



PERSOL

PERSOL RESEARCH
AND CONSULTING Co.

March 2019

APAC Labor Market Status Survey

2018

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>> Overview of the Survey Report

Survey Method	Online questionnaire survey targeting individuals
Survey Target Countries	<p>14 APAC countries/regions</p> <p>East Asia: Japan, China (Shanghai), Korea, Taiwan, Hong Kong</p> <p>Southeast Asia: Thailand, Philippines, Indonesia, Malaysia, Singapore, Vietnam</p> <p>South Asia: India</p> <p>Oceania: Australia, New Zealand</p> <p>*For all countries other than China, the survey was conducted nationwide.</p> <p>*For Japan, a survey on employment and development among 10,000 working people was conducted separately in 2018. (Conducted in February 2018/Internet survey)</p>
Number of Samples	[Number of Samples] Japan: 6,466; Countries/regions other than Japan: 7,749
Subject Requirements	<ul style="list-style-type: none"> • Men and women aged 20 to 69 years • Persons who are employed White collar group (refer to p.10 : Indirect, Clerical work, Sales, Data processing, communication technology, Product development, research, Specialist, engineering) • Resident of the target country/region for 3 years or longer
Main Survey Items	<ul style="list-style-type: none"> • Demographic • Working style • Work-related values • Re-employment situation • Growth through working • Desire to work overseas/in certain regions, etc.
Survey Period	From January 26 to March 15, 2018

>> Survey Subjects

			Monitor Attributes				Information for Each Country					
			Male	Female	Respondents	Total Population	Fixed	Mobile				
			(%)	(%)	Average Age	(10,000 people)	Broadband	Telephone				
			(%)	(%)	(Age)		Diffusion Rate	Diffusion Rate				
							(%)	(%)				
			20s	30s	40s	50s - 60s						
East Asia	Japan	(6466)	13.3	21.3	26.3	39.1	56.5	43.5	45.3	12,659	30.5%	125.1%
	China	(727)	29.2	22.1	17.5	31.2	48.4	51.6	39.9	137,600	18.6%	93.2%
	Korea	(624)	12.3	25.0	28.0	34.6	56.6	43.4	43.5	5,150	40.2%	118.5%
	Taiwan	(570)	15.4	30.9	27.9	25.8	53.3	46.7	40.7	2,350	24.3%	127.3%
	Hong Kong	(670)	17.6	29.3	23.4	29.7	48.8	51.2	40.9	729	31.9%	228.8%
Southeast Asia	Thailand	(505)	19.4	25.1	26.7	28.7	51.1	48.9	40.6	6,572	9.2%	125.8%
	Philippines	(573)	32.5	25.1	19.9	22.5	46.9	53.1	37.5	10,098	3.4%	118.1%
	Indonesia	(553)	20.6	30.2	24.8	24.4	60.2	39.8	39.4	25,500	1.1%	132.3%
	Malaysia	(602)	32.7	24.8	21.3	21.3	49.3	50.7	37.6	3,119	9.0%	143.9%
	Singapore	(580)	16.4	24.7	24.7	34.3	49.8	50.2	42.6	561	26.5%	146.1%
	Vietnam	(703)	20.6	26.9	25.6	26.9	52.5	47.5	40.1	9,270	8.1%	130.6%
South Asia	India	(670)	24.8	30.0	23.7	21.5	75.2	24.8	38.8	121,057	1.3%	78.8%
Oceania	New Zealand	(469)	17.9	25.8	23.2	33.0	51.8	48.2	42.5	469	31.5%	121.8%
	Australia	(503)	23.3	25.0	26.2	25.4	65.2	34.8	40.6	2,413	27.9%	132.8%

Fixed broadband diffusion rate/mobile telephone diffusion rate
Source: ITU World Telecommunication/ICT Indicators Database, 2016

Respondent Attributes

By age group (sample number and percentage)

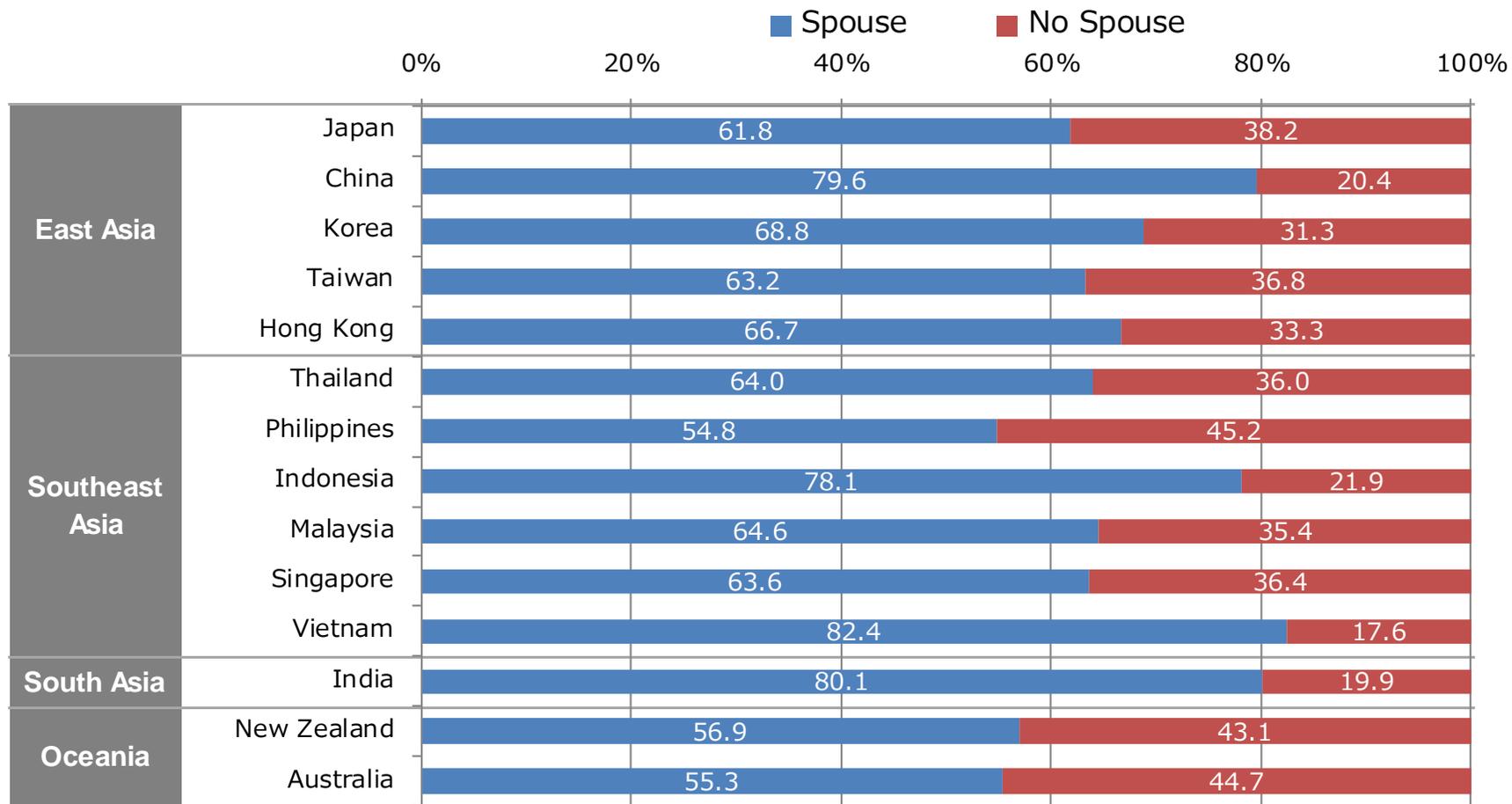
			Monitor Attributes											
			20s	30s	40s	50s – 60s	20s	30s	40s	50s – 60s				
			(ss)	(ss)	(ss)	(ss)	(%)	(%)	(%)	(%)				
East Asia	Japan	(6466)	13.3	21.3	26.3	39.1	862	1,375	1,703	2,526	13.3	21.3	26.3	39.1
	China	(727)	29.2	22.1	17.5	31.2	212	161	127	227	29.2	22.1	17.5	31.2
	Korea	(624)	12.3	25.0	28.0	34.6	77	156	175	216	12.3	25.0	28.0	34.6
	Taiwan	(570)	15.4	30.9	27.9	25.8	88	176	159	147	15.4	30.9	27.9	25.8
	Hong Kong	(670)	17.6	29.3	23.4	29.7	118	196	157	199	17.6	29.3	23.4	29.7
Southeast Asia	Thailand	(505)	19.4	25.1	26.7	28.7	98	127	135	145	19.4	25.1	26.7	28.7
	Philippines	(573)	32.5	25.1	19.9	22.5	186	144	114	129	32.5	25.1	19.9	22.5
	Indonesia	(553)	20.6	30.2	24.8	24.4	114	167	137	135	20.6	30.2	24.8	24.4
	Malaysia	(602)	32.7	24.8	21.3	21.3	197	149	128	128	32.7	24.8	21.3	21.3
	Singapore	(580)	16.4	24.7	24.7	34.3	95	143	143	199	16.4	24.7	24.7	34.3
	Vietnam	(703)	20.6	26.9	25.6	26.9	145	189	180	189	20.6	26.9	25.6	26.9
South Asia	India	(670)	24.8	30.0	23.7	21.5	166	201	159	144	24.8	30.0	23.7	21.5
Oceania	New Zealand	(469)	17.9	25.8	23.2	33.0	84	121	109	155	17.9	25.8	23.2	33.0
	Australia	(503)	23.3	25.0	26.2	25.4	117	126	132	128	23.3	25.0	26.2	25.4

