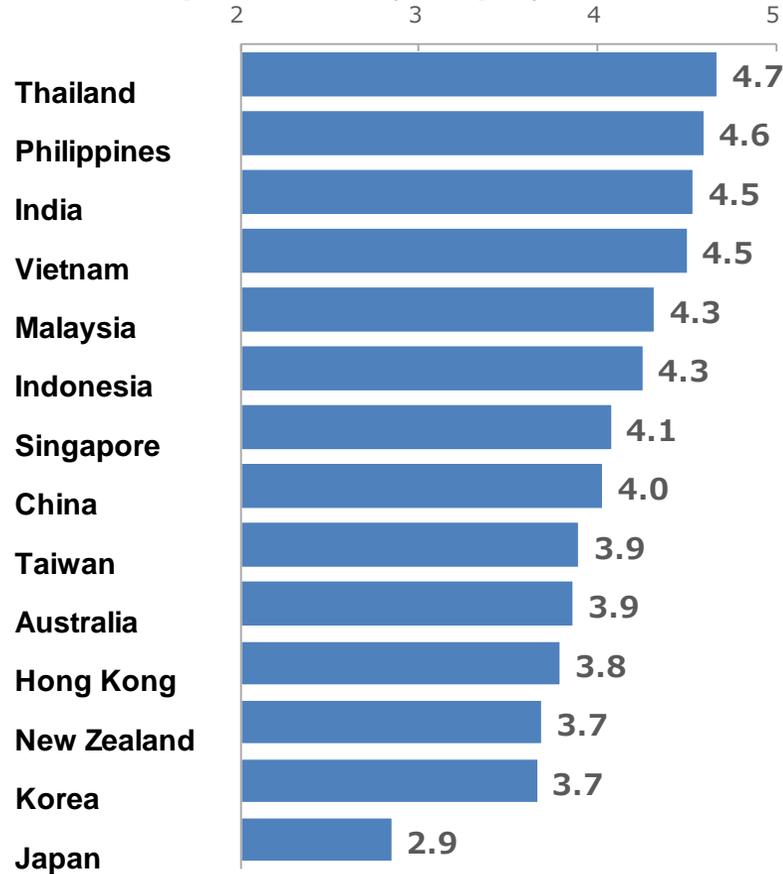
- In Thailand, Philippines, Vietnam, Indonesia, Malaysia, and India, people want to “work where they like, such as free space in the office or outside the company”, while the 2 countries in Oceania and Japan showed a rather low desire.
- In India, Thailand, Vietnam, Philippines, and China, people “want to work not for a fixed time but their preferred time”.
- In Southeast Asia and India, chronic traffic congestion is a social problem. People are expected to have a strong desire for a flexible working style such as choosing where and when they work.

1. Thinking Regarding Personal Work

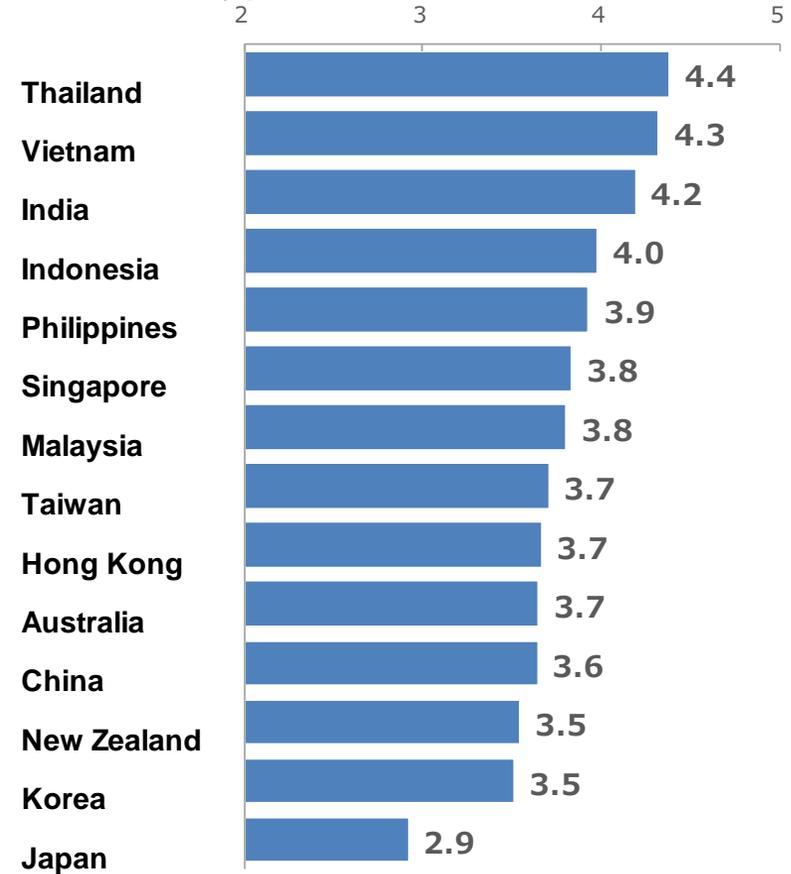
Q. Select the most applicable option for each item regarding your thoughts on attitudes towards work. (Five-point scale)

*The scores are average values on the five-point scale.

I want to be promoted at my company



I think work must be completed even if it means some sacrifices in my private life



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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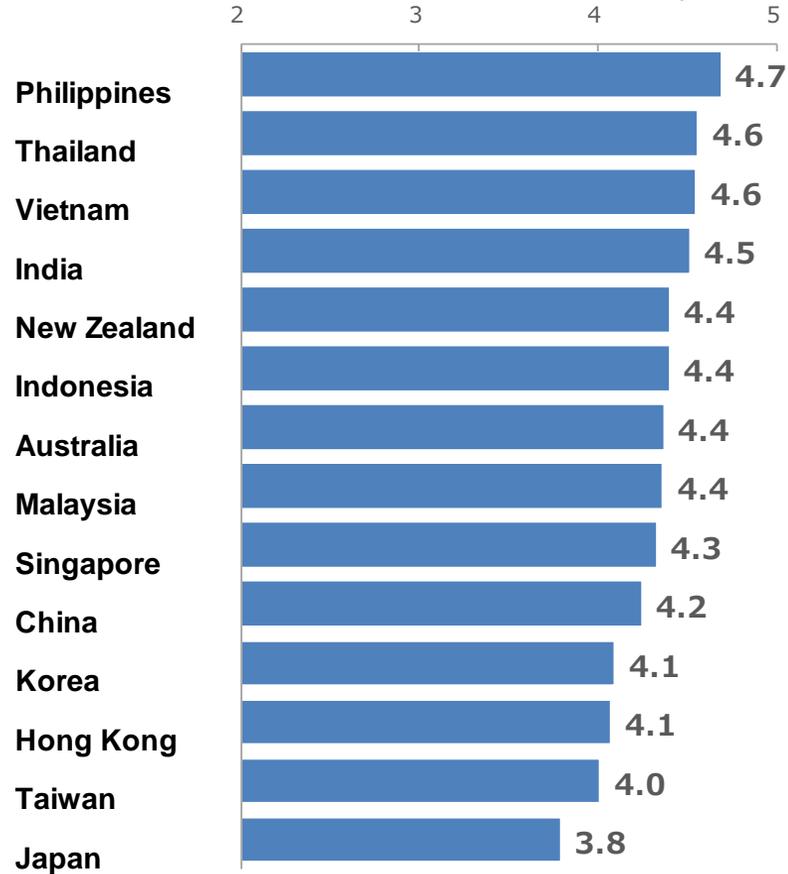


1. Thinking Regarding Personal Work

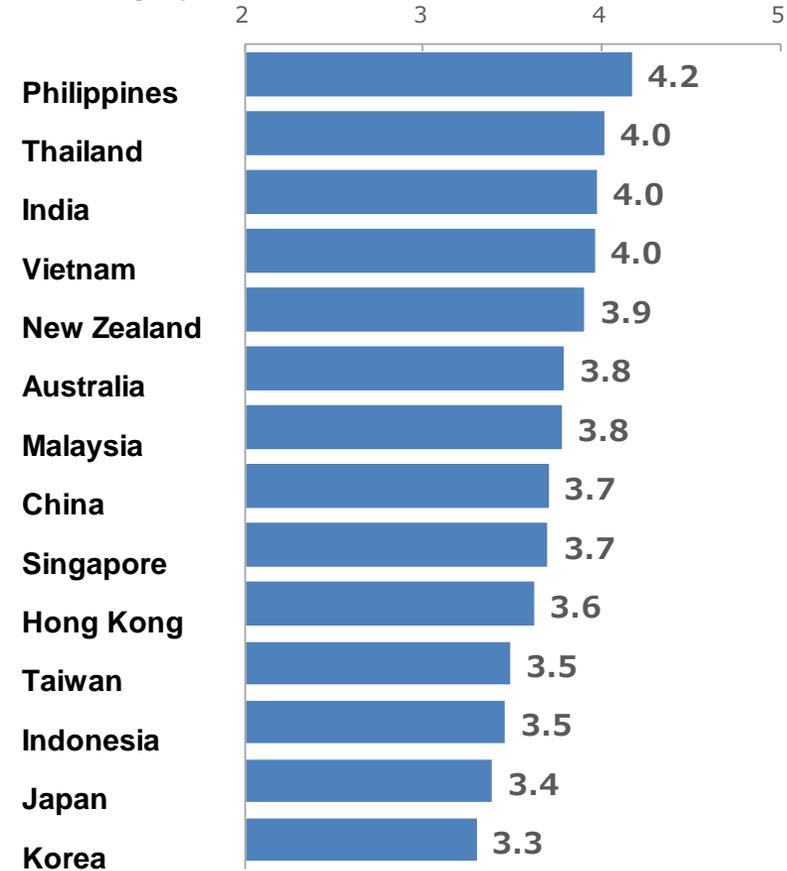
Q. Select the most applicable option for each item regarding your thoughts on attitudes towards work. (Five-point scale)

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I want to be assessed based on the results of my work



Company size and popularity does not matter when selecting a job



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

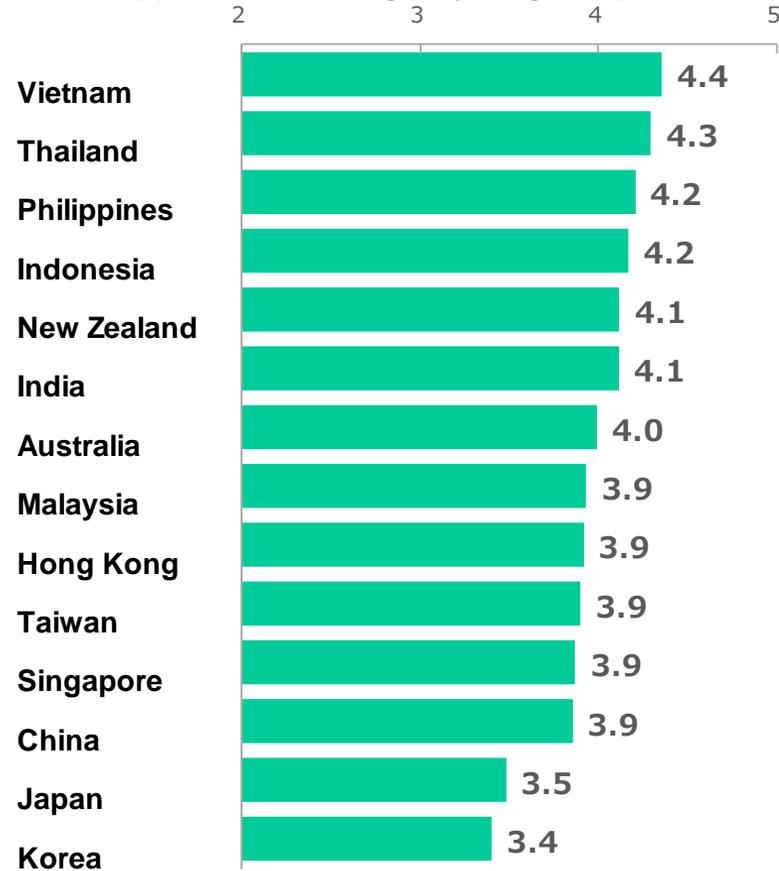
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1. Thinking Regarding Personal Work

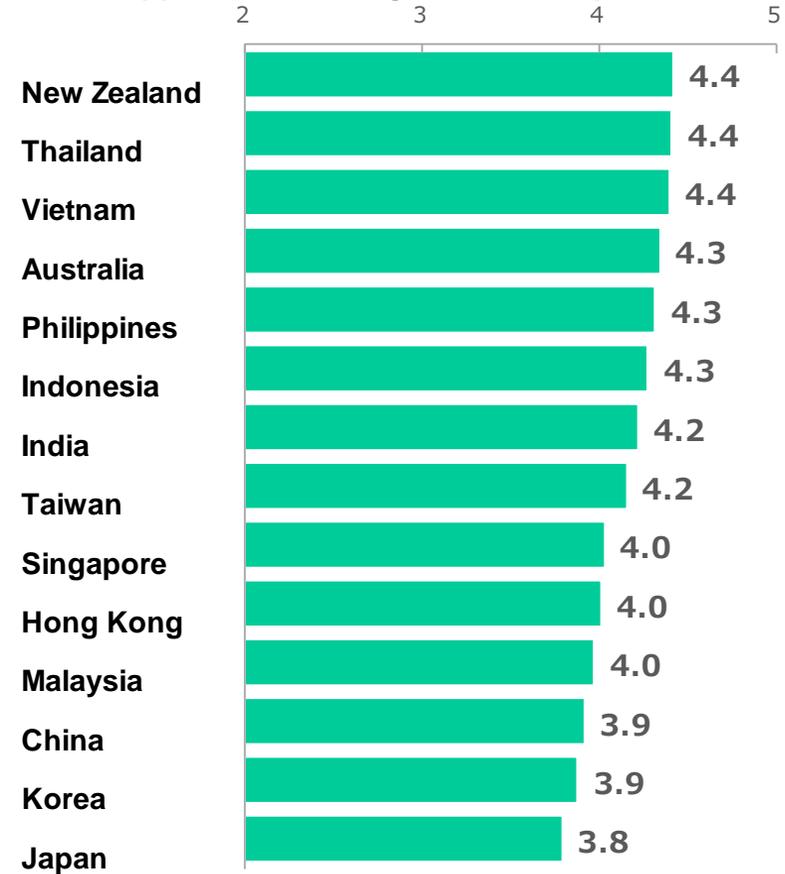
Q. Select the most applicable option for each item regarding your thoughts on attitudes towards work. (Five-point scale)

*The scores are average values on the five-point scale.

I'm not opposed to working for younger superiors



I'm not opposed to working for female superiors



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

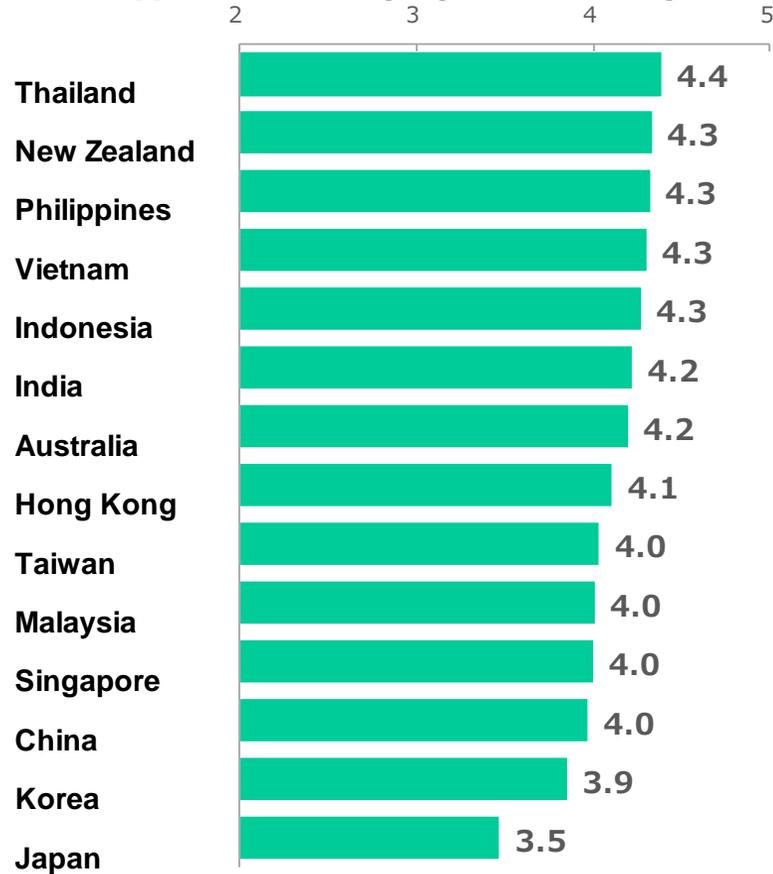
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1. Thinking Regarding Personal Work

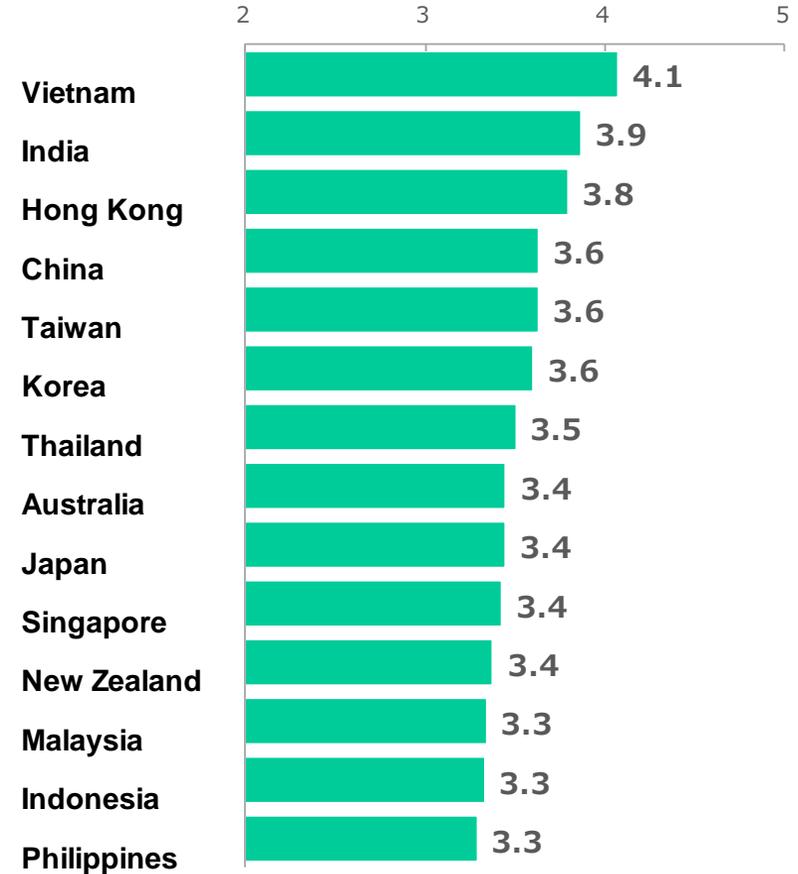
Q. Select the most applicable option for each item regarding your thoughts on attitudes towards work. (Five-point scale)

*The scores are average values on the five-point scale.