Family members

(%)

		TOTAL	Spouse	Children	Parent(s)	Siblings	Grandparent(s)	Parent(s)-in-law	Grandchildren	Other	No family members live with me
East Asia	Japan	6,466	58.8	40.4	22.1	6.3	1.4	1.3	0.7	1.7	19.7
	China	727	77.2	59.8	27.9	2.1	0.6	0.4	2.9	0.7	3.3
	Korea	624	64.1	57.2	27.4	11.1	0.3	0.3	0.6	1.0	10.1
	Taiwan	570	58.4	50.7	41.8	26.0	2.5	3.0	1.6	5.3	6.1
	Hong Kong	670	61.9	47.0	37.5	20.1	1.2	1.3	0.6	3.3	3.3
Southeast Asia	Thailand	505	55.4	48.9	43.6	25.9	5.3	4.2	16.2	4.8	7.5
	Philippines	573	47.3	55.5	41.5	38.9	3.7	4.4	4.7	13.8	6.8
	Indonesia	553	71.6	63.3	37.1	22.8	1.8	4.2	4.5	4.9	2.4
	Malaysia	602	58.1	55.5	36.7	25.1	3.3	1.8	3.8	3.7	7.5
	Singapore	580	57.8	50.2	33.4	20.5	2.4	1.9	1.4	4.3	8.1
	Vietnam	703	75.7	74.5	39.3	23.6	5.0	6.0	16.1	1.6	1.0
South Asia	India	670	70.4	69.3	56.0	19.0	7.0	6.6	4.2	4.5	1.5
Oceania	New Zealand	469	54.2	45.6	11.1	7.2	0.4	1.5	2.3	9.2	21.1
	Australia	503	50.7	42.5	13.5	8.3	0.6	0.8	1.0	5.4	23.3

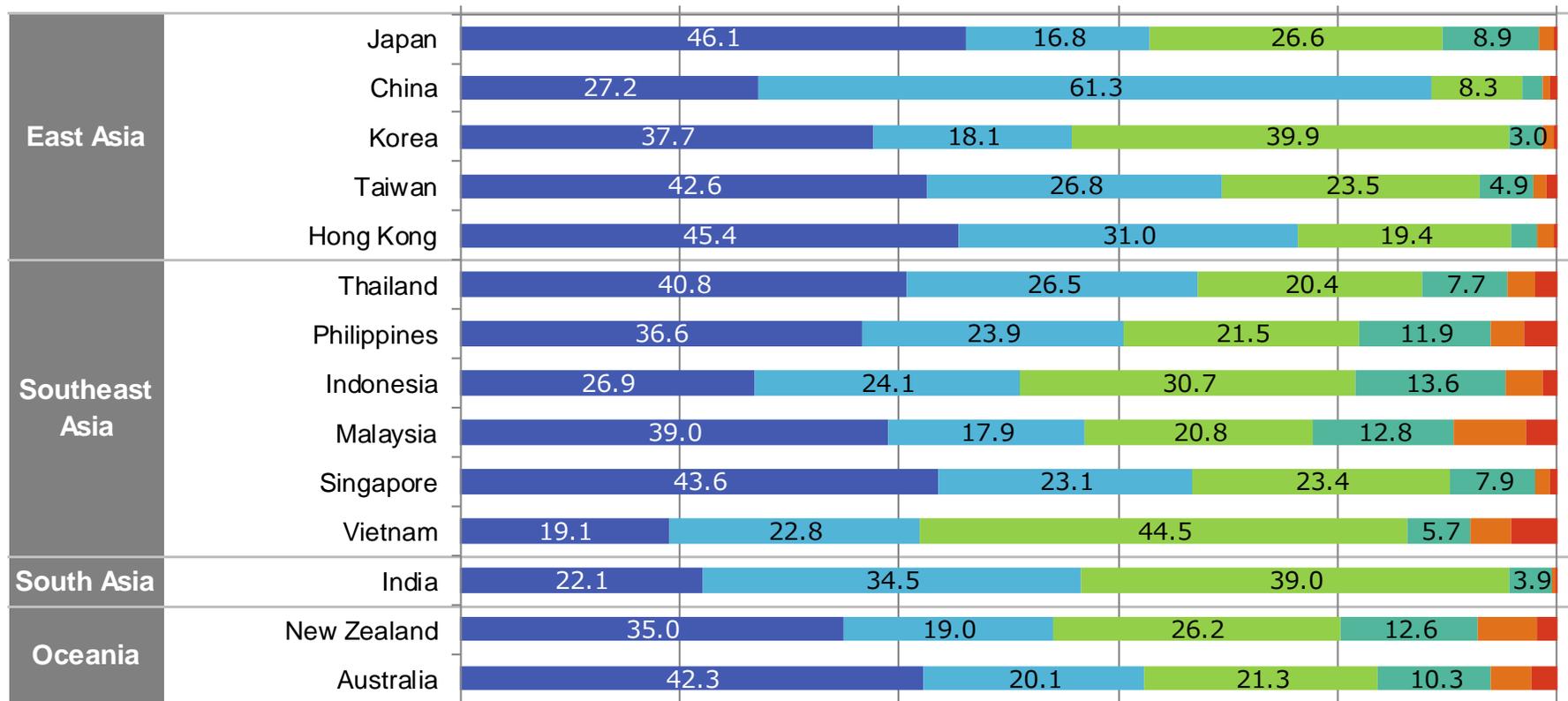
Married/Unmarried



Children/No children

■ I have no children
 ■ I have 1 child
 ■ I have 2 children
■ I have 3 children
 ■ I have 4 children
 ■ I have 5 or more children

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



Current Employment Occupation

▼Occupation percentage (%)

30 pts or higher

20 pts or higher but less than 30 pts

(%)	Country	Overall	Indirect	Clerical work	Sales	Data processing, communication technology	Product development, research	Specialist, engineering
East Asia	Japan	6466	27.3	19.1	11.9	6.8	4.0	30.9
	China	727	32.0	17.5	5.0	16.0	3.9	25.7
	Korea	624	31.6	27.4	6.7	6.6	7.7	20.0
	Taiwan	570	25.8	21.8	10.4	16.5	6.8	18.8
	Hong Kong	670	40.3	22.1	9.0	9.9	4.5	14.3
Southeast Asia	Thailand	505	24.2	21.6	21.8	11.9	4.8	15.8
	Philippines	573	24.4	19.5	17.5	19.2	4.4	15.0
	Indonesia	553	43.9	7.6	16.5	11.9	5.4	14.6
	Malaysia	602	29.1	16.1	13.3	12.5	7.6	21.4
	Singapore	580	24.5	21.7	14.5	10.7	5.5	23.1
	Vietnam	703	24.2	25.5	15.8	5.0	2.4	27.2
South Asia	India	670	27.2	10.3	8.5	26.9	9.4	17.8
Oceania	New Zealand	469	20.0	16.0	11.5	12.6	5.3	34.5
	Australia	503	13.7	26.4	16.5	12.9	4.4	26.0