I'm not opposed to working together with foreigners



I prefer carrying out work on my own rather than as part of a team



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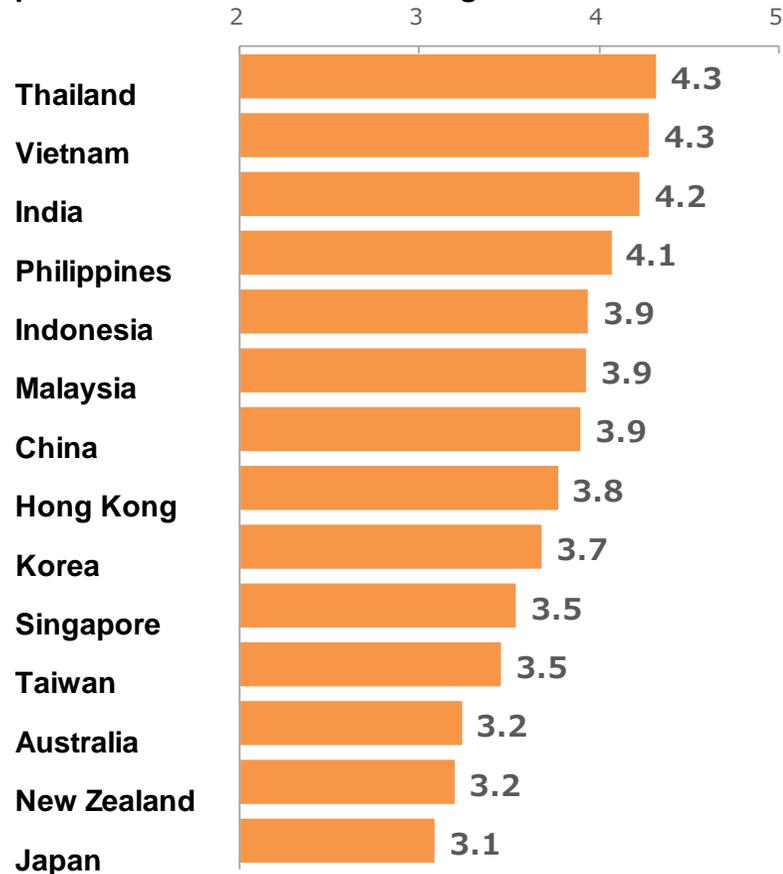
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1. Thinking Regarding Personal Work

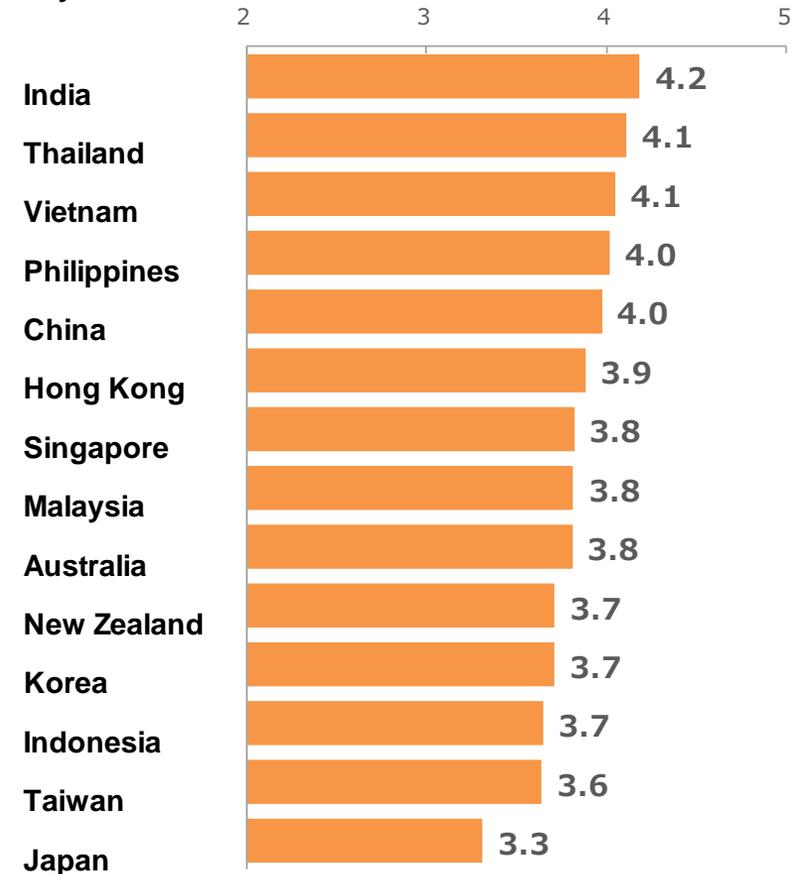
Q. Select the most applicable option for each item regarding your thoughts on attitudes towards work. (Five-point scale)

*The scores are average values on the five-point scale.

I want to work in an office with flexible office plan, or other places I choose rather than assigned seats



I want to work when I choose rather than at set times every day



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**Image of
growth
through work**
(results of
multiple answers)**The image of growth through work is “pay/salary increase” and “attaining new knowledge and experience”.**

- In most of the countries/regions, “attaining new knowledge and experience” and “salary increase” are included in the top 3, showing the image of growth is common.
- Regarding the top 10, in Japan, Australia, and New Zealand skills such as “improving work efficiency and speed” are chosen. In China, Korea, Malaysia, Singapore, and Vietnam, practical skills are chosen such as “acquiring skills and abilities which are universally applicable” and “becoming able to perform more specialized work”.
In Hong Kong, Philippines, and India, the respondents have chosen assessment and performance related items such as “position/rank goes up” and “contributing to overall organization achievements”.

**Image of
growth Top 3**
(weighted score)**Most applicable item for the image of growth is “pay/salary increase”. Strong image of “growth = skill up”**

- Three items were selected from all items, and the respondents ranked them from No.1 to No.3. No.1 is “pay/salary increase” in 13 countries/regions. In New Zealand, “attaining new knowledge and experience” is No.1 by a narrow margin.
- Items about practical skills and basic skills are mainly in the top 10, indicating a strong image of “growth = skill up”.
- Although not ranked high, “becoming able to clearly define the career I want to pursue” is in the top 10 in Korea, Taiwan, Hong Kong, Philippines, Indonesia and Vietnam.

2. Image of Growth of Working People

Q. Select all items applicable to your own ideas on what represents "growth through working". (Multiple responses / 31 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: Pay/salary increases (51.4%)

No. 2: Attaining new knowledge and experience (47.1%)

No. 3: Improving work efficiency and speed (44.2%)

	Japan	%	China	%	Korea	%	Taiwan	%	Hong Kong	%	Thailand	%	Philippines	%
1st	Attaining new knowledge and experience	69.1	Pay/salary increases	39.3	Pay/salary increases	47.2	Pay/salary increases	54.4	Pay/salary increases	50.1	Pay/salary increases	57.5	Pay/salary increases	65.4
2nd	Improving work efficiency and speed	67.3	Improving work efficiency and speed	32.8	Becoming able to perform more specialized work	45.9	Attaining new knowledge and experience	47.7	Becoming able to deal with problems	41.2	Becoming able to deal with problems	47.3	Attaining new knowledge and experience	61.5
3rd	Becoming able to deal with problems	67.1	Becoming able to carry out work from a wider perspective	31.2	Attaining new knowledge and experience	40.8	Becoming able to deal with problems	42.6	Attaining new knowledge and experience	39.1	Improving work efficiency and speed	46.1	Improving work efficiency and speed	57.4
4th	Pay/salary increases	66.1	Becoming able to perform more specialized work	30.8	Becoming able to carry out work from a wider perspective	40.3	Improving work efficiency and speed	40.0	Becoming more resilient to stress	36.1	Attaining new knowledge and experience	45.0	Acquiring skills and abilities which are universally applicable	57.2
5th	Becoming able to carry out work based on my own decisions	65.7	Becoming able to deal with problems	30.1	Becoming able to deal with problems	40.2	Becoming more resilient to stress	34.6	Improving work efficiency and speed	36.0	Becoming able to carry out work from a wider perspective	42.1	Contributing to overall organization achievements	50.7
6th	Becoming able to carry out work from a wider perspective	65.4	Attaining new knowledge and experience	30.0	Becoming able to perform a wider range of work	34.8	Acquiring skills and abilities which are universally applicable	33.5	Position/rank goes up	31.1	Persevering to follow through on work until it is completed	41.9	Developing work manners	50.1
7th	Reducing mistakes and misjudgments	64.8	Position/rank goes up	26.2	Position/rank goes up	34.6	Position/rank goes up	30.7	Reducing mistakes and misjudgments	30.1	Becoming able to carry out work based on my own decisions	41.3	Feeling positive about taking on new work	49.0
8th	Becoming able to perform a wider range of work	63.6	Acquiring skills and abilities which are universally applicable	25.3	Improving work efficiency and speed	32.9	Becoming able to carry out work based on my own decisions	29.9	Becoming able to carry out work from a wider perspective	30.0	Becoming able to effectively cooperate with coworkers and other departments	40.2	Position/rank goes up	48.5
9th	Becoming able to communicate from other people's points of view	63.2	Becoming able to effectively cooperate with coworkers and other departments	24.8	Becoming able to carry out work based on my own decisions	30.1	Becoming able to carry out work from a wider perspective	29.9	Receiving favorable evaluations from superiors and coworkers	28.6	Acquiring skills and abilities which are universally applicable	38.1	Being able to develop good friendships in the workplace	47.9
10th	Developing work manners	63.1	Becoming able to carry out work based on my own decisions	24.7	Feeling positive about taking on new work	29.7	Becoming able to effectively cooperate with coworkers and other departments	28.9	Becoming better able to control my feelings	28.0	Being able to develop good friendships in the workplace	37.8	Becoming able to effectively cooperate with coworkers and other departments	47.5

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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Q. Select all items applicable to your own ideas on what represents "growth through working". (Multiple responses / 31 options)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: Pay/salary increases (51.4%)

No. 2: Attaining new knowledge and experience (47.1%)

No. 3: Improving work efficiency and speed (44.2%)

	Indonesia	%	Malaysia	%	Singapore	%	Vietnam	%	India	%	Australia	%	New Zealand	%
1st	Pay/salary increases	46.4	Attaining new knowledge and experience	51.4	Pay/salary increases	51.8	Pay/salary increases	41.2	Pay/salary increases	39.6	Pay/salary increases	50.1	Pay/salary increases	59.4
2nd	Attaining new knowledge and experience	46.3	Pay/salary increases	51.1	Attaining new knowledge and experience	49.9	Improving work efficiency and speed	38.0	Improving work efficiency and speed	35.9	Attaining new knowledge and experience	50.1	Attaining new knowledge and experience	59.3
3rd	Acquiring skills and abilities which are universally applicable	45.7	Improving work efficiency and speed	47.7	Improving work efficiency and speed	46.6	Attaining new knowledge and experience	36.7	Attaining new knowledge and experience	33.0	Improving work efficiency and speed	41.7	Improving work efficiency and speed	51.2
4th	Improving work efficiency and speed	45.6	Becoming able to deal with problems	46.6	Becoming able to deal with problems	43.4	Acquiring skills and abilities which are universally applicable	36.6	Developing work manners	31.7	Feeling positive about taking on new work	40.8	Becoming able to deal with problems	50.3
5th	Becoming able to carry out work from a wider perspective	42.5	Acquiring skills and abilities which are universally applicable	40.5	Acquiring skills and abilities which are universally applicable	38.8	Becoming able to carry out work from a wider perspective	33.9	Position/rank goes up	31.1	Becoming able to deal with problems	40.2	Acquiring skills and abilities which are universally applicable	46.5
6th	Becoming able to effectively cooperate with coworkers and other departments	42.5	Becoming able to perform a wider range of work	39.3	Becoming able to perform a wider range of work	35.3	Becoming more resilient to stress	33.4	Acquiring skills and abilities which are universally applicable	30.4	Acquiring skills and abilities which are universally applicable	38.5	Feeling positive about taking on new work	45.8
7th	Becoming able to deal with problems	41.9	Becoming able to carry out work from a wider perspective	38.8	Feeling positive about taking on new work	34.8	Becoming able to perform more specialized work	32.9	Contributing to overall organization achievements	30.3	Becoming able to perform a wider range of work	38.4	Becoming able to perform a wider range of work	44.0
8th	Persevering to follow through on work until it is completed	36.0	Feeling positive about taking on new work	38.7	Reducing mistakes and misjudgments	34.3	Developing work manners	32.0	Feeling positive about taking on new work	30.3	Reducing mistakes and misjudgments	35.5	Reducing mistakes and misjudgments	43.3
9th	Position/rank goes up	35.3	Becoming able to effectively cooperate with coworkers and other departments	38.1	Contributing to overall organization achievements	34.0	Becoming able to effectively communicate with customers	30.8	Becoming able to effectively communicate with customers	29.2	Becoming able to effectively cooperate with coworkers and other departments	34.5	Being able to develop good friendships in the workplace	43.0
10th	Becoming able to carry out work based on my own decisions	34.5	Becoming able to perform more specialized work	37.9	Becoming able to perform more specialized work	33.8	Increasing connections inside and outside the company	30.7	Becoming able to communicate from other people's points of view	28.4	Becoming able to carry out work based on my own decisions	34.4	Becoming able to carry out work based on my own decisions	42.1

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2. Image of Growth of Working People (Top 3)

Q. Select the three most applicable items that are close to the image of "growth through working" in your mind.

*Weighted scores (Multiplying the first score by 3, second by 2, third by 1, and summing up for the item)

*Items are colored using the same colors as those used for the Top 3 items for the average of all 14 countries/regions.

No. 1: Pay/salary increases (645 pt)

No. 2: Attaining new knowledge and experience (419 pt)

No. 3: Acquiring skills and abilities which are universally applicable (313 pt)

	Japan	pt	China	pt	Korea	pt	Taiwan	pt	Hong Kong	pt	Thailand	pt	Philippines	pt
1st	Pay/salary increases	670.0	Pay/salary increases	631.0	Pay/salary increases	617.0	Pay/salary increases	888.0	Pay/salary increases	786.0	Pay/salary increases	715.0	Pay/salary increases	762.0
2nd	Becoming able to carry out work based on my own decisions	376.0	Becoming able to perform more specialized work	341.0	Becoming able to perform more specialized work	609.0	Becoming able to deal with problems	458.0	Becoming able to deal with problems	454.0	Improving work efficiency and speed	380.0	Attaining new knowledge and experience	489.0
3rd	Becoming able to perform more specialized work	366.0	Becoming able to carry out work from a wider perspective	328.0	Becoming able to carry out work from a wider perspective	495.0	Attaining new knowledge and experience	442.0	Attaining new knowledge and experience	415.0	Position/rank goes up	360.0	Acquiring skills and abilities which are universally applicable	446.0
4th	Acquiring skills and abilities which are universally applicable	355.0	Improving work efficiency and speed	320.0	Becoming able to deal with problems	362.0	Acquiring skills and abilities which are universally applicable	324.0	Improving work efficiency and speed	325.0	Attaining new knowledge and experience	333.0	Contributing to overall organization achievements	377.0
5th	Attaining new knowledge and experience	345.0	Position/rank goes up	295.0	Attaining new knowledge and experience	359.0	Position/rank goes up	261.0	Position/rank goes up	311.0	Becoming able to deal with problems	306.0	Position/rank goes up	341.0
6th	Improving work efficiency and speed	337.0	Becoming able to deal with problems	292.0	Position/rank goes up	321.0	Becoming more resilient to stress	245.0	Becoming more resilient to stress	263.0	Becoming able to carry out work from a wider perspective	258.0	Improving work efficiency and speed	297.0
7th	Becoming able to perform a wider range of work	292.0	Attaining new knowledge and experience	279.0	Becoming able to carry out work based on my own decisions	254.0	Becoming able to clearly define the career I want to pursue	240.0	Becoming able to carry out work from a wider perspective	217.0	Acquiring skills and abilities which are universally applicable	256.0	Becoming able to clearly define the career I want to pursue	224.0
8th	Becoming able to deal with problems	292.0	Acquiring skills and abilities which are universally applicable	257.0	Becoming able to perform a wider range of work	251.0	Improving work efficiency and speed	227.0	Becoming able to clearly define the career I want to pursue	217.0	Persevering to follow through on work until it is completed	243.0	Becoming able to perform a wider range of work	201.0
9th	Reducing mistakes and misjudgments	208.0	Contributing to overall organization achievements	206.0	Improving work efficiency and speed	206.0	Becoming able to carry out work from a wider perspective	208.0	Reducing mistakes and misjudgments	189.0	Becoming able to carry out work based on my own decisions	226.0	Becoming able to carry out work from a wider perspective	200.0
10th	Position/rank goes up	193.0	Increasing connections inside and outside the company	200.0	Becoming able to clearly define the career I want to pursue	198.0	Becoming better able to control my feelings	157.0	Becoming better able to control my feelings	176.0	Becoming able to effectively cooperate with coworkers and other departments	220.0	Being able to develop good friendships in the workplace	195.0

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2. Image of Growth of Working People (Top 3)

Q. Select the three most applicable items that are close to the image of "growth through working" in your mind.

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No. 1: Pay/salary increases (645 pt)

No. 2: Attaining new knowledge and experience (419 pt)

No. 3: Acquiring skills and abilities which are universally applicable (313 pt)

	Indonesia	pt	Malaysia	pt	Singapore	pt	Vietnam	pt	India	pt	Australia	pt	New Zealand	pt
1st	Pay/salary increases	523.0	Pay/salary increases	594.0	Pay/salary increases	701.0	Pay/salary increases	418.0	Pay/salary increases	478.0	Pay/salary increases	574.0	Attaining new knowledge and experience	673.0
2nd	Acquiring skills and abilities which are universally applicable	442.0	Attaining new knowledge and experience	503.0	Attaining new knowledge and experience	538.0	Acquiring skills and abilities which are universally applicable	342.0	Improving work efficiency and speed	326.0	Attaining new knowledge and experience	557.0	Pay/salary increases	672.0
3rd	Improving work efficiency and speed	406.0	Acquiring skills and abilities which are universally applicable	328.0	Acquiring skills and abilities which are universally applicable	336.0	Becoming able to perform more specialized work	316.0	Contributing to overall organization achievements	290.0	Acquiring skills and abilities which are universally applicable	394.0	Acquiring skills and abilities which are universally applicable	372.0
4th	Attaining new knowledge and experience	395.0	Improving work efficiency and speed	315.0	Improving work efficiency and speed	311.0	Improving work efficiency and speed	316.0	Acquiring skills and abilities which are universally applicable	264.0	Becoming able to perform a wider range of work	261.0	Improving work efficiency and speed	290.0
5th	Becoming able to effectively cooperate with coworkers and other departments	304.0	Becoming able to deal with problems	301.0	Position/rank goes up	292.0	Becoming able to carry out work from a wider perspective	282.0	Attaining new knowledge and experience	260.0	Improving work efficiency and speed	257.0	Contributing to overall organization achievements	270.0
6th	Becoming able to deal with problems	260.0	Position/rank goes up	266.0	Becoming able to deal with problems	279.0	Attaining new knowledge and experience	281.0	Position/rank goes up	253.0	Contributing to overall organization achievements	253.0	Position/rank goes up	221.0
7th	Position/rank goes up	257.0	Becoming able to carry out work from a wider perspective	262.0	Contributing to overall organization achievements	220.0	Becoming more resilient to stress	266.0	Developing work manners	238.0	Position/rank goes up	221.0	Becoming able to perform more specialized work	204.0
8th	Becoming able to carry out work from a wider perspective	247.0	Becoming able to perform a wider range of work	227.0	Becoming able to perform a wider range of work	207.0	Position/rank goes up	247.0	Becoming able to perform more specialized work	219.0	Feeling positive about taking on new work	219.0	Becoming able to perform a wider range of work	202.0
9th	Contributing to overall organization achievements	224.0	Becoming able to perform more specialized work	203.0	Becoming able to perform more specialized work	204.0	Increasing connections inside and outside the company	238.0	Increasing connections inside and outside the company	213.0	Becoming able to deal with problems	214.0	Becoming able to carry out work based on my own decisions	198.0
10th	Becoming able to clearly define the career I want to pursue	219.0	Becoming able to prepare to become independent	203.0	Becoming able to prepare to become independent	190.0	Becoming able to clearly define the career I want to pursue	202.0	Feeling positive about taking on new work	211.0	Becoming able to carry out work based on my own decisions	188.0	Feeling positive about taking on new work	190.0

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**Degree of
desire for
growth
/Degree of
awareness
of growth****Degree of desire for growth and degree of awareness of growth are very high in Indonesia, Philippines, India, and Vietnam.**

- “Degree of desire for growth” in which growth through working is considered important is over 90% in almost all countries/regions. Even Japan, the lowest, is 85.5%.
- “Degree of awareness of growth”, in which one can feel growth through work when reflecting on the past 1 year is over 70% in many countries/regions, while it is 60.2%, the lowest, in Japan.
- Regarding the gap between degree of desire for growth and degree of awareness of growth, the degree of awareness of growth is lower in all countries/regions. The results indicate that people think growth is important but actually do not feel the growth.
Japan shows the biggest gap of -25.3pt, followed by Korea (-19.9pt) and Singapore (-17.4pt).
- In Indonesia, Philippines, India, Thailand, Vietnam, and China, degree of desire for growth is high and the difference from the degree of awareness of growth is less than 10%, which shows people are feeling the growth.
- On the other hand, Japan shows the lowest in degree of desire for growth and degree of awareness of growth among 14 countries/regions. Particularly, the difference between degree of awareness of growth in Japan and Vietnam (the highest) is 36pt, and the difference from Korea, the second lowest, is still more than 16pt, highlighting the result that Japanese are not aware of growth.