Current Employment Industry

10% or higher but less than 15%

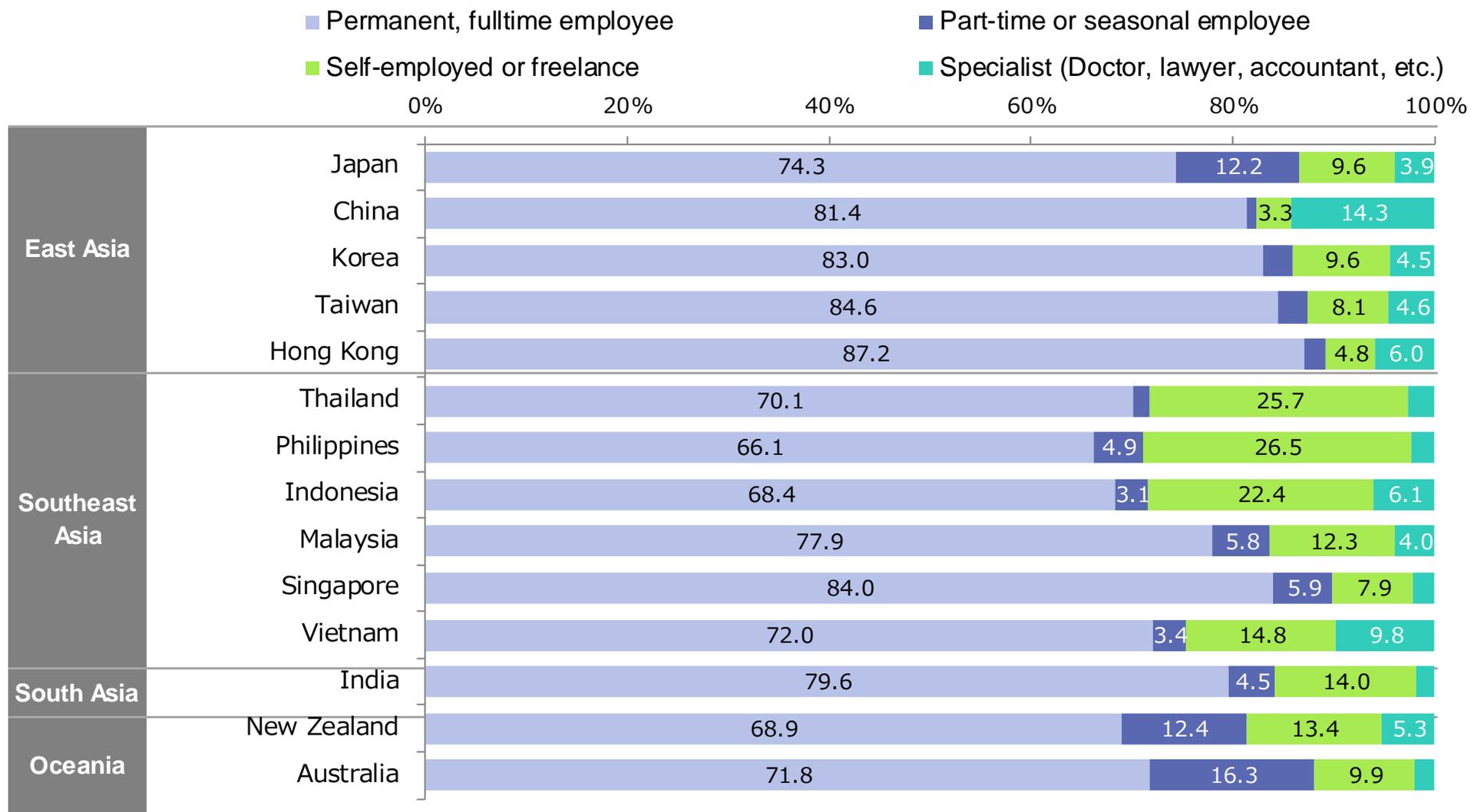
15% or higher

	Country	Overall	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	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	None of the above
(%)																						
East Asia	Japan	6466	0.3	0.1	0.2	7.9	13.2	1.5	5.8	2.2	8.2	6.1	3.6	2.4	1.0	0.8	8.8	14.6	0.3	9.3	6.6	6.9
	China	727	1.5	0.1	0.7	7.3	24.6	2.6	6.7	2.8	8.1	8.3	3.4	4.3	1.7	1.5	9.4	4.0	0.7	2.6	3.7	6.1
	Korea	624	0.5	0.3	0.0	9.6	17.6	2.2	9.6	1.3	6.7	4.6	3.0	5.1	1.1	1.1	10.3	8.7	0.2	8.3	4.3	5.3
	Taiwan	570	0.5	0.5	0.4	5.6	14.6	1.4	16.1	0.9	3.7	4.9	1.8	5.8	2.1	2.6	9.1	7.5	0.9	7.9	6.7	7.0
	Hong Kong	670	0.9	0.3	0.9	8.2	9.1	0.3	9.0	3.3	8.8	6.7	2.2	2.5	2.2	2.7	13.9	7.3	0.6	5.4	3.7	11.9
Southeast Asia	Thailand	505	3.6	0.2	0.8	6.5	7.3	3.0	5.9	1.6	17.8	3.4	1.0	1.4	3.0	1.0	8.7	3.4	0.0	10.3	10.3	10.9
	Philippines	573	1.4	0.3	0.5	6.3	5.4	1.9	15.7	1.6	11.5	5.6	4.2	2.4	2.3	0.0	8.0	2.8	0.2	14.8	5.8	9.2
	Indonesia	553	3.3	0.4	1.4	6.7	9.0	2.4	7.2	2.9	13.4	8.0	1.8	2.2	2.5	1.1	13.0	4.3	0.0	4.5	6.0	9.9
	Malaysia	602	1.7	0.5	1.2	8.0	11.6	1.8	10.8	2.0	6.8	7.3	2.2	4.0	3.3	0.8	11.0	3.7	0.2	9.0	4.7	9.6
	Singapore	580	1.2	1.4	1.6	6.6	11.9	1.9	12.2	3.4	10.5	6.6	2.2	6.0	2.2	0.3	8.6	2.6	0.5	7.9	4.1	8.1
	Vietnam	703	6.4	0.4	1.8	8.8	11.9	2.4	7.4	1.3	9.5	7.8	1.6	3.4	1.8	2.4	8.4	5.5	0.6	3.6	2.8	11.9
South Asia	India	670	1.2	0.1	0.9	4.9	11.9	2.2	28.1	0.9	5.4	8.4	0.6	2.1	1.0	0.1	12.7	3.1	0.4	5.5	2.2	8.1
Oceania	New Zealand	469	3.4	0.2	0.4	7.2	4.5	0.9	12.8	2.6	7.5	5.8	1.7	4.3	1.1	1.1	13.4	11.5	0.2	8.3	6.4	6.8
	Australia	503	1.6	0.4	0.4	7.6	4.4	2.0	10.7	1.0	9.5	8.2	3.2	5.2	2.0	0.2	6.8	7.8	0.6	7.4	8.2	13.1

1. Employment Situation

Employment type

▼Employment type percentage (%)



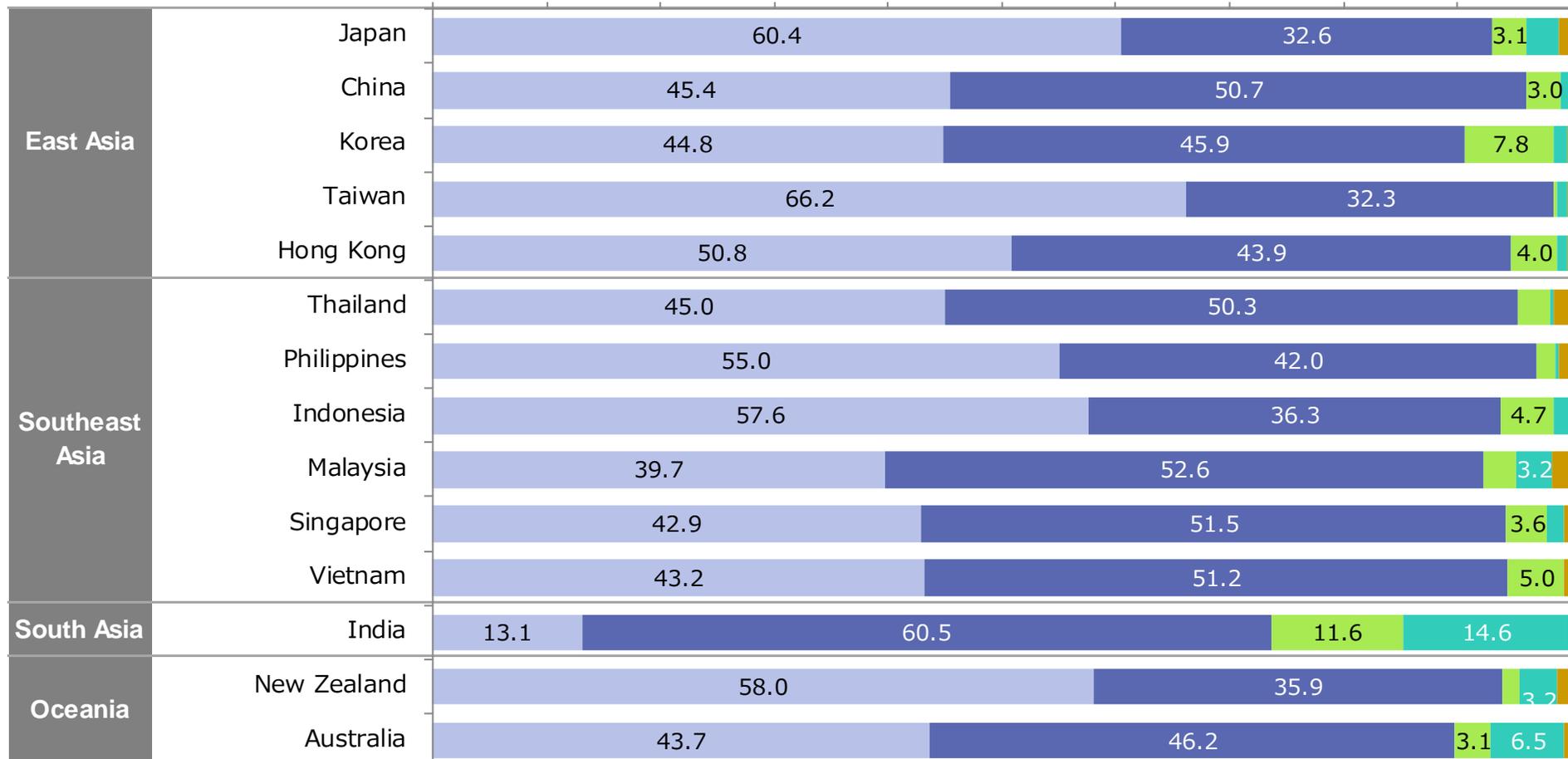
Current Position

▼Position percentage (%)

Base | Permanent/fulltime employee; Civil servant; Non-government/non-business organization employee

- Non-managerial employee / staff
- Managerial employee / staff
- Board of Director or equivalent
- CEO, president, or equivalent
- Other

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



Current Position | By Men/Women

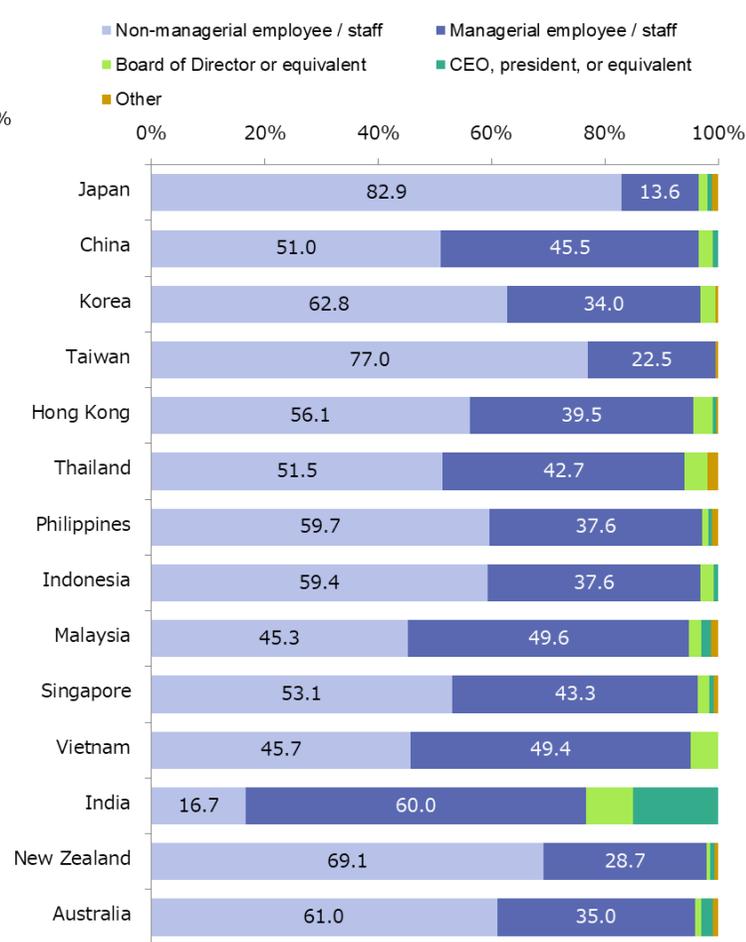
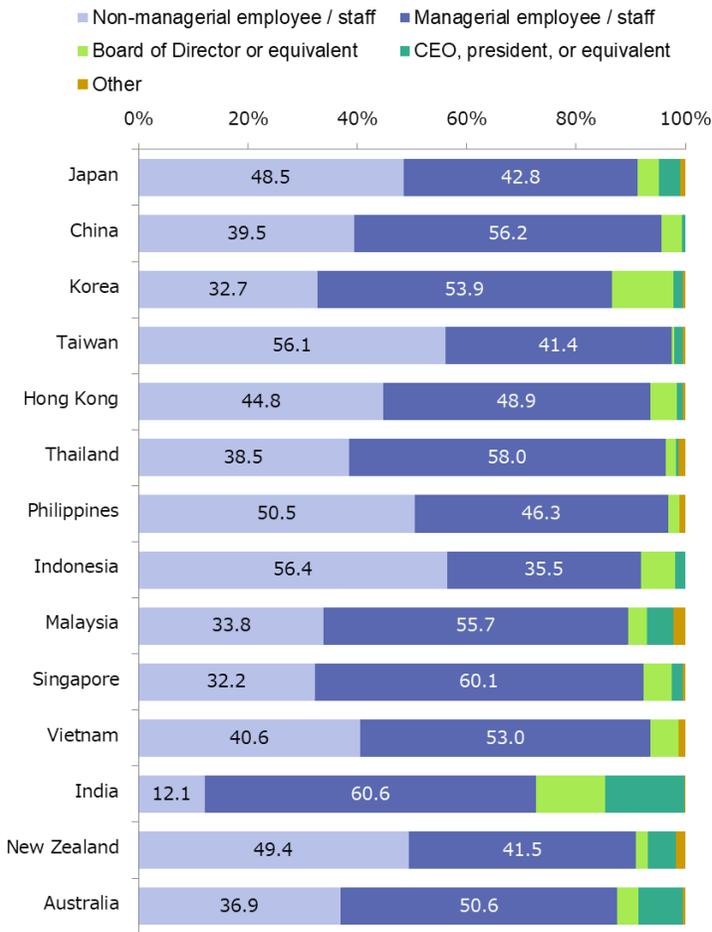
▼ Position percentage | By Men/Women (%)

Base | Permanent/fulltime employee;
Civil servant; Non-government/non-
business organization employee

Male

Female

Managerial Position Ratio: Difference between Men and Women



(pt)
Percentage of managerial employee / staff
The difference between male and female
(Male - Female)

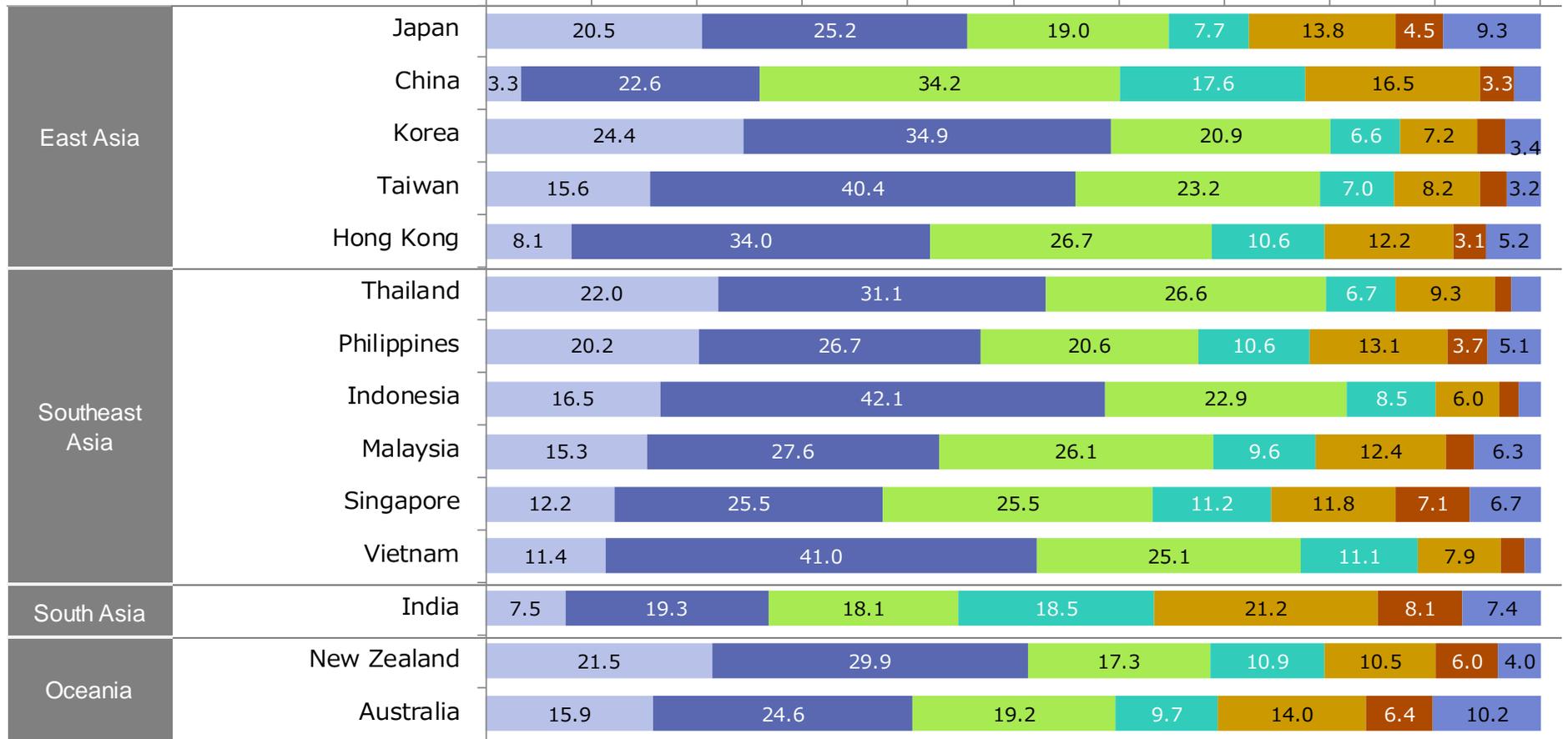
Japan	29.2
China	10.7
Korea	19.9
Taiwan	18.9
Hong Kong	9.4
Thailand	15.3
Philippines	8.7
Indonesia	-2.1
Malaysia	6.1
Singapore	16.8
Vietnam	3.6
India	0.6
New Zealand	12.8
Australia	15.6