4. Degree of Desire for Growth / Degree of Awareness of Growth

▼ Percentage of respondents who “think that ‘growth through working’ is important” (high degree of desire for growth) (%)

Q. How important do you feel "growth through work" is? (Seven-point scale)

*The scores show the total value of “Very important”, “Important”, and “Slightly important”.

▼ Percentage of respondents who feel that they are achieving growth (high degree of awareness of growth) (%)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

*The scores show the total value of “I strongly feel so”, “I feel so”, and “I slightly feel so”.

	Degree of desire for growth	Degree of awareness of growth	Desire–Awareness GAP
1st Indonesia	99.9	94.4	- 5.5
1st Philippines	99.9	92.8	- 7.1
3rd India	99.6	95.5	- 4.1
4th Vietnam	98.7	96.7	- 2.0
5th Thailand	98.4	89.8	- 8.6
6th Malaysia	97.6	86.1	-11.5
7th Korea	96.3	76.7	-19.6
8th China	95.9	89.8	- 6.1
9th Taiwan	95.4	82.2	-13.2
10th Singapore	95.2	77.8	-17.4
11th Australia	93.6	78.7	-14.9
12th Hong Kong	93.0	81.7	-11.3
13th New Zealand	92.5	77.4	-15.1
14th Japan	85.5	60.2	-25.3

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**External
learning
/Personal
development**

In Southeast Asia and India, people actively work on external learning and personal development and are highly motivated in self-development. In Japan, 46.3%, almost one in two, chose “not do anything special”. “Reading books” and “training, seminar, study sessions” are popular in all countries/regions.

- When we asked about study or personal development that was conducted outside the company with the purpose of self-development, a high percentage of the respondents answered that they did at least one in Indonesia, Thailand, Vietnam, Philippines, India, and Malaysia, followed by China, Taiwan, and Korea.
- In Japan 46.3%, one of about two respondents, answered “doing nothing special”, outstandingly high compared with other countries/regions.
- In most countries/regions, “reading” and “participating in training, seminar, or study sessions” are ranked No.1. In China, “study to acquire certifications” is No.1. “Studying a foreign language” and “distance learning/e-learning” are also ranked high.

**Side jobs
/subsidiary
businesses**

The country with most respondents who have side jobs or a subsidiary business is Thailand, at 40% or a bit more, followed by Philippines (30%) and Indonesia, Malaysia, India, and Vietnam (over 20%).

- In Southeast Asia other than Singapore, many people have subsidiary business.
- In Korea, China, Singapore, and 2 countries in Oceania, the percentage is as low as less than 15%. In Japan, it is less than 10%.
- Even if people work for a company that does not permit side jobs or subsidiary business, in actuality they seem to do them.

5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

		Reading	Participation in training courses, seminars, study sessions, etc.	Studying to acquire certifications	Language study	Distance learning, e-learning	Side jobs/subsidiary businesses	Participation in NPOs, volunteering, and other social activities	University, graduate school, vocational school	Holding/running study sessions, etc.	Other	I do nothing in particular (%)
Average of 14 countries/regions		42.3	36.9	26.5	24.5	23.1	19.6	17.9	15.2	13.1	2.9	13.3
East Asia	Japan	27.4	13.6	13.6	10.2	7.7	7.6	4.4	4.6	2.7	4.5	46.3
	China	32.3	33.4	35.9	23.1	32.7	13.9	16.6	13.6	22.4	1.1	6.3
	Korea	40.6	30.3	29.4	31.7	22.7	10.4	7.5	12.9	7.9	2.9	12.3
	Taiwan	34.8	31.0	25.9	30.5	25.7	16.2	8.9	14.3	13.1	2.1	13.0
	Hong Kong	38.8	24.4	20.1	24.6	14.4	16.7	8.9	14.3	6.8	1.8	18.3
Southeast Asia	Thailand	44.0	43.6	31.9	42.2	31.4	41.5	24.0	19.2	17.2	2.0	5.7
	Philippines	51.5	55.1	30.0	20.1	29.7	32.0	25.5	20.6	12.3	3.6	6.4
	Indonesia	45.1	53.4	50.7	32.2	23.2	24.6	37.3	22.6	15.8	3.3	2.3
	Malaysia	51.4	52.0	24.8	24.4	29.6	26.6	22.8	17.4	16.2	3.1	7.4
	Singapore	36.9	37.0	19.2	12.5	17.7	11.0	13.9	10.3	7.0	2.0	18.3
	Vietnam	53.7	44.2	25.3	46.3	26.9	21.6	23.8	15.2	25.1	1.6	2.0
South Asia	India	40.9	45.8	31.3	23.4	29.0	23.9	27.6	22.5	22.3	2.2	4.9
Oceania	Australia	45.7	27.4	16.7	12.0	16.3	15.0	14.2	14.4	7.4	4.4	21.5
	New Zealand	48.4	25.7	15.8	9.1	16.4	13.1	15.2	10.9	6.5	6.5	22.1

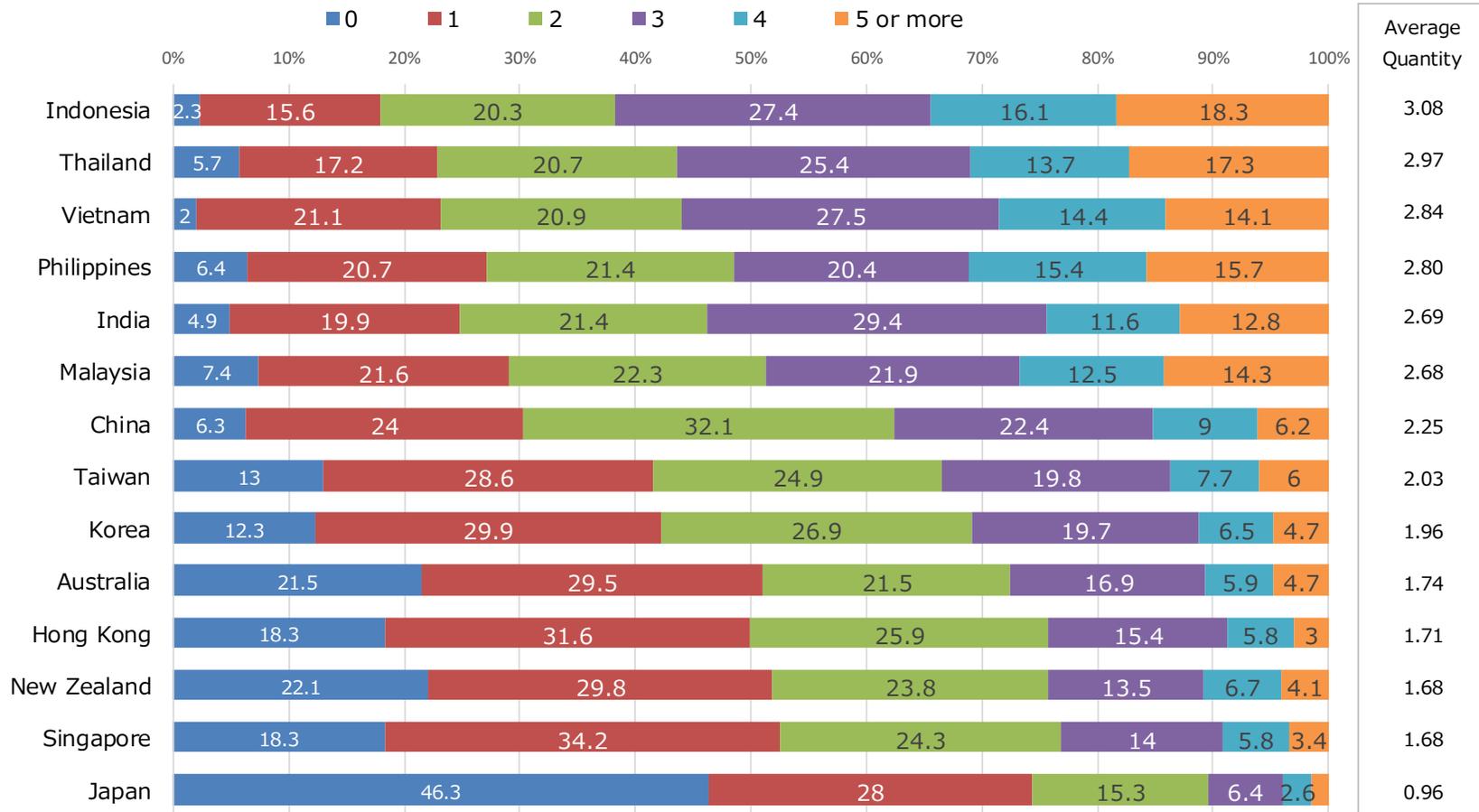
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Self-learning and Personal Development Activities (By Quantity) (%) *In the order of large average quantity



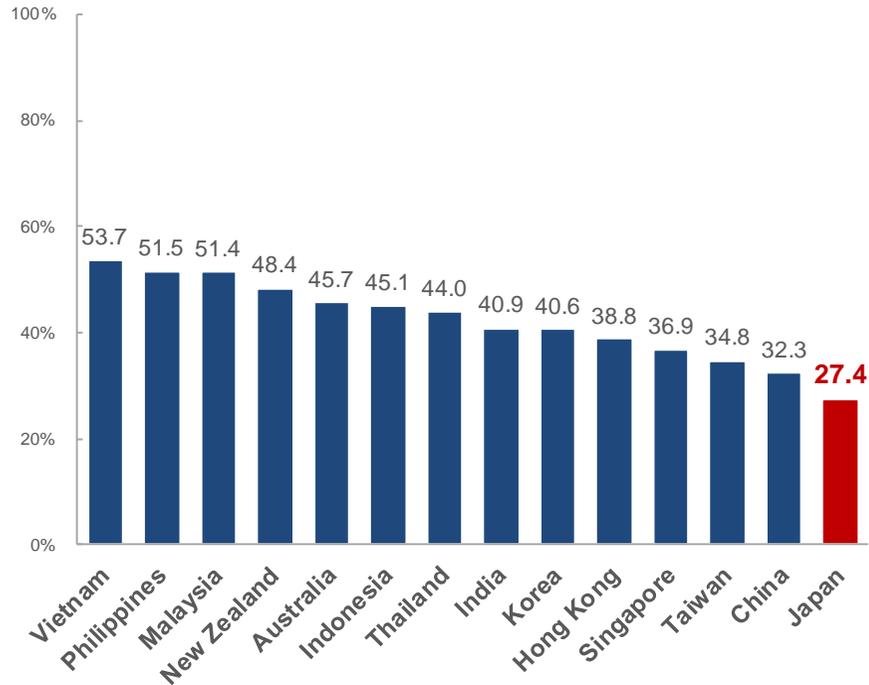
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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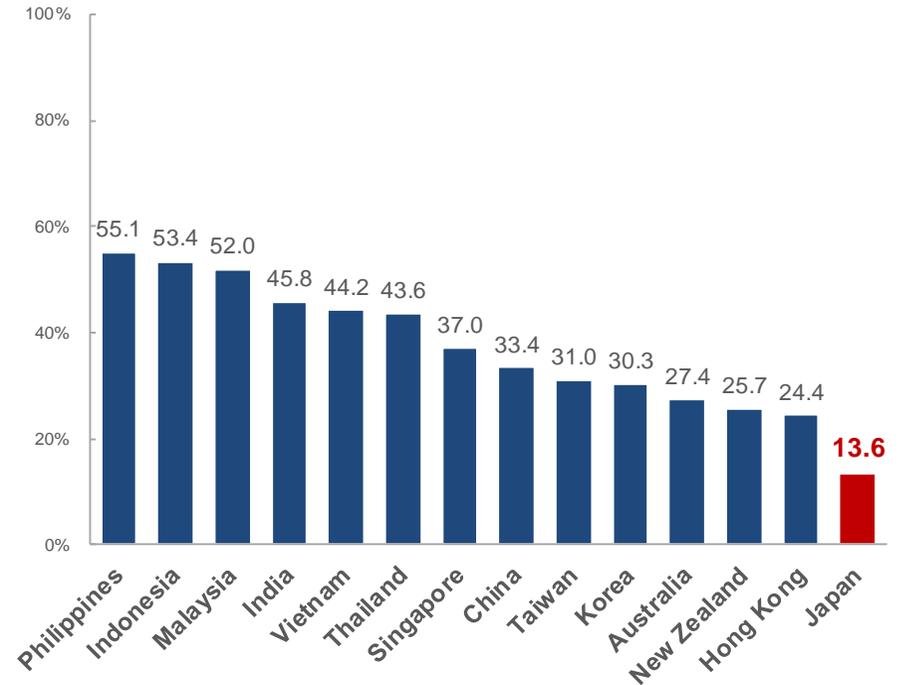
5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

▼ Percentage of respondents who read



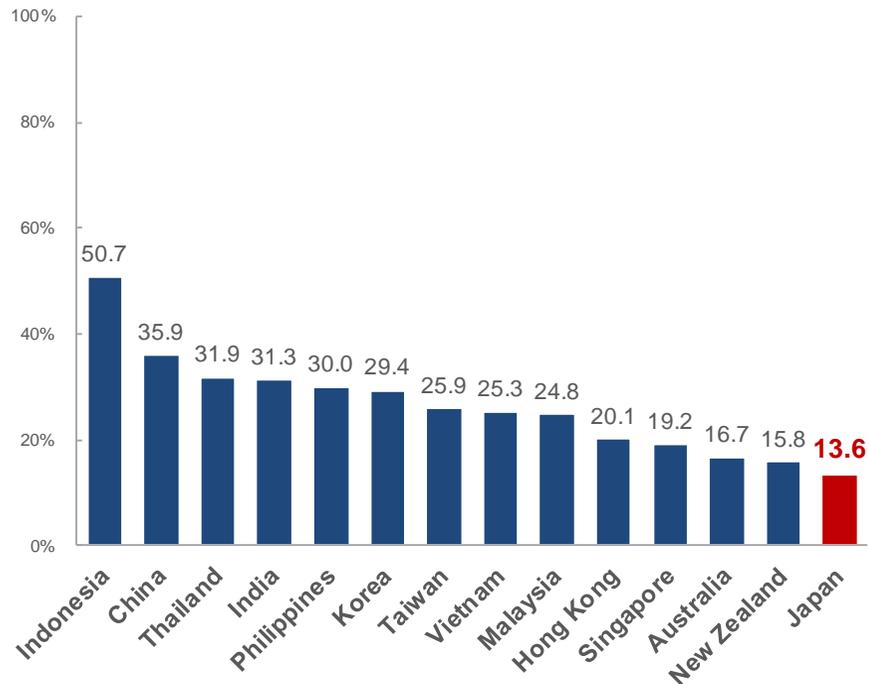
▼ Percentage of respondents who participate in training courses, seminars, study sessions, etc.