Number of Employees at Current Place of Employment

▼Number of Employees at Current Place of Employment (%)

■ Less than 10
 ■ 10 to 99
 ■ 100 to 499
 ■ 500 to 999
 ■ 1,000 to 4,999
 ■ 5,000 to 9,999
 ■ 10,000 or more

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



Number of Years Company of Employment Has Been Established

▼Number of Years Company of Employment Has Been Established (Years)

Company age		
	Country	Average Company Age (Years)
East Asia	Japan	12.2
	China	9.8
	Korea	9.5
	Taiwan	10.1
	Hong Kong	10.5
Southeast Asia	Thailand	9.6
	Philippines	8.9
	Indonesia	9.4
	Malaysia	9.2
	Singapore	9.4
	Vietnam	8.9
South Asia	India	8.6
Oceania	New Zealand	10.2
	Australia	9.8

Ranking			(Years)
1st	Japan		12.2
2nd	Hong Kong		10.5
3rd	New Zealand		10.2
4th	Taiwan		10.1
5th	China		9.8
5th	Australia		9.8
7th	Thailand		9.6
8th	Korea		9.5
9th	Indonesia		9.4
9th	Singapore		9.4
11th	Malaysia		9.2
12th	Philippines		8.9
12th	Vietnam		8.9
14th	India		8.6

Years of service

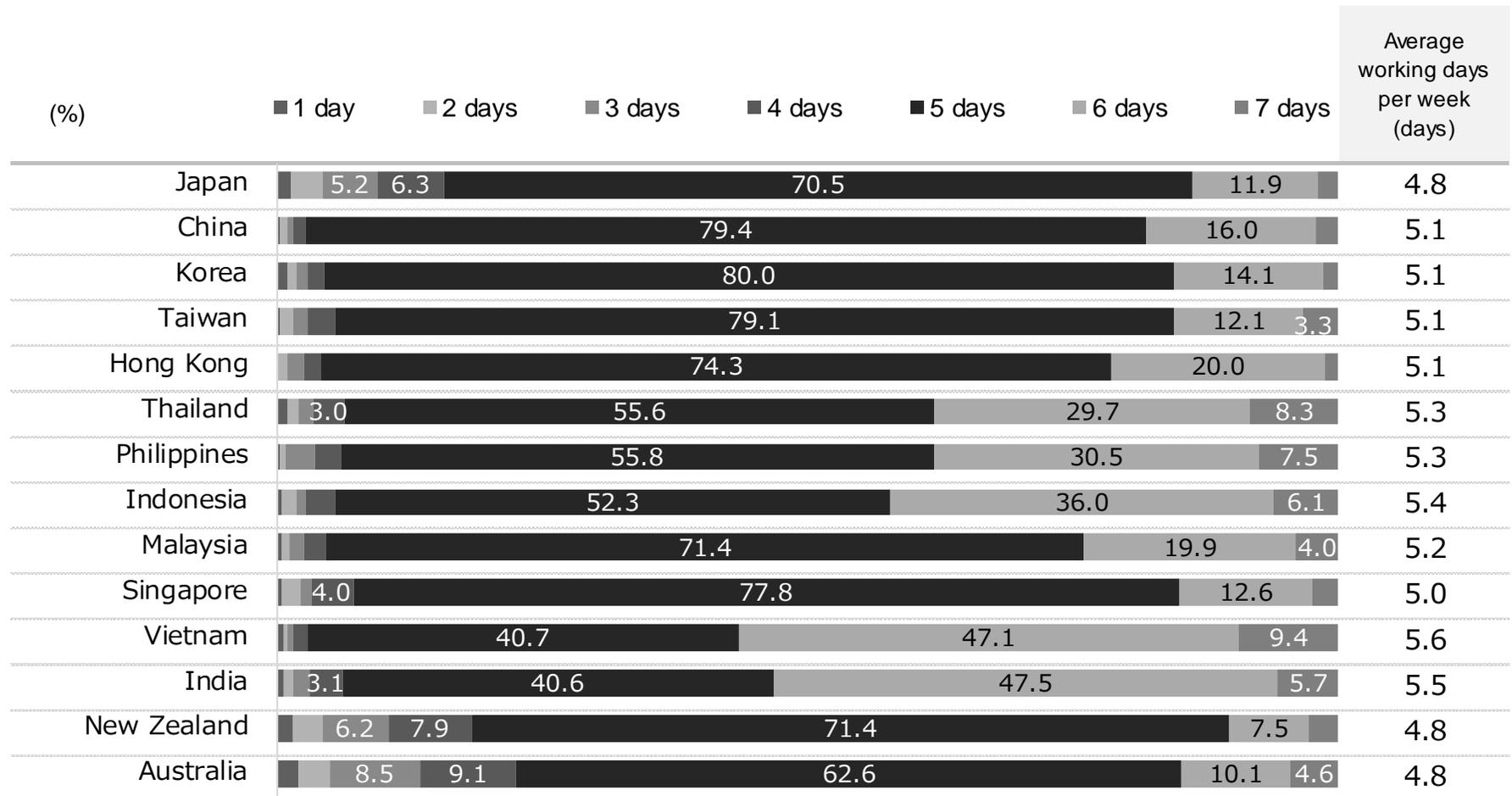
▼ Average years of service

(Years)	Country	Overall	Male	Female
East Asia	Japan	7.7	8.2	7.1
	China	7.7	7.8	7.7
	Korea	6.6	6.8	6.2
	Taiwan	6.7	6.9	6.6
	Hong Kong	6.9	7.1	6.8
Southeast Asia	Thailand	6.8	6.9	6.7
	Philippines	6.1	6.1	6.1
	Indonesia	6.7	6.9	6.5
	Malaysia	6.5	6.5	6.5
	Singapore	6.6	6.8	6.4
	Vietnam	6.8	6.7	6.9
South Asia	India	6.5	6.5	6.5
Oceania	New Zealand	6.3	6.5	6.0
	Australia	6.6	6.8	6.4

2. Working Hours

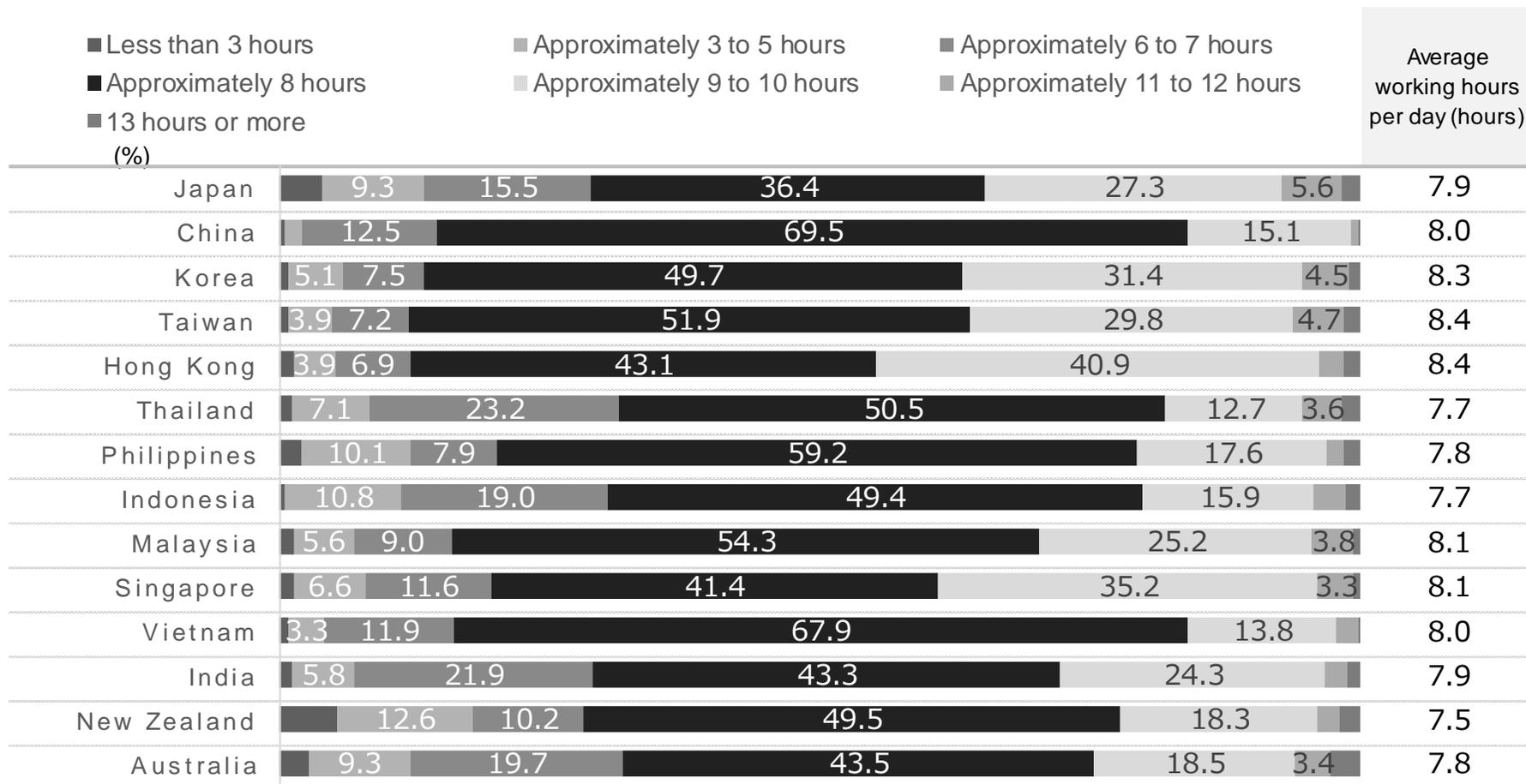
Number of Working Days Per Week

▼Number of Working Days Per Week



Number of Working Hours Per Day

▼Number of Working Hours Per Day



Number of Working Hours Per Week (fulltime workers)