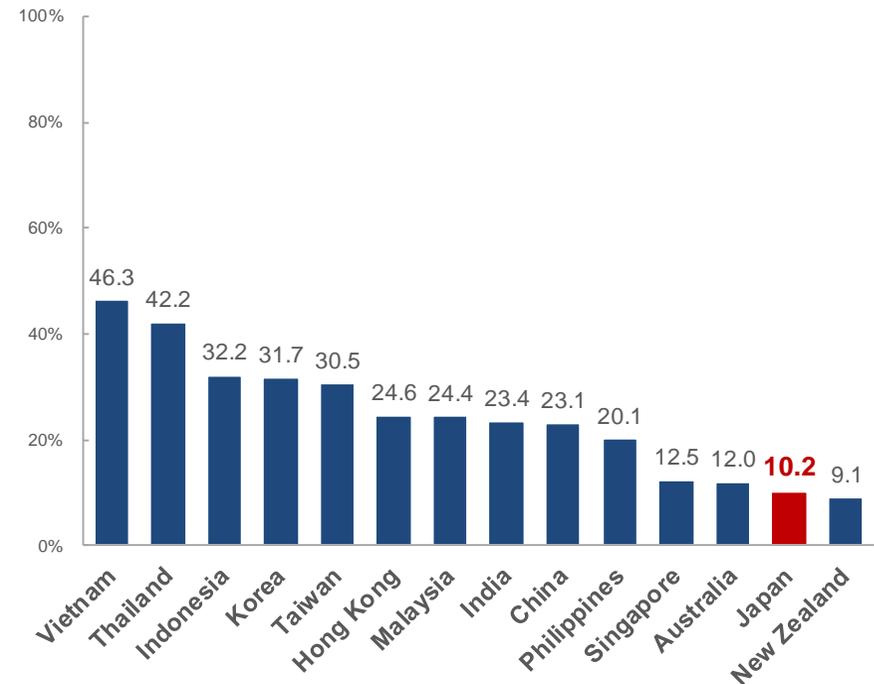
5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

▼ Percentage of respondents who are studying to acquire certifications



▼ Percentage of respondents who are undertaking language study



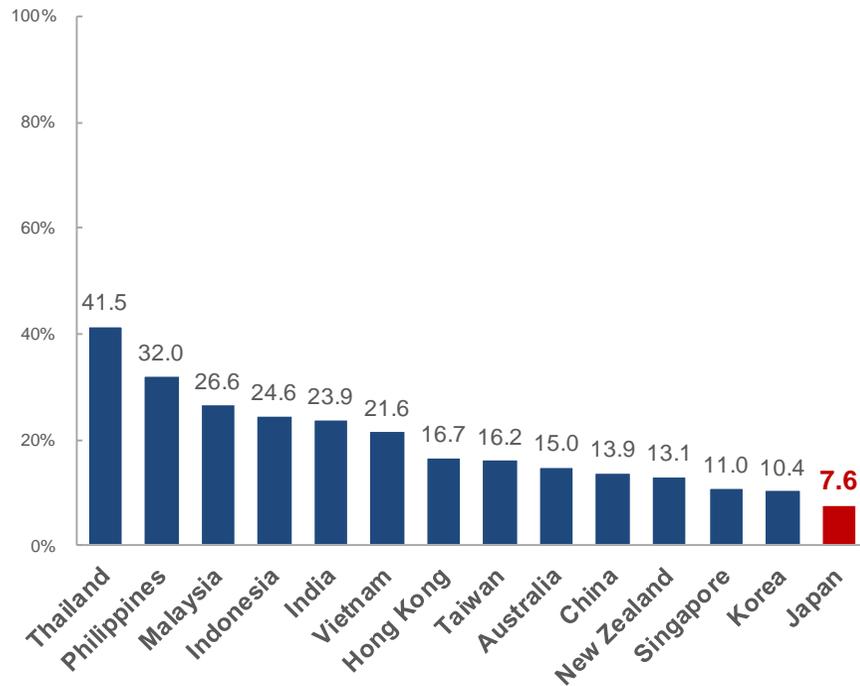
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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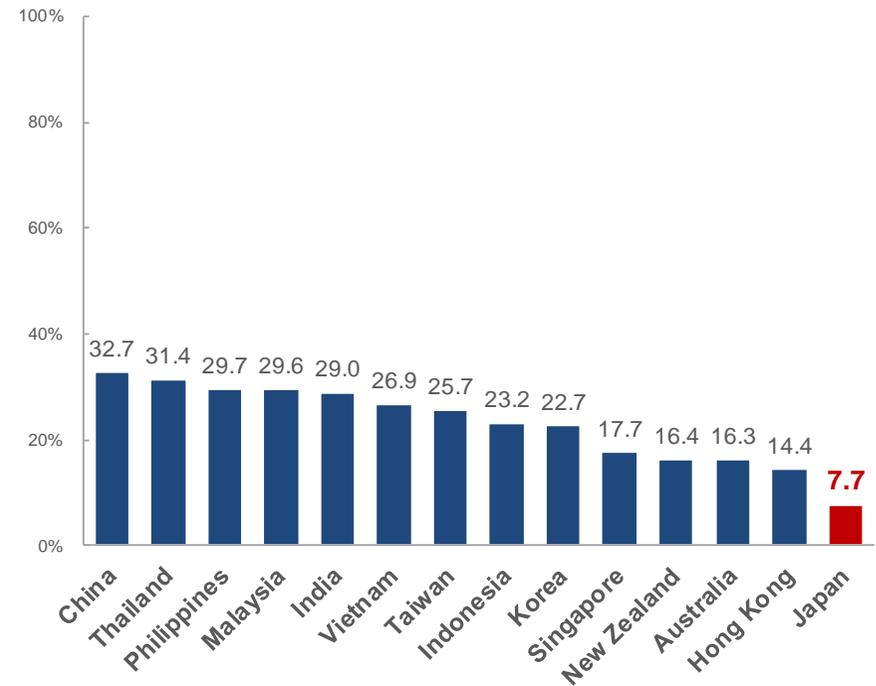
5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

▼ Percentage of respondents who have side jobs/subsidiary businesses



▼ Percentage of respondents who undertake distance learning, e-learning



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

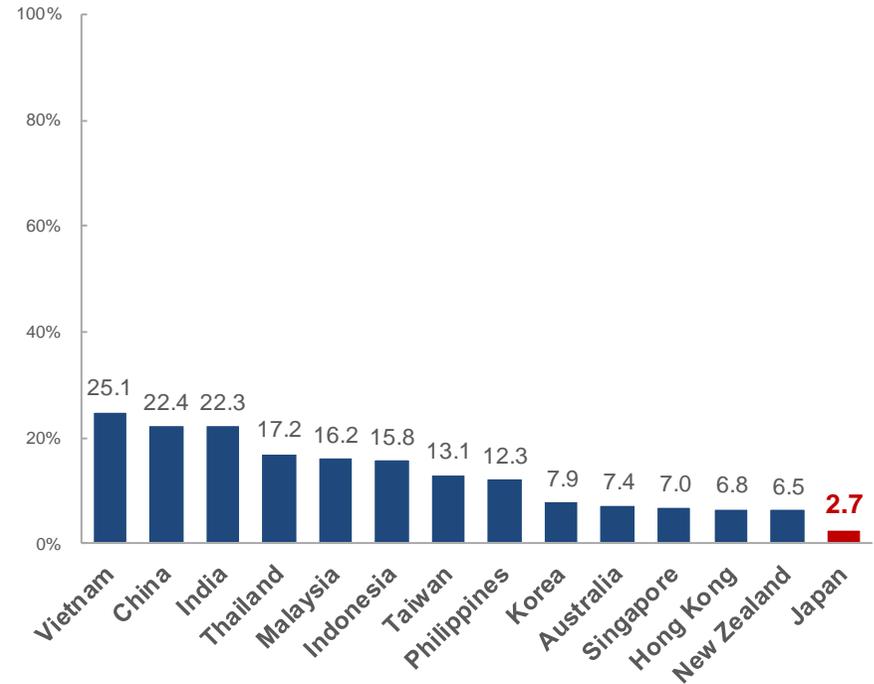
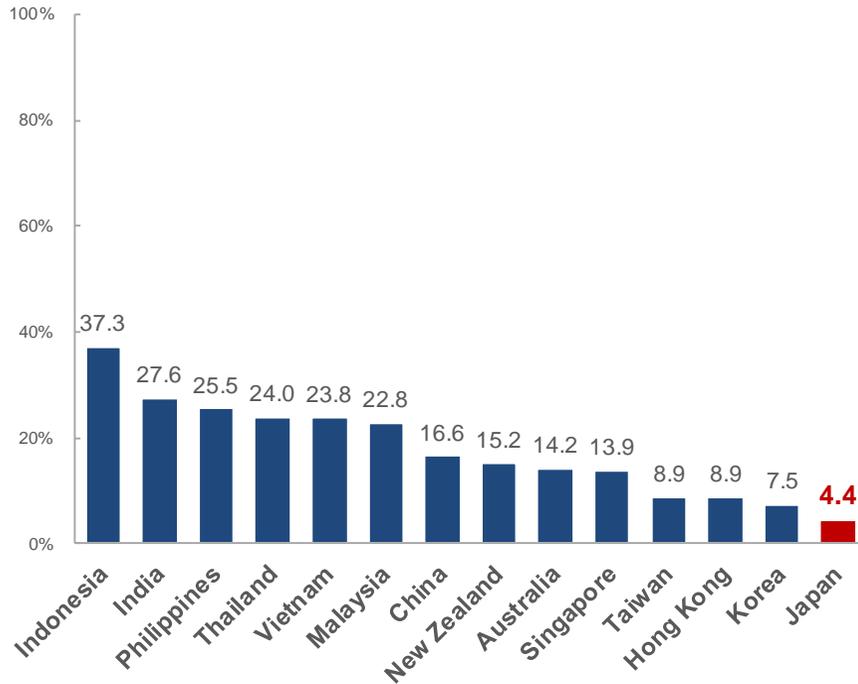
*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

▼ Percentage of respondents who participate in NPOs, volunteering, and other social activities

▼ Percentage of respondents who hold/run study sessions, etc.



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

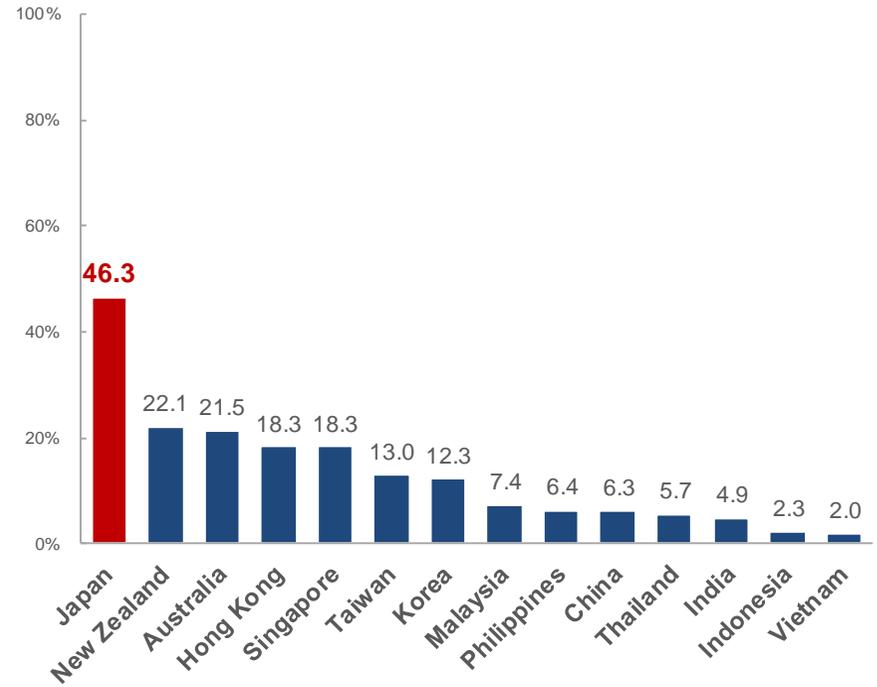
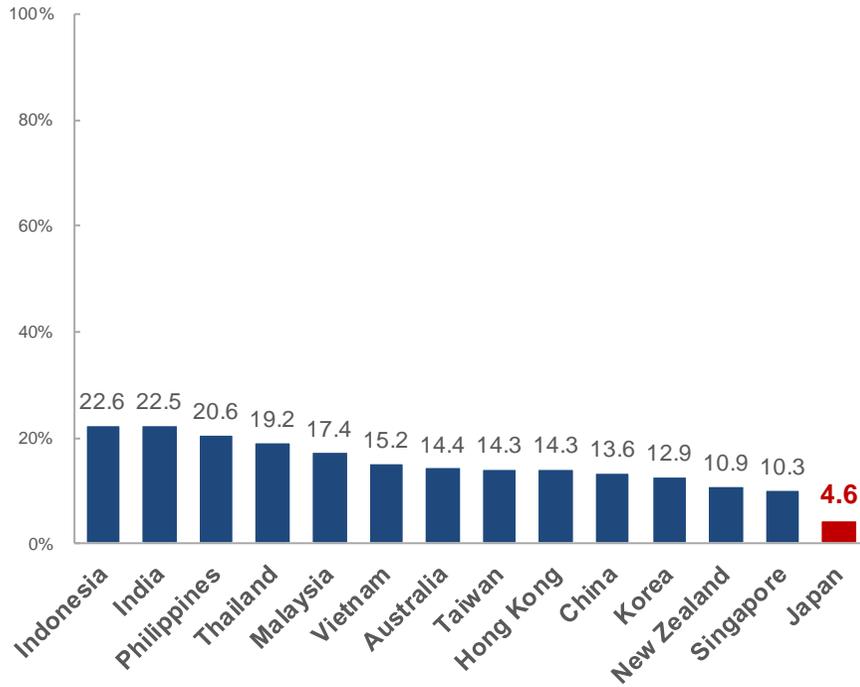
*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

5. Self-learning and Personal Development Activities Outside Place of Employment

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?
(Multiple responses / 11 options)

▼ Percentage of respondents who are studying at university, graduate school, vocational school, etc.

▼ Percentage of respondents who do nothing in particular



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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V. Japanese Companies and Global Employment

PERSOL RESEARCH AND CONSULTING CO., LTD.
APAC Labor Market Status Survey (2019)

**Intend to
work for
Japanese
companies****Intention of working for a Japanese company is likely to be high in Southeast Asia, more than 50% in Thailand, Philippines, Indonesia, and Vietnam, 40% in Malaysia, and 30% in India and Taiwan.**

- When we asked questions about the company they wanted to work for, in most countries/regions “domestic company” was ranked No.1, while in Vietnam “Japanese company” was ranked No.1 and in Philippines and Singapore, “US company” was ranked No.1.
- The percentage of the intention of working for “Japanese company” is high at over 40% in Southeast Asia except for Singapore, and the highest with 55% in Thailand and Philippines. In Taiwan and India, the percentage is as high as about 30%.
- By age group, there are differences in Thailand, Vietnam, Malaysia, India, Taiwan, and China. The percentage is high in 30 - 40s in Thailand, 50s in Vietnam, 20s and 50s in Malaysia, 40s in India, 30 - 40s in Taiwan, and 20 - 30s in China.
- In China, Korea, Hong Kong, Singapore, Australia, and New Zealand, the percentage is high for “domestic company”, followed by “US company” and “EU company”. The percentage of the intention of working for “Japanese company” is less than 20%.

1. Intend to Work for Japanese Companies

Q. Which company would you like to work for? (Multiple responses / 9 options)

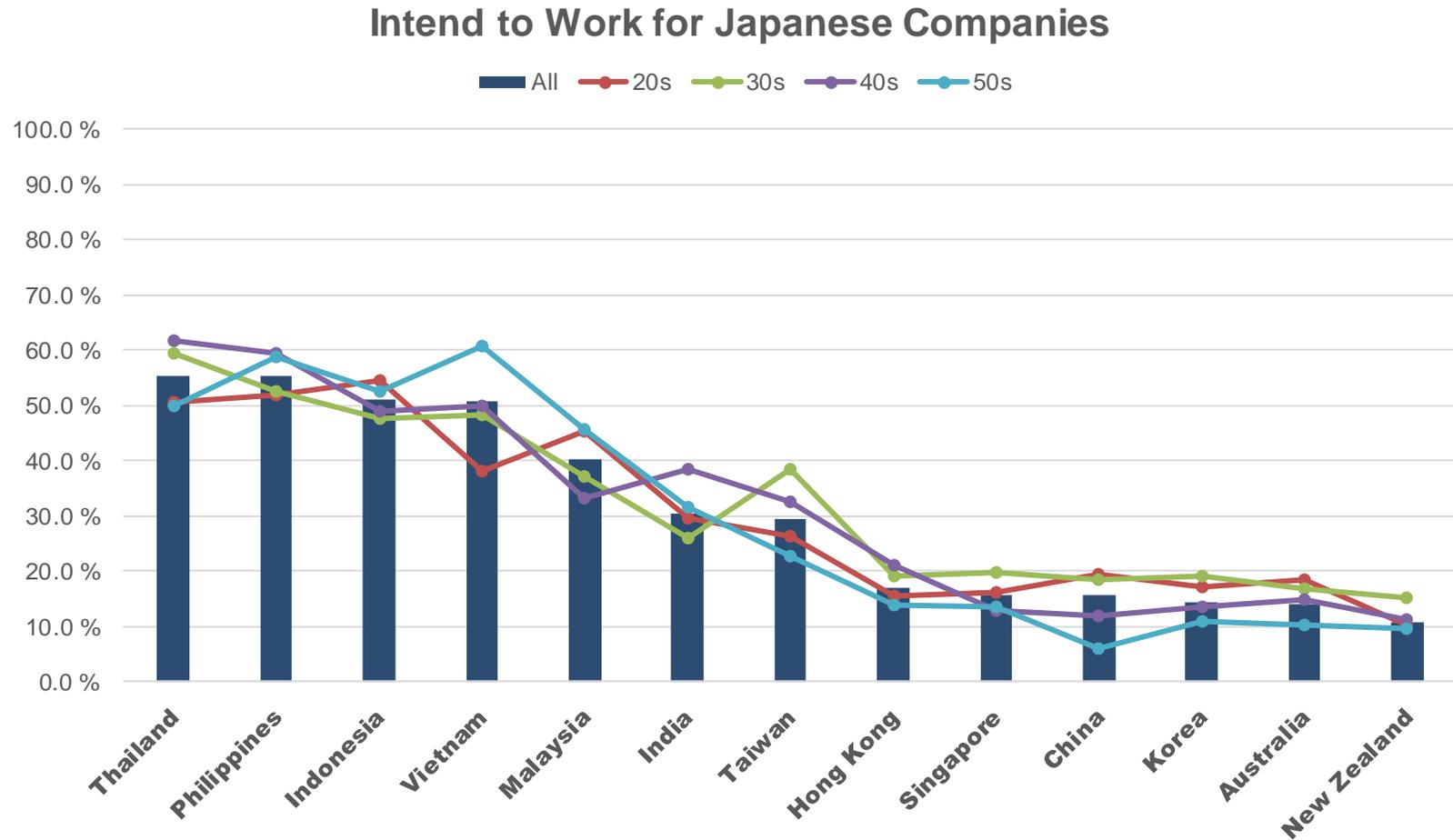
*Using the same colors for the top three items (%)

		Domestic company	US company	Japanese company	EU company	Chinese company	Taiwanese company	South Korean company	Other foreign company	I do not know	
		1st place	2nd place	3rd place							
Average of 13 countries/regions		65.3	37.9	30.8	25.2	12.8	10.4	14.9	7.0	6.5	
East Asia	China	79.0	25.2	15.5	22.2	-	5.8	6.1	3.1	1.9	
	Korea	75.9	33.4	14.3	17.7	2.0	1.6	-	3.7	4.6	
	Taiwan	70.4	43.1	29.4	14.1	14.3	-	5.1	11.1	7.0	
	Hong Kong	53.7	33.6	17.1	28.3	11.6	8.8	4.1	6.3	10.2	
Southeast Asia	Thailand	72.6	43.6	55.4	35.5	8.0	6.9	7.9	3.7	2.0	
	Philippines	60.2	62.2	55.4	32.9	5.9	5.6	20.4	11.4	1.7	
	Indonesia	72.8	39.8	51.2	33.3	6.2	6.5	16.3	10.1	1.2	
	Malaysia	61.4	44.3	40.3	30.1	12.9	8.2	19.2	10.4	4.5	
	Singapore	41.8	51.6	15.7	32.8	7.9	5.8	5.1	9.0	11.7	
	Vietnam	47.1	27.5	50.9	23.6	2.8	2.8	14.0	4.5	1.3	
South Asia	India	72.5	45.2	30.3	20.3	5.6	5.1	8.8	4.8	1.9	
Oceania	Australia	71.8	23.5	14.0	20.0	5.6	4.1	6.3	5.8	16.8	
	New Zealand	69.7	19.3	10.6	17.0	5.1	3.5	5.0	6.8	19.9	

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

1. Intend to Work for Japanese Companies

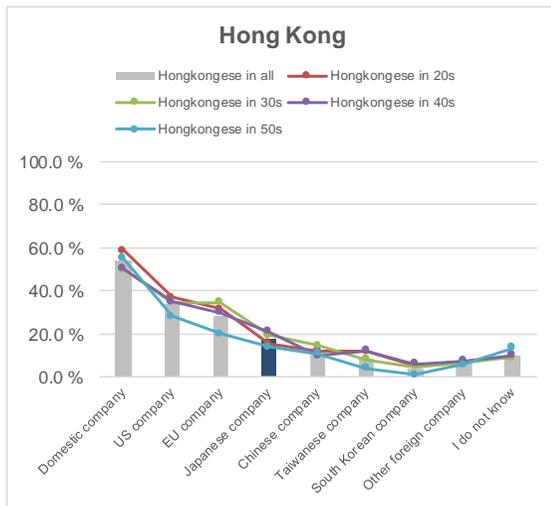
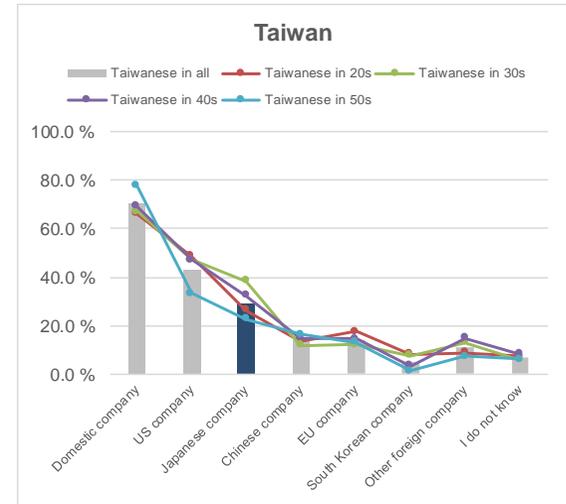
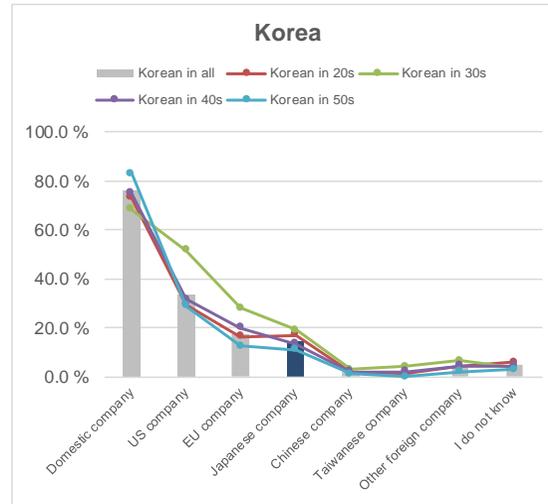
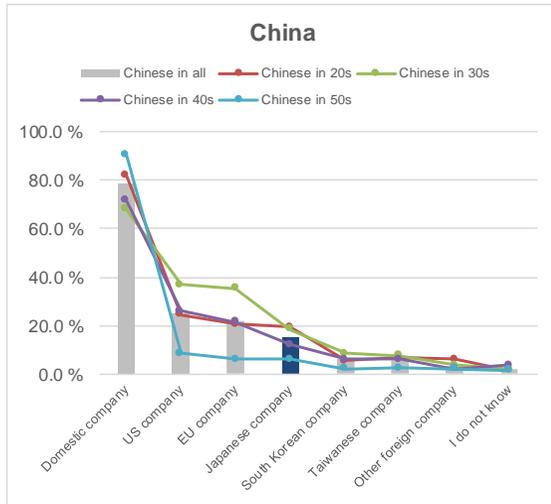


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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1. Intend to Work for Japanese Companies [East Asia]

Q. Which company would you like to work for? (Multiple responses / 9 options)

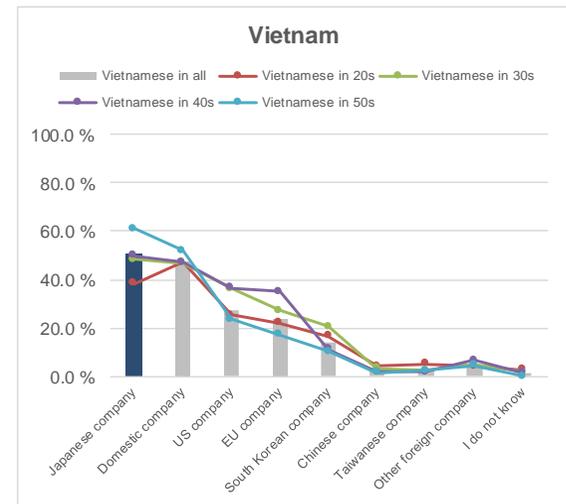
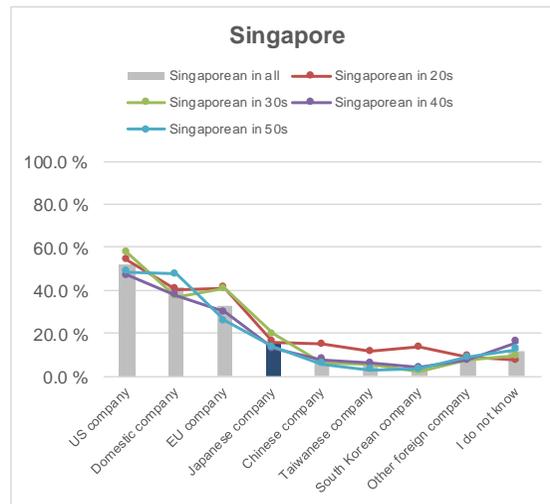
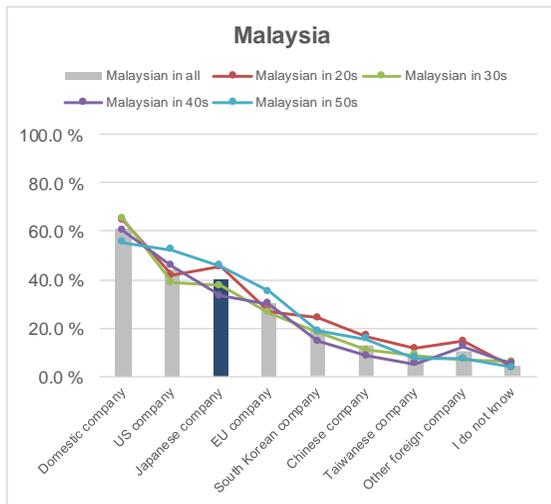
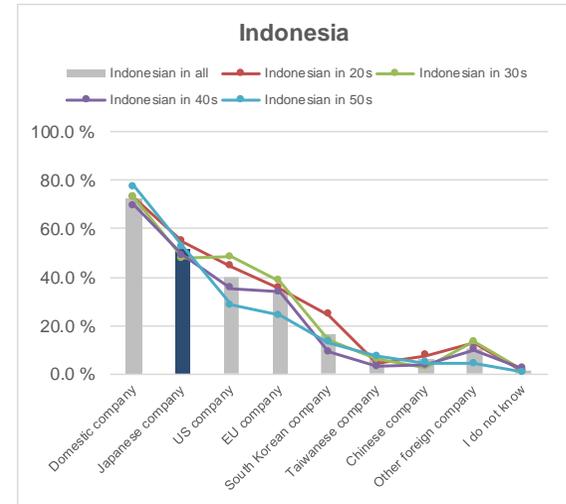
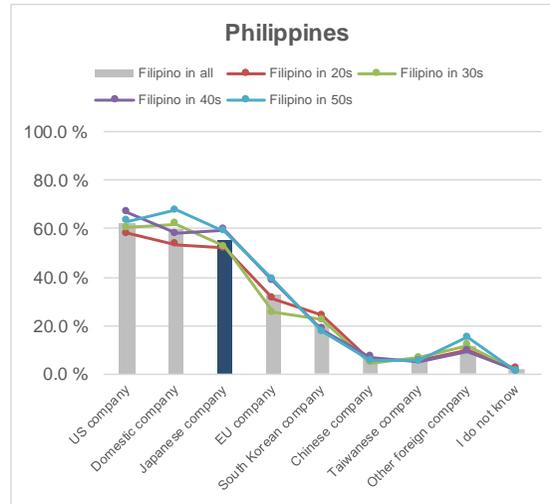
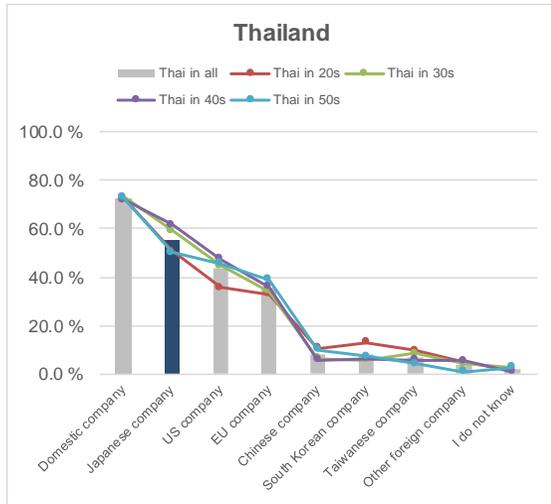


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

1. Intend to Work for Japanese Companies [Southeast Asia]

Q. Which company would you like to work for? (Multiple responses / 9 options)

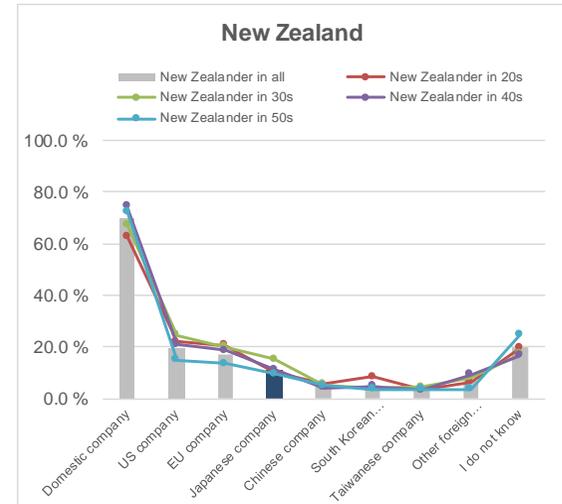
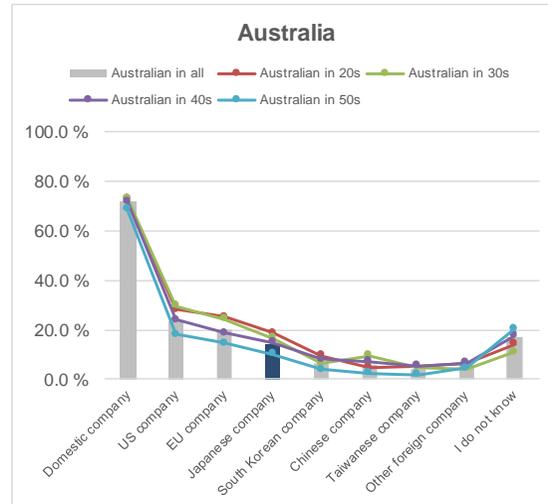
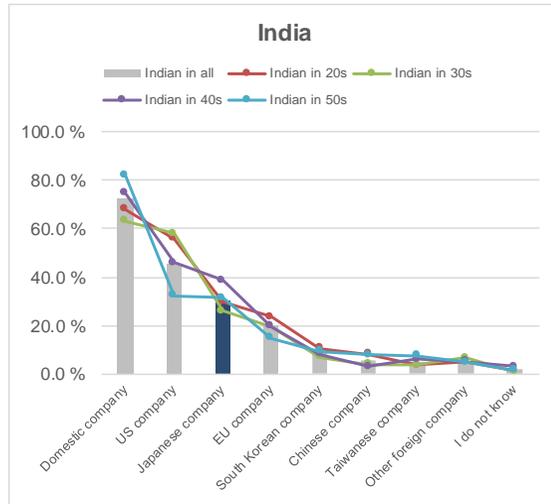


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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1. Intend to Work for Japanese Companies [South Asia/Oceania]

Q. Which company would you like to work for? (Multiple responses / 9 options)



**Image of
Japanese
companies**

“Good working conditions” and “good benefits” are ranked high. In Korea, Hong Kong, Taiwan, and Singapore, “not valued if you cannot speak Japanese” and “difficult to advance and succeed if you are not Japanese” are in the Top 5.

- The percentage of the image of “stable employment” is over 40% in Thailand, Philippines, Indonesia, and Vietnam, and also in the top 5 in China, Korea, and Taiwan.
- In Southeast Asia (except for Singapore) and India, over 30% of respondents have the image of “high degree of specialized skills can be acquired”. The percentages of “substantial education and training” and “having an employment record with a Japanese company would be beneficial for your future career” are also high.
- In Australia and New Zealand, “high standards for required results” is the top, which is also ranked high in Southeast Asia and India.
- In Korea, Hong Kong, Taiwan, and Singapore, “not valued if you cannot speak Japanese” and “difficult to advance and succeed if you are not Japanese” are in the top 5.
By age group, the percentage of “not valued if you cannot speak Japanese” is particularly high in 30-40s in Hong Kong and 30s in Taiwan, and the percentage of “difficult to advance and succeed if you are not Japanese” is particularly high in 30-40s in Korea and 40s in Hong Kong.
- In Singapore, the negative image of “too much overtime work” is ranked No.1, and is also in the top 3 in Taiwan and the 2 countries in Oceania. By age group, the percentage is particularly high in 20s in Singapore and 20-30s in Taiwan.

2. Image of Japanese Companies

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)

*Using the same colors for the top five items in each country(%)

		Good working conditions	Good benefits	High standards for required results	Stable employment	High degree of specialized skills can be acquired	A lot of overtime	Comfortable workplace environments and offices	Substantial education and training	Having an employment record with a Japanese company would be beneficial for your future career	You will not be valued unless you can speak Japanese	Difficult to advance and succeed if you are not Japanese
Average of 13 countries/regions		37.4	34.9	34.6	31.6	28.7	25.0	24.9	24.8	22.9	21.2	18.2
East Asia	China	32.1	31.1	19.7	23.4	24.2	20.7	25.6	21.1	17.9	13.8	15.1
	Korea	28.9	23.8	16.2	19.5	18.2	9.9	15.8	11.9	16.0	39.2	26.9
	Taiwan	35.7	31.6	27.3	28.2	20.7	31.1	19.6	16.9	15.3	31.0	19.9
	Hong Kong	27.7	27.6	24.0	22.9	10.7	23.9	19.5	13.2	9.6	34.5	29.8
Southeast Asia	Thailand	55.6	49.1	42.7	43.9	34.2	23.9	31.6	32.5	21.7	16.7	14.8
	Philippines	52.7	59.3	48.8	49.4	47.3	19.5	38.8	36.2	40.1	18.5	13.0
	Indonesia	51.9	46.0	47.1	41.0	39.0	27.9	38.3	41.7	43.5	8.8	8.0
	Malaysia	38.5	36.5	39.2	36.6	40.4	32.2	34.2	31.5	29.4	17.1	16.2
	Singapore	21.4	20.3	38.6	28.0	18.9	42.4	16.3	12.6	12.8	29.8	33.8
	Vietnam	58.3	49.7	43.8	43.6	44.3	20.7	29.7	46.2	35.3	21.2	7.9
South Asia	India	43.6	42.9	38.4	31.0	33.5	22.6	29.1	25.8	27.7	12.9	15.6
Oceania	Australia	22.4	20.6	35.8	22.9	23.7	26.9	14.5	18.6	15.9	17.7	19.4
	New Zealand	17.0	15.0	28.5	20.2	17.7	23.5	10.3	14.2	12.1	14.0	16.8

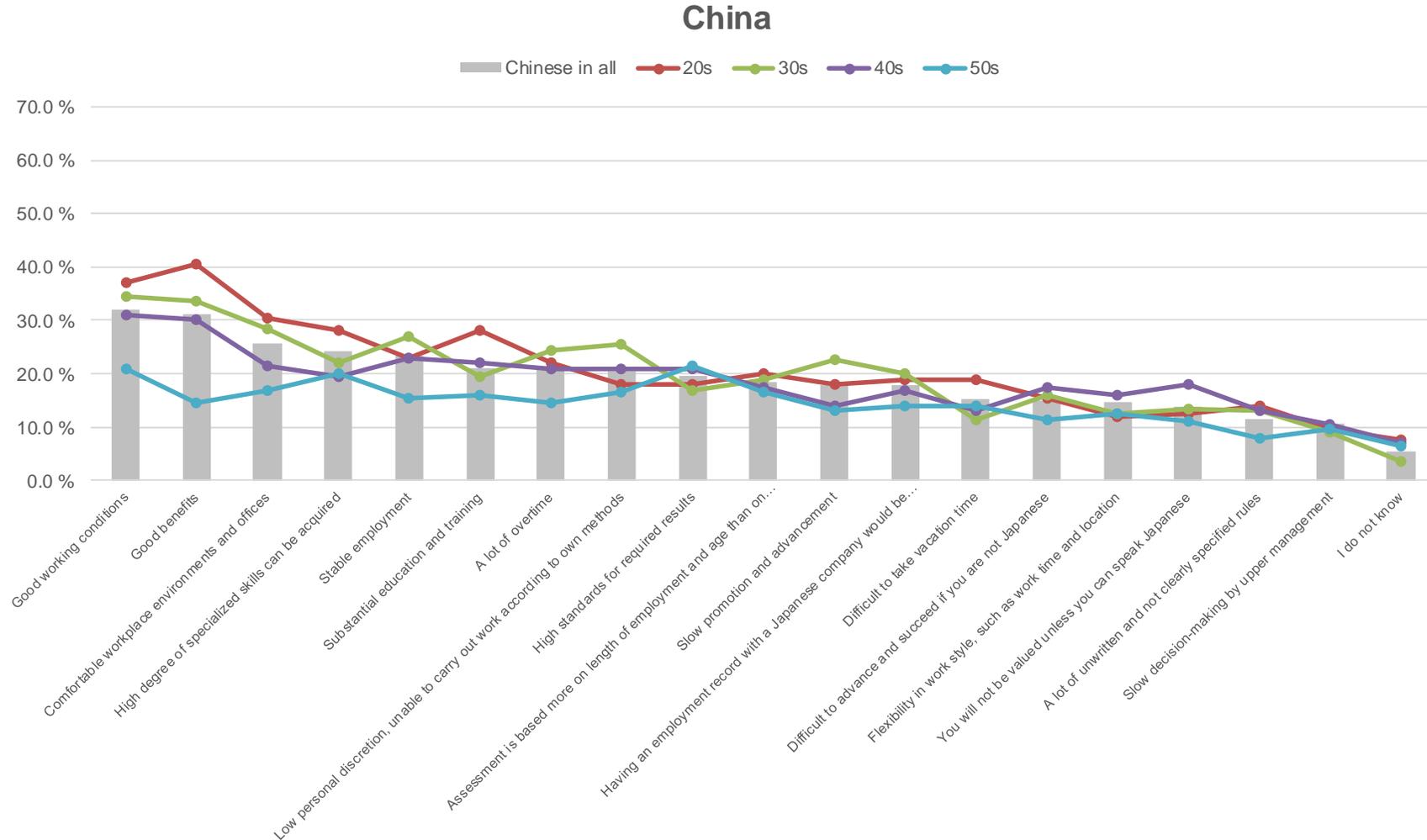
1st place
2nd place
3rd place
4th place
5th place