▼Number of Working Hours Per Week (fulltime workers)

	(Unit: hours)	Overall		Male		Female	
		Number of Respondents	Working Hours	Number of Respondents	Working Hours	Number of Respondents	Working Hours
East Asia	Japan	(4803)	42.3	(3000)	43.7	(1803)	39.9
	China	(592)	41.4	(286)	41.9	(306)	40.9
	Korea	(518)	43.1	(299)	43.8	(219)	42.0
	Taiwan	(482)	44.0	(251)	45.3	(231)	42.6
	Hong Kong	(584)	44.4	(275)	44.9	(309)	44.0
Southeast Asia	Thailand	(354)	41.8	(177)	40.7	(177)	42.9
	Philippines	(379)	44.1	(196)	44.3	(183)	43.8
	Indonesia	(378)	42.7	(235)	43.0	(143)	42.2
	Malaysia	(469)	43.0	(231)	43.2	(238)	42.9
	Singapore	(487)	43.3	(240)	43.8	(247)	42.8
	Vietnam	(506)	44.4	(250)	44.3	(256)	44.6
South Asia	India	(533)	44.4	(411)	44.4	(122)	44.3
Oceania	New Zealand	(323)	40.7	(182)	41.6	(141)	39.6
	Australia	(361)	41.3	(258)	41.1	(103)	41.7

3. Organizational Culture

Organizational Culture | TOP 5 Rankings in Each Country

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

	Japan	%	China	%	Korea	%	Taiwan	%	Hong Kong	%	Thailand	%	Philippines	%
1st	The general atmosphere is to just go along with whatever upper management decides	79.1	The general atmosphere is to just go along with whatever upper management decides	93.5	The general atmosphere is to just go along with whatever upper management decides	87.3	The most important thing in the company is to not make waves	88.8	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	87.2	The most important thing in the company is to not make waves	94.1	Employees work as a team	92.3
2nd	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	75.0	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	92.2	The most important thing in the company is to not make waves	87.3	More importance is placed on final results than work processes	88.6	More importance is placed on final results than work processes	84.6	Workers are expected to have unique and creative opinions and ways of thinking	91.5	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	91.3
3rd	More importance is placed on final results than work processes	71.7	Employees work as a team	92.0	More importance is placed on final results than work processes	81.9	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	87.0	The general atmosphere is to just go along with whatever upper management decides	83.6	Employees work as a team	91.3	Even if slightly rough, quick decision-making is valued	90.6
4th	An equal amount of importance is placed on social responsibility and profit	71.2	There is an atmosphere which promotes working together as a team to achieve goals	90.9	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	81.9	Employees work as a team	82.6	Employees work as a team	82.2	There is a focus on pursuing long term results over immediate results	90.1	There is an atmosphere which promotes working together as a team to achieve goals	90.6
5th	The most important thing in the company is to not make waves	70.2	More importance is placed on final results than work processes	90.8	Effort is not rewarded if it does not achieve results	79.0	There is an atmosphere which promotes working together as a team to achieve goals	82.6	The most important thing in the company is to not make waves	81.9	Even if slightly rough, quick decision-making is valued	90.1	Workers are expected to have unique and creative opinions and ways of thinking	89.4

	Indonesia	%	Malaysia	%	Singapore	%	Vietnam	%	India	%	New Zealand	%	Australia	%
1st	An equal amount of importance is placed on social responsibility and profit	92.8	Employees work as a team	92.2	Employees work as a team	82.6	There is an atmosphere which promotes working together as a team to achieve goals	92.9	Employees work as a team	93.4	Employees work as a team	83.8	Employees work as a team	85.5
2nd	There is an atmosphere which promotes working together as a team to achieve goals	92.4	There is an atmosphere which promotes working together as a team to achieve goals	90.5	More importance is placed on final results than work processes	80.5	We can say what we want even to superiors	92.2	Workers are expected to have unique and creative opinions and ways of thinking	92.8	There is an atmosphere which promotes working together as a team to achieve goals	81.4	There is an atmosphere which promotes working together as a team to achieve goals	80.3
3rd	There are good relationships and no discrimination between superiors and subordinates	92.0	Even if slightly rough, quick decision-making is valued	90.4	The general atmosphere is to just go along with whatever upper management decides	80.0	Workers are expected to have unique and creative opinions and ways of thinking	92.0	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	92.2	There is always an active exchange of opinions in the workplace and it is very lively	76.3	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	78.7
4th	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	92.0	More importance is placed on timing and speed than on spending time deliberating	89.5	There is an atmosphere which promotes working together as a team to achieve goals	79.0	More value is placed on those who focus on maintaining harmony rather than those who willfully or selfishly push ahead with work	91.9	There is an atmosphere which promotes working together as a team to achieve goals	91.9	It is recommended that workers be able to think flexibly without being overly constrained by past practices or conventional rules	76.3	There is always an active exchange of opinions in the workplace and it is very lively	77.9
5th	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	91.0	Workers are expected to have unique and creative opinions and ways of thinking	88.7	More importance is placed on timing and speed than on spending time deliberating	78.1	We are encouraged to not be too focused on only immediate tasks, but to also consider long-term points of view	91.6	There is always an active exchange of opinions in the workplace and it is very lively	89.2	Workers are expected to have unique and creative opinions and ways of thinking	76.1	There are good relationships and no discrimination between superiors and subordinates	76.5

4. Superior's Management Behavior

Superior's Management Behavior | TOP 5 Rankings in Each Country

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

	Japan	%	China	%	Korea	%	Taiwan	%	Hong Kong	%	Thailand	%	Philippines	%
1st	Superiors assign me with roles of responsibility	40.3	I am satisfied with how my superior cautions and admonishes me	78.0	Superiors praise me when I do good work	59.6	Superiors take my opinions into account for work	71.2	Superiors take my opinions into account for work	64.0	I am satisfied with how my superior cautions and admonishes me	85.7	Superiors assign me with roles of responsibility	86.0
2nd	Superiors interact with me in a manner equal to how they interact with other workplace members	38.7	Superiors praise me when I do good work	77.0	Superiors provide support for work to progress smoothly	54.0	Superiors provide vision and direction	68.1	Superiors provide support for work to progress smoothly	60.3	Superiors assign me with roles of responsibility	82.8	Superiors provide definite objectives for the entire workplace	80.5
3rd	Superiors praise me when I do good work	34.9	Superiors assign me with roles of responsibility	76.3	Superiors take my opinions into account for work	53.8	Superiors provide support for work to progress smoothly	65.8	Superiors assess me in a manner consistent with my job performance	60.0	Superiors provide definite objectives for the entire workplace	79.6	Superiors assign me work which allows me to learn skills and increase my capabilities	79.9
4th	Superiors take my opinions into account for work	34.5	Superiors provide definite objectives for the entire workplace	75.7	Superiors assign me with roles of responsibility	53.2	Superiors assess me in a manner consistent with my job performance	65.6	Superiors provide definite objectives for the entire workplace	57.8	Superiors assign me work which allows me to learn skills and increase my capabilities	79.6	There is sufficient follow-up from superiors when a mistake occurs	79.9
5th	There is sufficient follow-up from superiors when a mistake occurs	33.5	Superiors assess me in a manner consistent with my job performance	75.5	Superiors provide definite objectives for the entire workplace	51.9	Superiors provide definite objectives for the entire workplace	65.3	Superiors provide vision and direction	57.6	Superiors provide support for work to progress smoothly	79.2	Superiors provide support for work to progress smoothly	79.9