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)



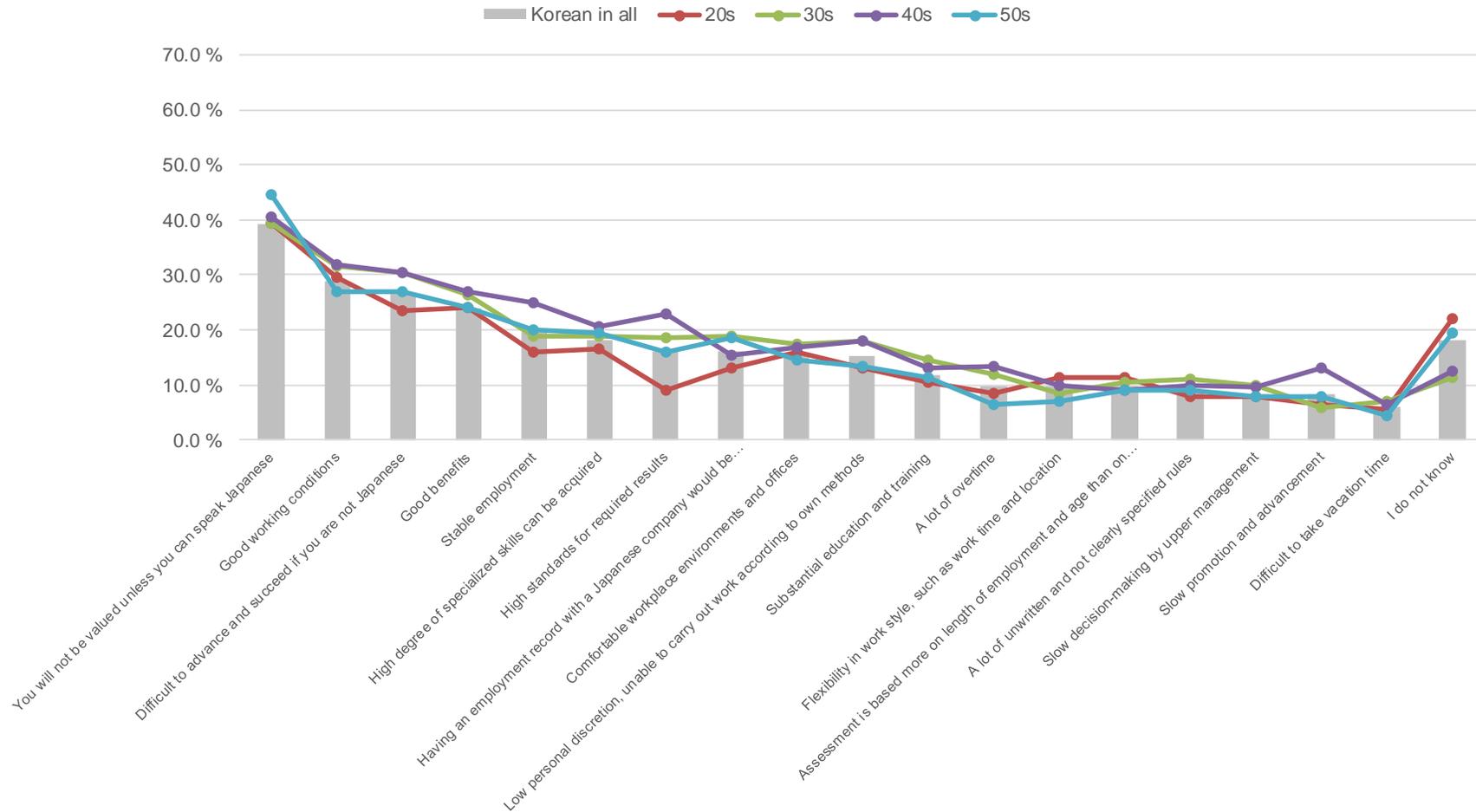
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)

Korea

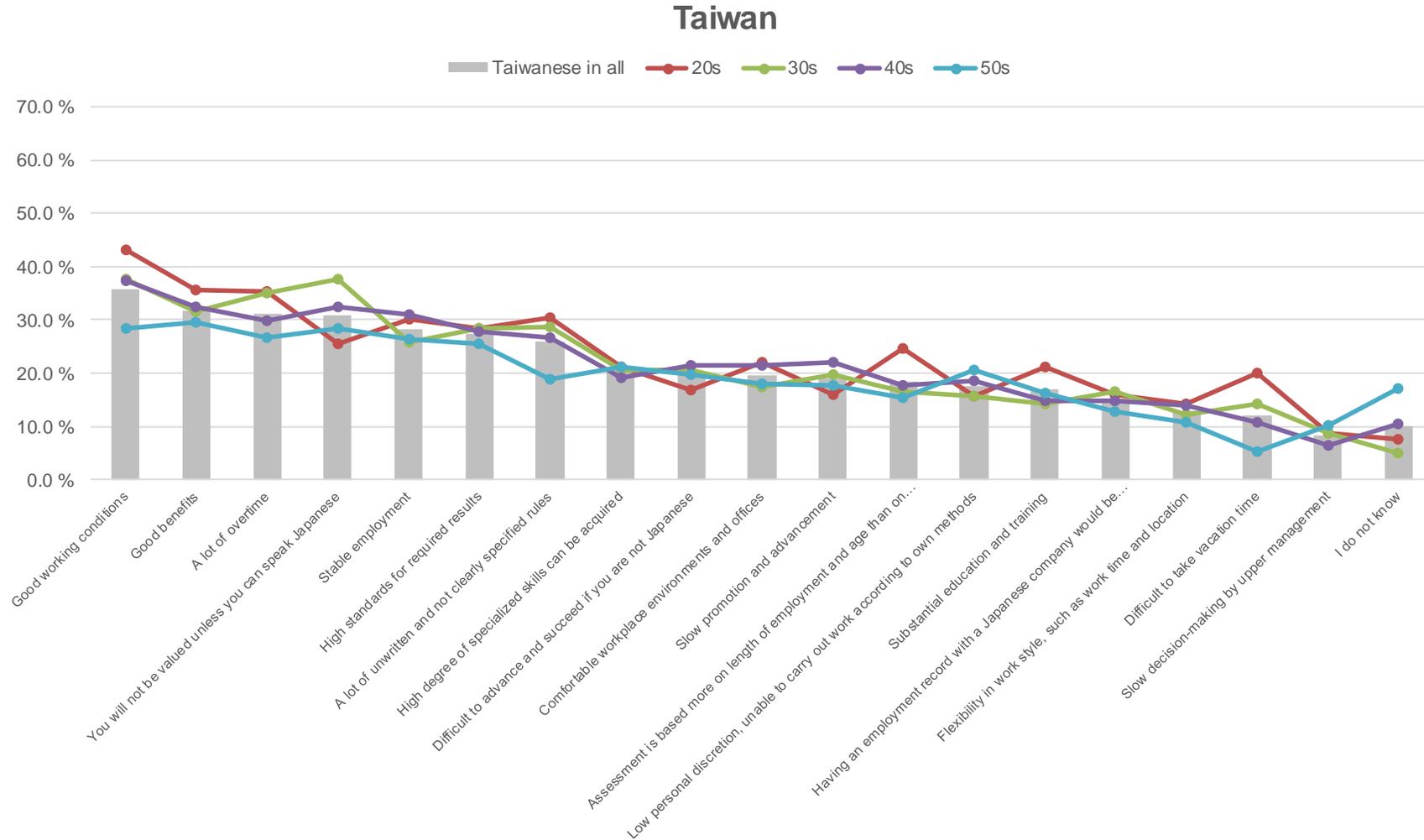


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)



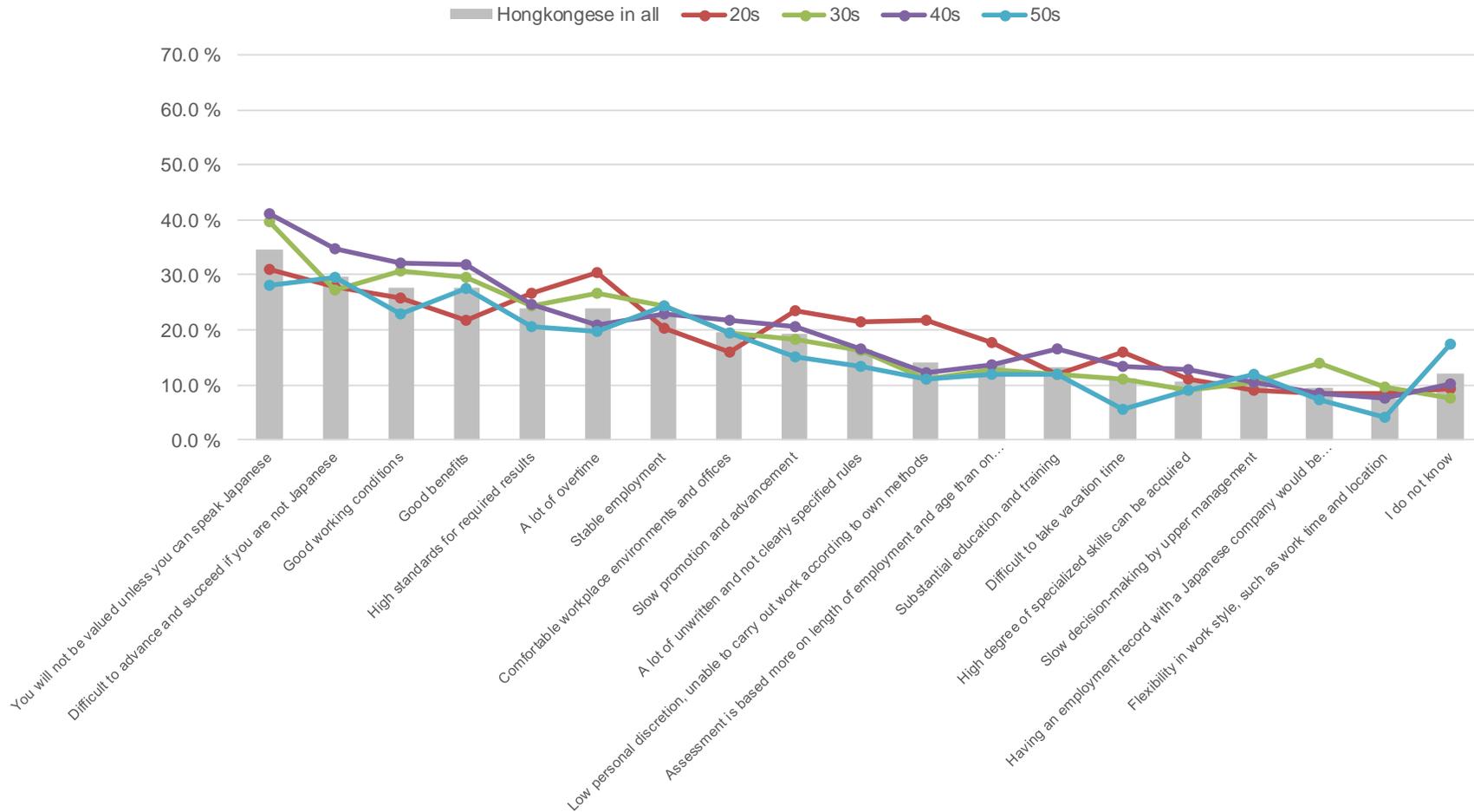
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2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)

Hong Kong

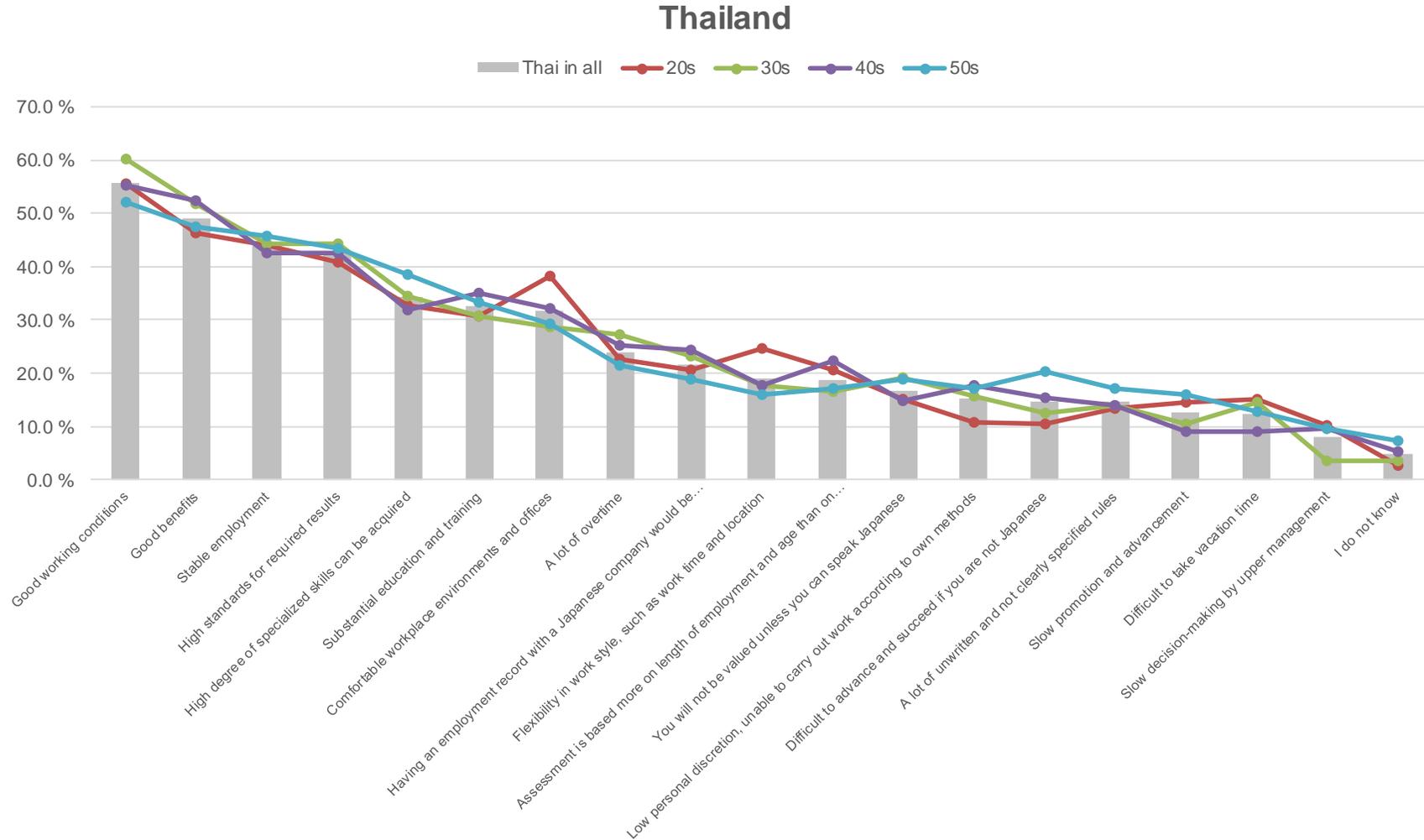


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)

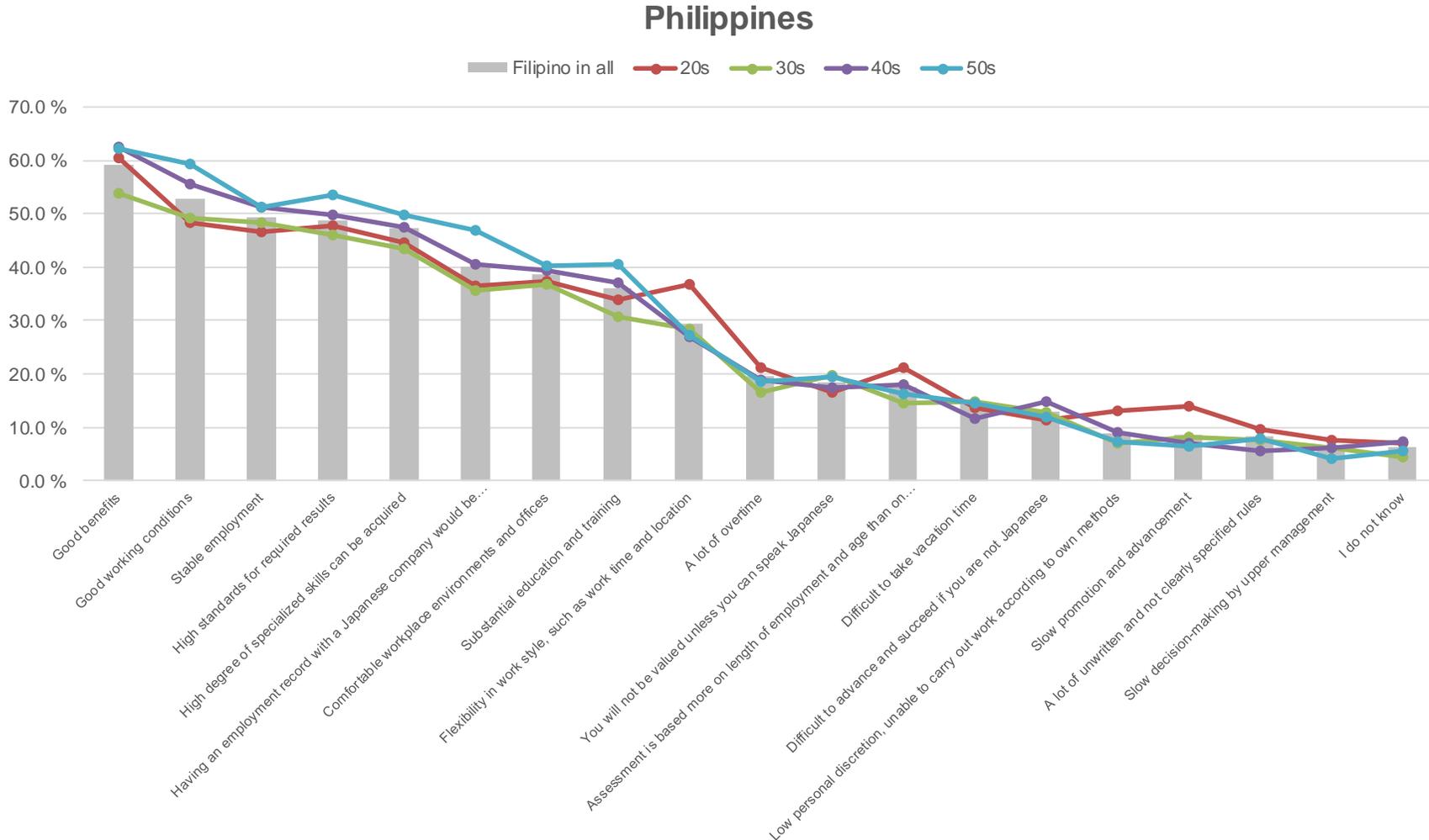


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

*We used the Japanese data by extracting data for Tokyo, Osaka, and Aichi from another survey "Fixed point survey on employment and growth of 10,000 working people in 2019". (Conducted in February 2019)