	Indonesia	%	Malaysia	%	Singapore	%	Vietnam	%	India	%	New Zealand	%	Australia	%
1st	Superiors assign me with roles of responsibility	84.6	Superiors assign me with roles of responsibility	76.2	Superiors assign me with roles of responsibility	70.7	Superiors provide definite objectives for the entire workplace	79.2	I am able to ask supervisors for advice on work related problems and dissatisfaction	86.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	74.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	68.8
2nd	Superiors provide definite objectives for the entire workplace	83.5	Superiors assign me work which allows me to learn skills and increase my capabilities	74.3	I am able to ask supervisors for advice on work related problems and dissatisfaction	65.9	Superiors assign me work which allows me to learn skills and increase my capabilities	77.8	Superiors assess me in a manner consistent with my job performance	86.6	Superiors take my opinions into account for work	72.3	Superiors assign me with roles of responsibility	67.6
3rd	Superiors take my opinions into account for work	82.8	Superiors assess me in a manner consistent with my job performance	73.3	Superiors interact with me in a manner equal to how they interact with other workplace members	61.9	Superiors assess me in a manner consistent with my job performance	77.7	Superiors assign me with roles of responsibility	86.4	Superiors praise me when I do good work	72.1	Superiors interact with me in a manner equal to how they interact with other workplace members	67.2
4th	Superiors provide vision and direction	82.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	72.6	Superiors assess me in a manner consistent with my job performance	61.0	Superiors provide support for work to progress smoothly	77.5	Superiors provide definite objectives for the entire workplace	86.1	Superiors interact with me in a manner equal to how they interact with other workplace members	71.0	Superiors take my opinions into account for work	66.2
5th	Superiors assign me work which allows me to learn skills and increase my capabilities	82.6	Superiors interact with me in a manner equal to how they interact with other workplace members	72.3	Superiors provide support for work to progress smoothly	60.9	Superiors interact with me in a manner equal to how they interact with other workplace members	77.2	Superiors take my opinions into account for work	85.5	Superiors assign me with roles of responsibility	70.6	Superiors praise me when I do good work	65.6

Superior's Management Behavior TOP 5 Rankings in Each Country <By Age Group>

Japan		20s (n=862ss)		30s (n=1375ss)		40s (n=1703ss)		50s (n=1454ss)		60s or above (n=1072ss)		
	Overall	%		%		%		%		%		
1st	Superiors assign me with roles of responsibility	40.3	Superiors interact with me in a manner equal to how they interact with other workplace members	51.0	Superiors interact with me in a manner equal to how they interact with other workplace members	41.7	Superiors assign me with roles of responsibility	38.6	Superiors assign me with roles of responsibility	38.0	Superiors assign me with roles of responsibility	41.9
2nd	Superiors interact with me in a manner equal to how they interact with other workplace members	38.7	There is sufficient follow-up from superiors when a mistake occurs	49.9	Superiors assign me with roles of responsibility	40.2	Superiors interact with me in a manner equal to how they interact with other workplace members	35.3	Superiors interact with me in a manner equal to how they interact with other workplace members	33.0	Superiors interact with me in a manner equal to how they interact with other workplace members	38.2
3rd	Superiors praise me when I do good work	34.9	Superiors praise me when I do good work	47.7	Superiors take my opinions into account for work	36.7	Superiors praise me when I do good work	33.2	Superiors provide definite objectives for the entire workplace	30.1	Superiors take my opinions into account for work	34.8
4th	Superiors take my opinions into account for work	34.5	Superiors provide support for work to progress smoothly	45.9	Superiors praise me when I do good work	36.2	Superiors take my opinions into account for work	32.4	Superiors take my opinions into account for work	29.6	Superiors praise me when I do good work	34.1
5th	There is sufficient follow-up from superiors when a mistake occurs	33.5	Superiors assign me with roles of responsibility	45.4	There is sufficient follow-up from superiors when a mistake occurs	35.3	There is sufficient follow-up from superiors when a mistake occurs	30.5	Superiors praise me when I do good work	28.6	Superiors assign me work which allows me to learn skills and increase my capabilities	32.1

China		20s (n=212ss)		30s (n=161ss)		40s (n=127ss)		50s (n=207ss)		60s or above (n=20ss)		
	Overall	%		%		%		%		%		
	I am satisfied with how my superior cautions and admonishes me	78.0	Superiors praise me when I do good work	81.1	I am satisfied with how my superior cautions and admonishes me	75.8	I am satisfied with how my superior cautions and admonishes me	71.7	I am satisfied with how my superior cautions and admonishes me	83.6	Superiors assess me in a manner consistent with my job performance	90.0
	Superiors praise me when I do good work	77.0	Superiors provide definite objectives for the entire workplace	78.8	Superiors assign me with roles of responsibility	75.8	Superiors assign me with roles of responsibility	67.7	Superiors provide definite objectives for the entire workplace	83.6	There is sufficient follow-up from superiors when a mistake occurs	85.0
	Superiors assign me with roles of responsibility	76.3	Superiors provide support for work to progress smoothly	78.3	Superiors take my opinions into account for work	74.5	Superiors assess me in a manner consistent with my job performance	67.7	Superiors praise me when I do good work	82.6	Superiors praise me when I do good work	85.0
	Superiors provide definite objectives for the entire workplace	75.7	I am satisfied with how my superior cautions and admonishes me	77.8	Superiors praise me when I do good work	73.9	Superiors provide definite objectives for the entire workplace	66.9	Superiors assign me with roles of responsibility	82.1	Superiors assign me with roles of responsibility	85.0
	Superiors assess me in a manner consistent with my job performance	75.5	Superiors assess me in a manner consistent with my job performance	77.8	Superiors provide support for work to progress smoothly	73.9	Superiors praise me when I do good work	63.8	Superiors provide vision and direction	81.6	Superiors take my opinions into account for work	85.0

Korea		20s (n=77ss)		30s (n=156ss)		40s (n=175ss)		50s (n=178ss)		60s or above (n=38ss)		
	Overall	%		%		%		%		%		
1st	Superiors praise me when I do good work	59.6	Superiors provide support for work to progress smoothly	66.2	Superiors praise me when I do good work	57.7	Superiors take my opinions into account for work	57.7	Superiors praise me when I do good work	65.2	I am able to set personal work objectives together with superiors	68.4
2nd	Superiors provide support for work to progress smoothly	54.0	Superiors praise me when I do good work	58.4	Superiors assign me with roles of responsibility	55.1	Superiors praise me when I do good work	54.9	Superiors provide definite objectives for the entire workplace	60.1	Superiors praise me when I do good work	65.8
3rd	Superiors take my opinions into account for work	53.8	There is sufficient follow-up from superiors when a mistake occurs	55.8	Superiors provide support for work to progress smoothly	53.2	Superiors assign me with roles of responsibility	53.7	My superiors verbally show me thanks and appreciation on a daily basis	53.9	Superiors assign me with roles of responsibility	63.2
4th	Superiors assign me with roles of responsibility	53.2	My superiors verbally show me thanks and appreciation on a daily basis	53.2	I am able to ask supervisors for advice on work related problems and dissatisfaction	51.9	Superiors provide support for work to progress smoothly	49.7	Superiors take my opinions into account for work	52.8	Superiors assess me in a manner consistent with my job performance	63.2
5th	Superiors provide definite objectives for the entire workplace	51.9	I am able to ask supervisors for advice on work related problems and dissatisfaction	50.6	Superiors take my opinions into account for work	51.9	Superiors assign me work which allows me to learn skills and increase my capabilities	49.1	Superiors provide support for work to progress smoothly	52.8	Superiors assign me work which allows me to learn skills and increase my capabilities	60.5

Taiwan		20s (n=88ss)		30s (n=176ss)		40s (n=159ss)		50s (n=135ss)		60s or above (n=12ss)		
	Overall	%		%		%		%		%		
	Superiors take my opinions into account for work	71.2	Superiors praise me when I do good work	70.5	Superiors take my opinions into account for work	72.2	Superiors take my opinions into account for work	73.6	Superiors assign me work which allows me to learn skills and increase my capabilities	68.9	Superiors provide vision and direction	100.0
	Superiors provide vision and direction	68.1	Superiors provide vision and direction	70.5	Superiors provide support for work to progress smoothly	67.6	Superiors provide vision and direction	67.9	Superiors take my opinions into account for work	67.4	Superiors take my opinions into account for work	91.7
	Superiors provide support for work to progress smoothly	65.8	Superiors assess me in a manner consistent with my job performance	68.2	Superiors provide vision and direction	67.0	Superiors provide definite objectives for the entire workplace	67.3	Superiors assign me with roles of responsibility	65.9	Superiors provide definite objectives for the entire workplace	83.3
	Superiors assess me in a manner consistent with my job performance	65.6	Superiors take my opinions into account for work	68.2	Superiors assign me with roles of responsibility	64.2	Superiors provide support for work to progress smoothly	67.3	Superiors provide definite objectives for the entire workplace	65.2	Superiors assign me with roles of responsibility	83.3
	Superiors provide definite objectives for the entire workplace	65.3	Superiors provide support for work to progress smoothly	67.0	Superiors provide definite objectives for the entire workplace	63.1	Superiors assess me in a manner consistent with my job performance	66.7	Superiors provide vision and direction	65.2	Superiors assess me in a manner consistent with my job performance	83.3