2. Image of Japanese Companies (By Age Group)

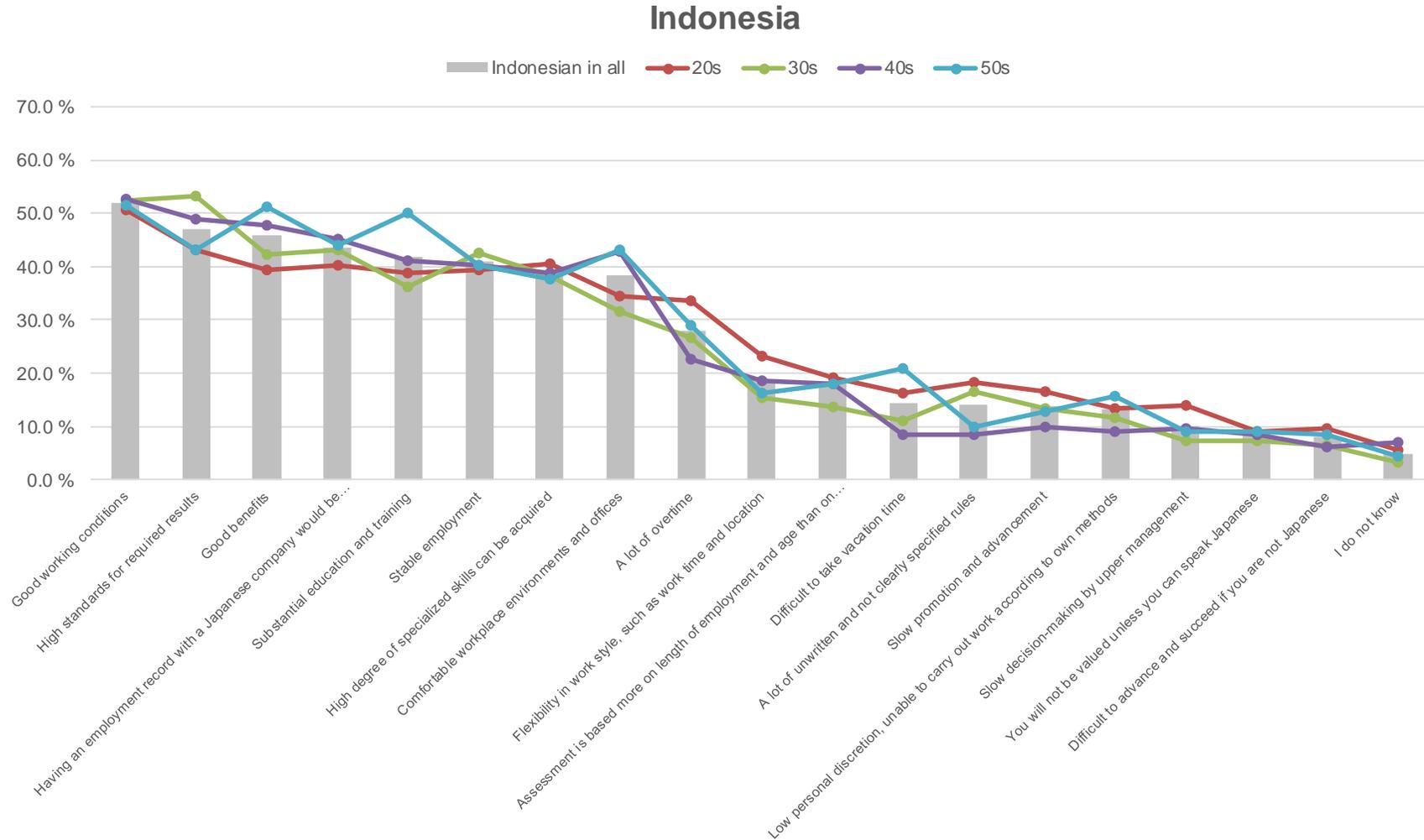
Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand
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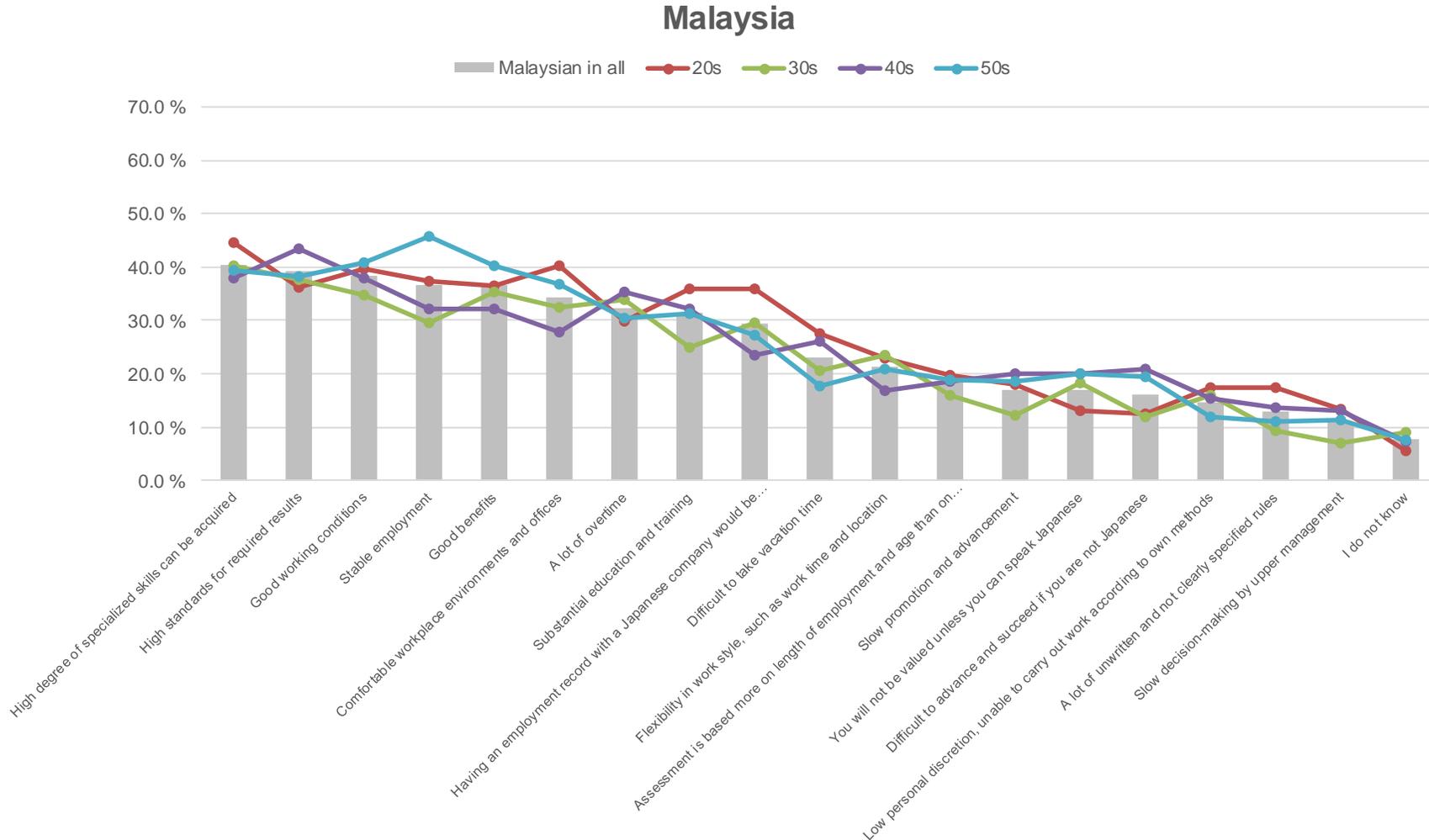


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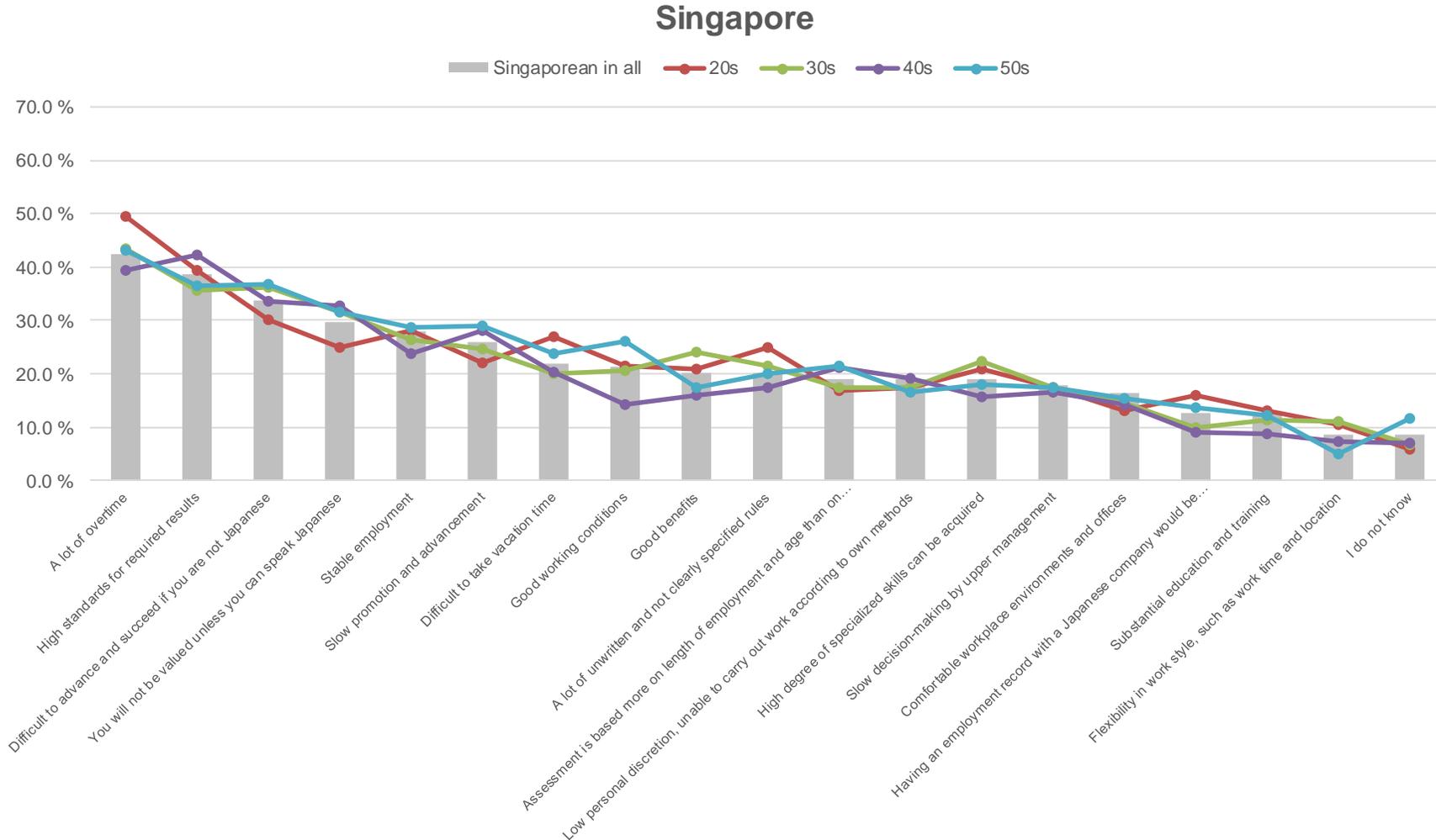


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Image of Japanese Companies (By Age Group)

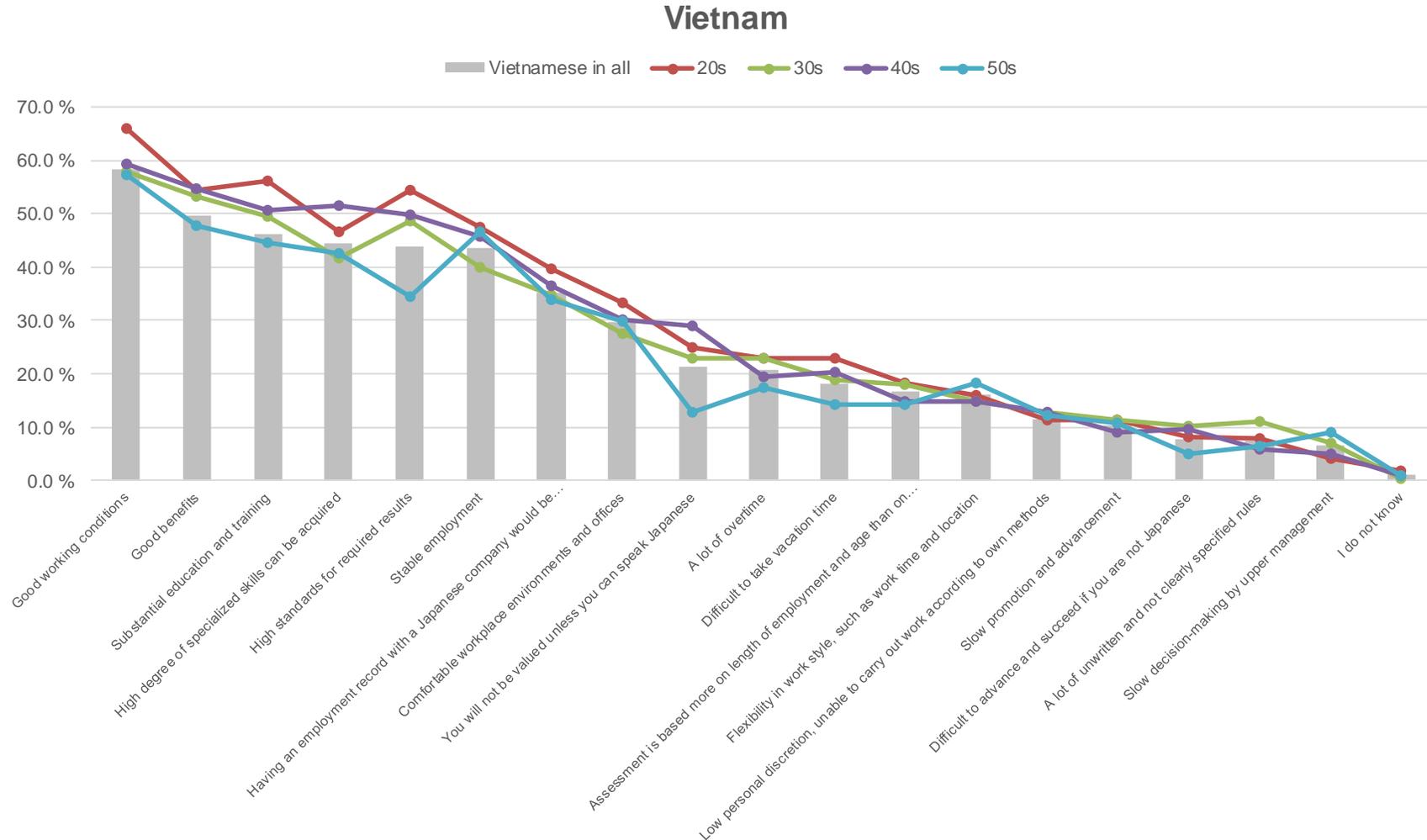
Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand
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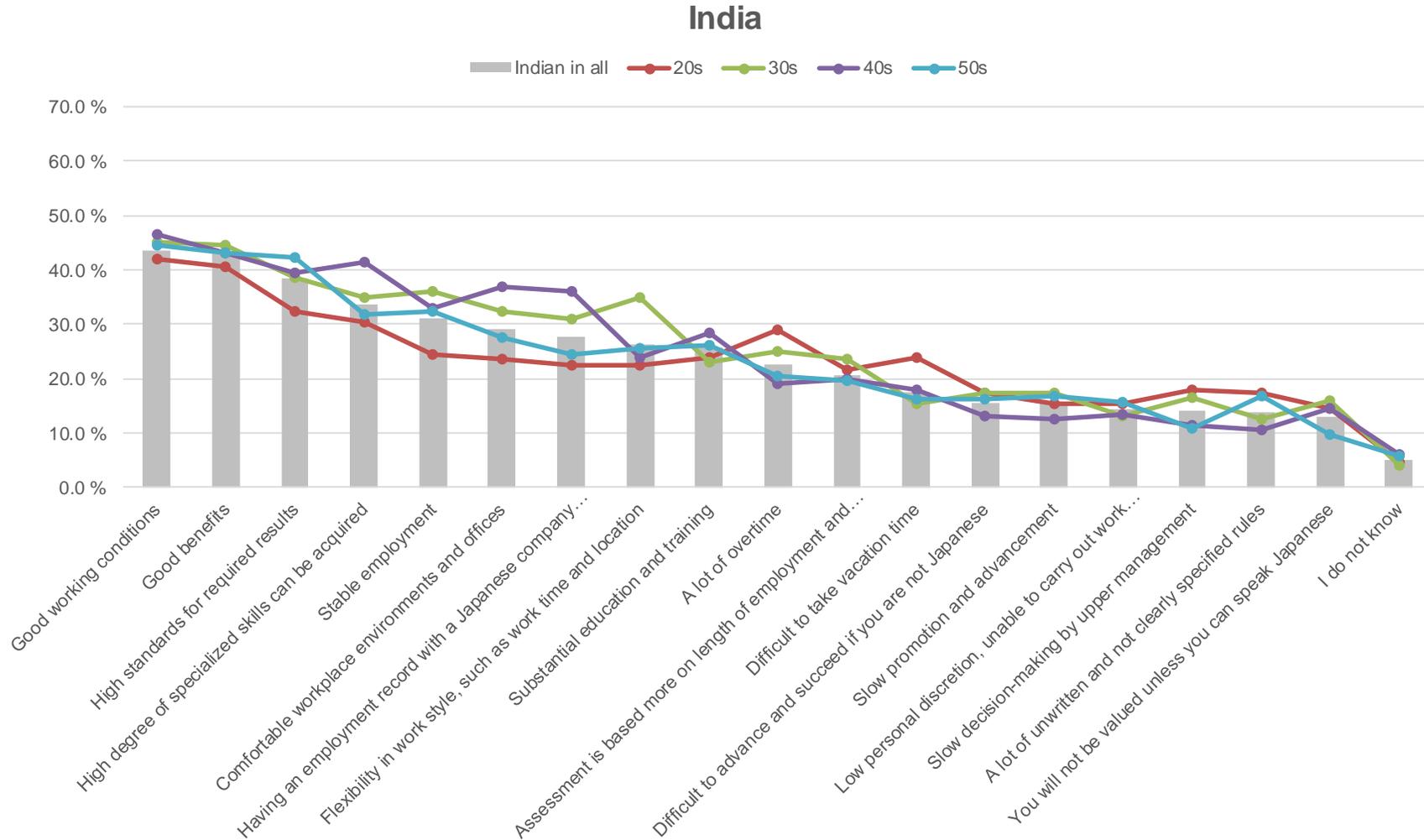


*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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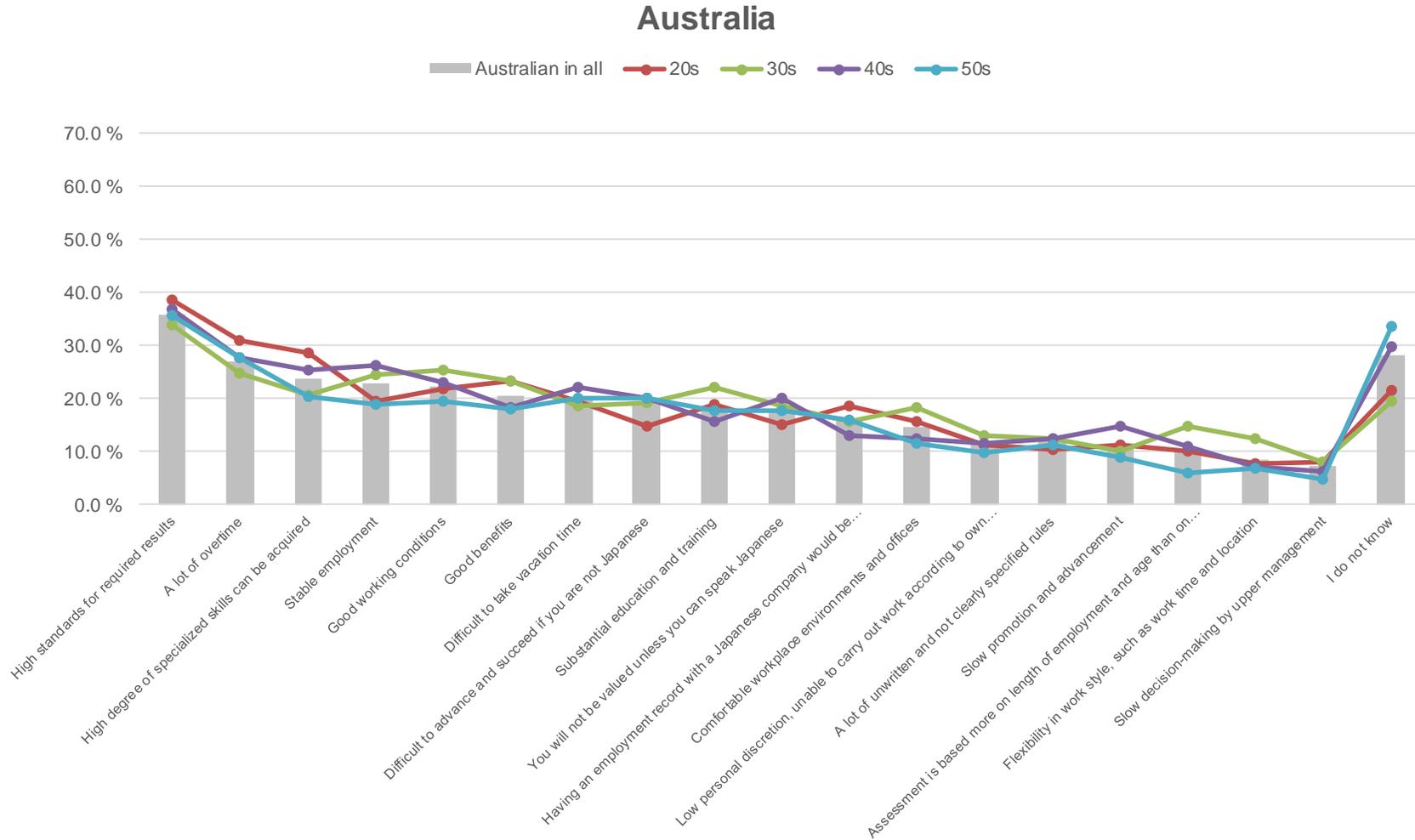


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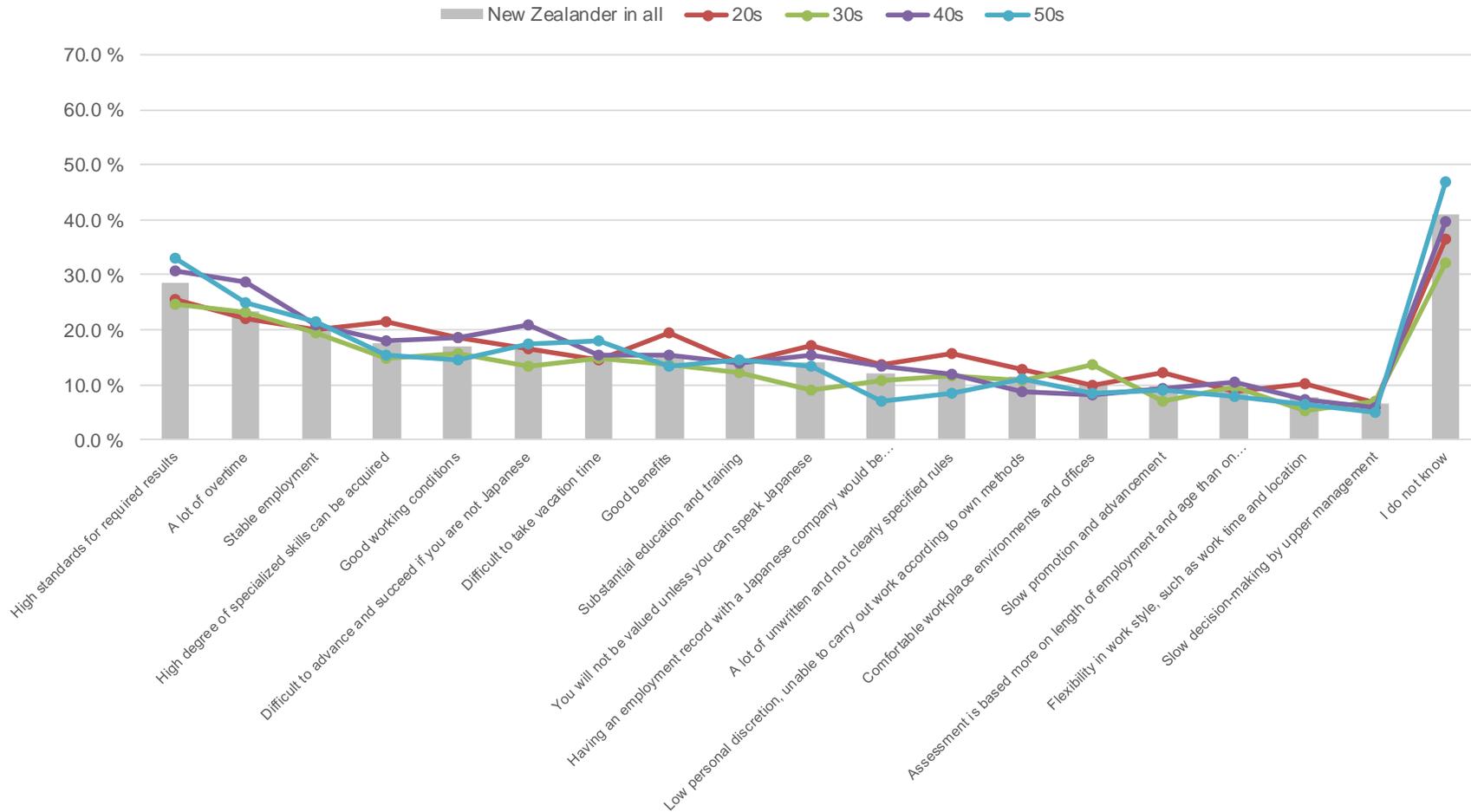
*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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2. Image of Japanese Companies (By Age Group)

Q. Select all of the items which apply to the image of Japanese companies in your country. (Multiple responses / 19 options)

New Zealand



*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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**Country
/Regions in
which
respondents
would like to
work**

“United States” is in the top 3 in almost all countries/regions, “Australia” and “UK” are also chosen in 7 countries/regions and in the top 3.

“Japan” is ranked No. 1 in Vietnam, Thailand, and Indonesia, and No.2 in Taiwan and Philippines.

In Japan, the percentage of “no regions where I would like to work (only in my own country)” is 57%, which stands out.

- “United States” is popular, ranked No.1 in 7 countries/regions, in the top 3 in all countries/regions except for Hong Kong and Malaysia. “UK” is ranked No.1 in Hong Kong and Australia, No.2 in Malaysia and New Zealand, No.3 in Japan, Thailand, Indonesia, and Singapore. “Australia” is ranked No.1 in Malaysia and New Zealand, No.2 in Japan, Singapore, and India, and No.3 in Korea and Philippines. “Singapore” is in the top 3 in China, Hong Kong, Malaysia, Vietnam, and India. English-speaking countries are popular.
- “Japan” is chosen by about 60% of the respondents in Thailand, Philippines, Indonesia, and Vietnam and about 40% in Taiwan and Malaysia.
There is a great difference between age groups in Vietnam, Taiwan, Malaysia, Australia, Singapore, and China. A high percentage is observed in 50s in Vietnam and 30s in Taiwan. Japan is not in the top 5 in Singapore or the 2 countries in Oceania.
- The percentage of “no regions where I would like to work (work only my country)” is as high as 57% in Japan, showing a marked inward-looking trend, followed by China, Australia and New Zealand with around 25%.

3. Countries/Regions in Which Respondents Would Like to Work

Q32. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 23 options)

▼ “Which countries or regions would you like to work in?”

		Countries/Regions in which respondents would like to work																						
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	New Zealand	Other Asia region country	United States	England	France	Germany	Other Europe country	Middle East	Other	I do not want to work in any other countries (I only want to work in my own country)
		1st place by country																						
		2nd place by country																						
		3rd place by country																						
		(%)																						
Country of residence	Japan	-	3.2	3.5	8.3	5.9	6.4	3.3	3.4	5.6	11.1	4.8	3.0	16.3	9.0	1.6	24.2	15.3	12.7	14.2	9.6	2.1	3.6	57.0
	China	20.2	-	8.4	8.4	22.0	5.1	1.8	1.3	4.3	21.7	2.2	1.4	15.0	12.4	0.1	27.0	17.5	18.8	20.5	7.9	1.1	0.3	24.2
	Korea	25.8	5.3	-	5.9	16.5	4.5	2.3	2.7	3.9	24.4	10.7	1.3	31.0	22.3	0.9	52.4	29.0	23.5	33.1	15.9	1.8	1.0	9.3
	Taiwan	43.6	32.6	9.9	-	19.8	5.5	2.3	2.2	7.3	30.7	5.9	1.4	19.6	15.8	2.1	44.5	24.6	16.6	21.4	16.9	2.2	0.6	14.5
	Hong Kong	29.1	18.1	8.8	29.9	-	5.7	0.8	1.4	5.1	29.2	2.8	0.9	24.4	13.5	0.7	28.1	31.1	12.6	16.1	9.4	1.5	1.0	19.6
	Thailand	58.1	8.6	15.1	8.3	12.2	-	3.0	1.7	5.3	35.0	3.9	1.5	25.3	22.0	2.6	49.4	42.1	19.3	23.3	9.8	1.7	0.8	4.2
	Philippines	61.9	4.7	30.4	8.1	16.6	6.1	-	2.3	5.6	44.6	2.8	1.3	49.5	45.3	2.3	67.4	48.0	31.0	28.4	21.8	5.6	1.7	4.1
	Indonesia	57.8	5.9	21.9	6.5	10.0	4.5	2.2	-	11.5	39.2	3.5	1.4	30.0	16.0	2.1	43.9	39.7	18.6	32.3	13.8	7.9	1.3	4.0
	Malaysia	38.7	11.5	22.0	11.2	10.7	8.6	3.0	6.9	-	41.9	3.9	1.9	47.9	33.5	3.3	38.3	45.9	17.7	26.6	15.3	9.0	0.9	6.3
	Singapore	20.3	12.4	10.9	16.0	12.3	8.4	3.0	4.3	8.8	-	4.5	2.1	38.1	27.6	2.7	38.3	32.0	12.1	23.0	11.2	3.3	1.6	14.3
	Vietnam	61.1	4.3	21.3	5.0	6.8	5.1	1.0	1.4	3.0	32.1	-	1.2	17.3	10.2	2.0	44.5	23.2	18.2	18.8	7.8	0.6	0.6	3.0
	India	33.0	6.9	5.8	3.4	15.8	8.5	6.3	4.6	12.3	38.0	3.1	-	39.2	24.1	2.3	53.1	35.3	21.3	29.3	8.3	7.5	1.5	8.1
	Australia	21.2	4.7	5.1	3.2	15.1	7.2	4.5	3.4	5.0	22.1	4.1	3.7	-	28.3	1.9	34.5	37.5	15.6	21.8	16.6	2.8	1.9	24.9
	New Zealand	15.6	4.5	4.7	1.7	11.0	5.6	4.0	2.8	4.3	18.9	3.6	2.5	42.0	-	3.0	32.7	39.7	16.3	17.7	17.2	5.3	3.9	25.7

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3. Countries/Regions in Which Respondents Would Like to Work (Top 5 in Each Country)

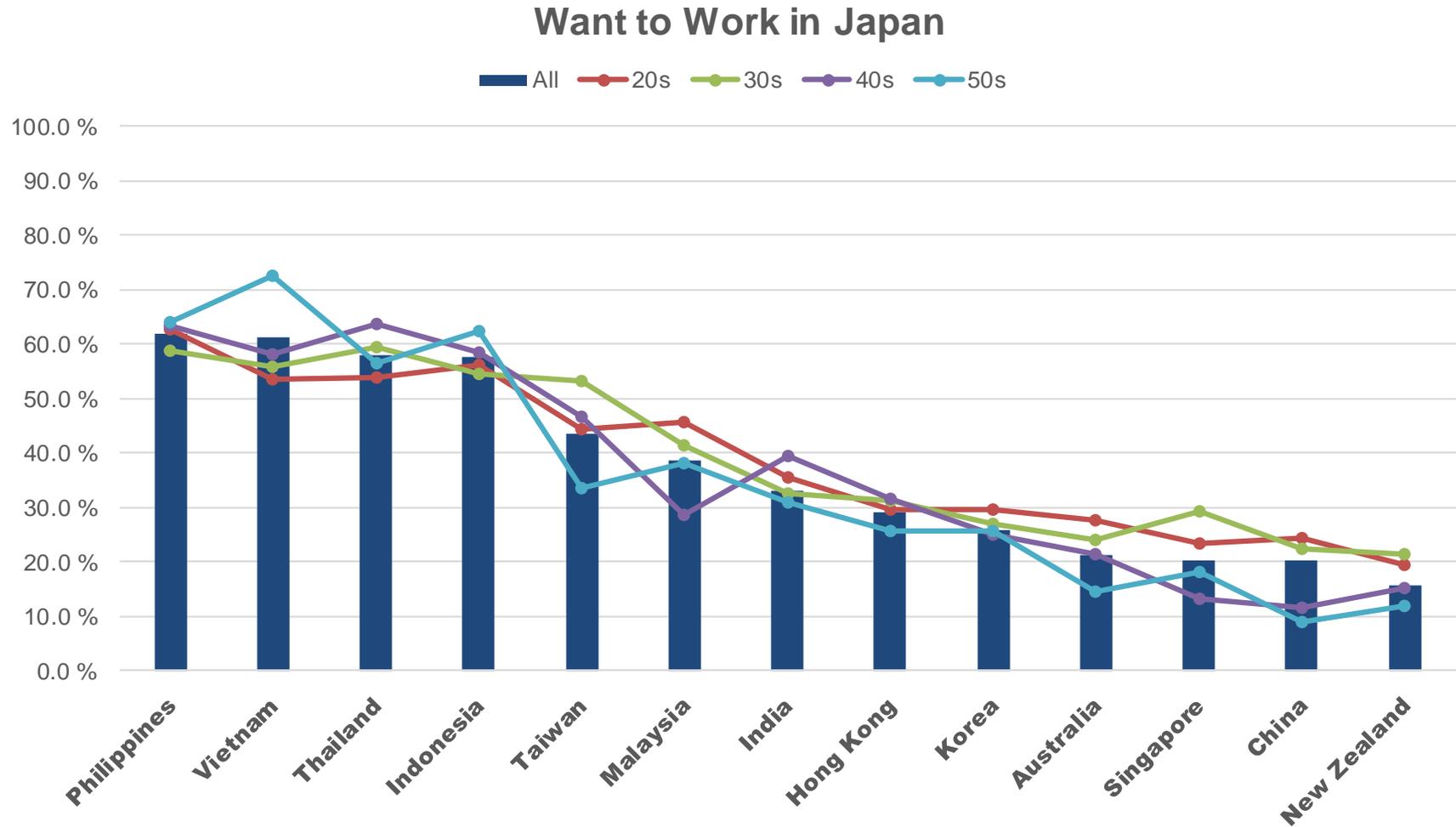
Q32. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 23 options)

		Countries/Regions in which respondents would like to work									
		1st place		2nd place		3rd place		4th place		5th place	
Country of residence	(%)										
	Japan	United States	24.2	Australia	16.3	England	15.3	Germany	14.2	France	12.7
	China	United States	27.0	Hong Kong	22.0	Singapore	21.7	Germany	20.5	Japan	20.2
	Korea	United States	52.4	Germany	33.1	Australia	31.0	England	29.0	Japan	25.8
	Taiwan	United States	44.5	Japan	43.6	China	32.6	Singapore	30.7	England	24.6
	Hong Kong	England	31.1	Taiwan	29.9	Singapore	29.2	Japan	29.1	United States	28.1
	Thailand	Japan	58.1	United States	49.4	England	42.1	Singapore	35.0	Australia	25.3
	Philippines	United States	67.4	Japan	61.9	Australia	49.5	England	48.0	New Zealand	45.3
	Indonesia	Japan	57.8	United States	43.9	England	39.7	Singapore	39.2	Germany	32.3
	Malaysia	Australia	47.9	England	45.9	Singapore	41.9	Japan	38.7	United States	38.3
	Singapore	United States	38.3	Australia	38.1	England	32.0	New Zealand	27.6	Germany	23.0
	Vietnam	Japan	61.1	United States	44.5	Singapore	32.1	England	23.2	Korea	21.3
	India	United States	53.1	Australia	39.2	Singapore	38.0	England	35.3	Japan	33.0
	Australia	England	37.5	United States	34.5	New Zealand	28.3	Singapore	22.1	Germany	21.8
New Zealand	Australia	42.0	England	39.7	United States	32.7	Singapore	18.9	Germany	17.7	

*Subject area: China (Beijing, Shanghai, Guangzhou), Korea (Seoul), Taiwan (Taipei), Hong Kong, Thailand (Bangkok), Philippines (Metro Manila), Indonesia (Jakarta), Malaysia (Kuala Lumpur), Singapore, Vietnam (Hanoi, Ho Chi Minh City), India (Delhi, Mumbai), Australia (Sydney, Melbourne), New Zealand

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3. Countries/Regions in Which Respondents Would Like to Work (Japan)



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