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

Superior's Management Behavior

TOP 5 Rankings in Each Country <By Age Group>

Hong Kong												
	Overall	%	20s (n=118ss)	%	30s (n=196ss)	%	40s (n=157ss)	%	50s (n=170ss)	%	60s or above (n=29ss)	%
1st	Superiors take my opinions into account for work	64.0	Superiors provide definite objectives for the entire workplace	59.3	Superiors take my opinions into account for work	61.2	Superiors take my opinions into account for work	63.1	Superiors take my opinions into account for work	69.4	Superiors assign me with roles of responsibility	82.8
2nd	Superiors provide support for work to progress smoothly	60.3	Superiors assess me in a manner consistent with my job performance	59.3	Superiors provide support for work to progress smoothly	59.2	Superiors provide support for work to progress smoothly	60.5	Superiors assess me in a manner consistent with my job performance	64.7	Superiors take my opinions into account for work	79.3
3rd	Superiors assess me in a manner consistent with my job performance	60.0	Superiors provide support for work to progress smoothly	59.3	Superiors assess me in a manner consistent with my job performance	58.7	Superiors praise me when I do good work	59.2	Superiors provide vision and direction	62.4	Superiors assess me in a manner consistent with my job performance	75.9
4th	Superiors provide definite objectives for the entire workplace	57.8	Superiors take my opinions into account for work	58.5	Superiors interact with me in a manner equal to how they interact with other workplace members	56.6	There is sufficient follow-up from superiors when a mistake occurs	57.3	Superiors provide definite objectives for the entire workplace	61.8	I am able to set personal work objectives together with superiors	72.4
5th	Superiors provide vision and direction	57.6	There is sufficient follow-up from superiors when a mistake occurs	56.8	I am able to set personal work objectives together with superiors	56.1	Superiors provide vision and direction	56.7	Superiors provide support for work to progress smoothly	60.6	Superiors provide definite objectives for the entire workplace	69.0

Thailand												
	Overall	%	20s (n=98ss)	%	30s (n=127ss)	%	40s (n=135ss)	%	50s (n=125ss)	%	60s or above (n=20ss)	%
1st	I am satisfied with how my superior cautions and admonishes me	85.7	I am satisfied with how my superior cautions and admonishes me	86.7	I am satisfied with how my superior cautions and admonishes me	82.7	I am satisfied with how my superior cautions and admonishes me	87.4	Superiors assign me with roles of responsibility	87.2	My superiors verbally show me thanks and appreciation on a daily basis	95.0
2nd	Superiors assign me with roles of responsibility	82.8	Superiors assess me in a manner consistent with my job performance	86.7	Superiors assign me with roles of responsibility	79.5	Superiors assign me work which allows me to learn skills and increase my capabilities	80.7	I am satisfied with how my superior cautions and admonishes me	85.6	Superiors assign me with roles of responsibility	95.0
3rd	Superiors provide definite objectives for the entire workplace	79.6	Superiors provide definite objectives for the entire workplace	85.7	Superiors provide definite objectives for the entire workplace	75.6	Superiors assign me with roles of responsibility	80.7	Superiors provide support for work to progress smoothly	83.2	Superiors provide support for work to progress smoothly	95.0
4th	Superiors assign me work which allows me to learn skills and increase my capabilities	79.6	Superiors assign me work which allows me to learn skills and increase my capabilities	84.7	There is sufficient follow-up from superiors when a mistake occurs	74.8	Superiors praise me when I do good work	77.8	Superiors provide definite objectives for the entire workplace	82.4	I am satisfied with how my superior cautions and admonishes me	90.0
5th	Superiors provide support for work to progress smoothly	79.2	There is sufficient follow-up from superiors when a mistake occurs	84.7	I am able to set personal work objectives together with superiors	74.0	Superiors provide support for work to progress smoothly	77.8	Superiors assign me work which allows me to learn skills and increase my capabilities	81.6	Superiors praise me when I do good work	90.0

Philippines												
	Overall	%	20s (n=186ss)	%	30s (n=144ss)	%	40s (n=114ss)	%	50s (n=108ss)	%	60s or above (n=21ss)	%
1st	Superiors assign me with roles of responsibility	86.0	Superiors assign me with roles of responsibility	86.6	Superiors assign me with roles of responsibility	88.2	Superiors assign me with roles of responsibility	85.1	Superiors provide vision and direction	83.3	Superiors assign me with roles of responsibility	90.5
2nd	Superiors provide definite objectives for the entire workplace	80.5	Superiors assign me work which allows me to learn skills and increase my capabilities	80.6	Superiors provide definite objectives for the entire workplace	83.3	Superiors assign me work which allows me to learn skills and increase my capabilities	83.3	Superiors provide support for work to progress smoothly	83.3	Superiors take my opinions into account for work	90.5
3rd	Superiors assign me work which allows me to learn skills and increase my capabilities	79.9	Superiors provide definite objectives for the entire workplace	80.1	Superiors assess me in a manner consistent with my job performance	82.6	There is sufficient follow-up from superiors when a mistake occurs	82.5	Superiors assign me with roles of responsibility	82.4	Superiors provide vision and direction	90.5
4th	There is sufficient follow-up from superiors when a mistake occurs	79.9	I am able to ask supervisors for advice on work related problems and dissatisfaction	79.0	I am able to ask supervisors for advice on work related problems and dissatisfaction	81.9	Superiors interact with me in a manner equal to how they interact with other workplace members	80.7	There is sufficient follow-up from superiors when a mistake occurs	81.5	I am satisfied with how my superior cautions and admonishes me	85.7
5th	Superiors provide support for work to progress smoothly	79.9	There is sufficient follow-up from superiors when a mistake occurs	76.9	There is sufficient follow-up from superiors when a mistake occurs	81.3	Superiors provide vision and direction	80.7	Superiors provide definite objectives for the entire workplace	80.6	Superiors praise me when I do good work	85.7

Indonesia												
	Overall	%	20s (n=114ss)	%	30s (n=167ss)	%	40s (n=137ss)	%	50s (n=119ss)	%	60s or above (n=16ss)	%
1st	Superiors assign me with roles of responsibility	84.6	Superiors provide definite objectives for the entire workplace	84.2	Superiors assign me work which allows me to learn skills and increase my capabilities	85.0	Superiors take my opinions into account for work	83.2	There is sufficient follow-up from superiors when a mistake occurs	92.4	Superiors take my opinions into account for work	100.0
2nd	Superiors provide definite objectives for the entire workplace	83.5	Superiors assign me with roles of responsibility	83.3	Superiors provide support for work to progress smoothly	85.0	Superiors assign me with roles of responsibility	82.5	Superiors take my opinions into account for work	89.9	Superiors provide support for work to progress smoothly	100.0
3rd	Superiors take my opinions into account for work	82.8	Superiors take my opinions into account for work	79.8	Superiors assign me with roles of responsibility	83.8	Superiors interact with me in a manner equal to how they interact with other workplace members	82.5	Superiors provide vision and direction	89.9	There is sufficient follow-up from superiors when a mistake occurs	93.8
4th	Superiors provide vision and direction	82.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	78.9	Superiors provide vision and direction	83.8	Superiors provide definite objectives for the entire workplace	81.8	Superiors assign me with roles of responsibility	88.2	Superiors assign me with roles of responsibility	93.8
5th	Superiors assign me work which allows me to learn skills and increase my capabilities	82.6	I am satisfied with how my superior cautions and admonishes me	78.1	Superiors provide definite objectives for the entire workplace	82.6	Superiors assign me work which allows me to learn skills and increase my capabilities	81.0	Superiors assess me in a manner consistent with my job performance	87.4	Superiors interact with me in a manner equal to how they interact with other workplace members	93.8

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

Superior's Management Behavior TOP 5 Rankings in Each Country <By Age Group>

Malaysia												
	Overall	%	20s (n=197ss)	%	30s (n=149ss)	%	40s (n=128ss)	%	50s (n=108ss)	%	60s or above (n=20ss)	%
1st	Superiors assign me with roles of responsibility	76.2	Superiors assign me with roles of responsibility	75.1	Superiors assign me work which allows me to learn skills and increase my capabilities	77.9	Superiors assign me with roles of responsibility	71.9	Superiors assign me with roles of responsibility	83.3	I am able to ask supervisors for advice on work related problems and dissatisfaction	85.0
2nd	Superiors assign me work which allows me to learn skills and increase my capabilities	74.3	Superiors assign me work which allows me to learn skills and increase my capabilities	74.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	77.9	Superiors take my opinions into account for work	70.3	Superiors provide support for work to progress smoothly	79.6	Superiors assess me in a manner consistent with my job performance	85.0
3rd	Superiors assess me in a manner consistent with my job performance	73.3	I am satisfied with how my superior cautions and admonishes me	73.6	Superiors interact with me in a manner equal to how they interact with other workplace members	76.5	Superiors praise me when I do good work	68.8	Superiors assess me in a manner consistent with my job performance	78.7	There is sufficient follow-up from supervisors when a mistake occurs	80.0
4th	I am able to ask supervisors for advice on work related problems and dissatisfaction	72.6	Superiors provide definite objectives for the entire workplace	73.6	Superiors provide vision and direction	76.5	Superiors interact with me in a manner equal to how they interact with other workplace members	68.8	Superiors interact with me in a manner equal to how they interact with other workplace members	78.7	Superiors assign me with roles of responsibility	80.0
5th	Superiors interact with me in a manner equal to how they interact with other workplace members	72.3	Superiors assess me in a manner consistent with my job performance	73.6	Superiors assign me with roles of responsibility	75.8	Superiors provide definite objectives for the entire workplace	68.0	Superiors assign me work which allows me to learn skills and increase my capabilities	77.8	I am satisfied with how my superior cautions and admonishes me	75.0

Singapore												
	Overall	%	20s (n=95ss)	%	30s (n=143ss)	%	40s (n=143ss)	%	50s (n=160ss)	%	60s or above (n=39ss)	%
1st	Superiors assign me with roles of responsibility	70.7	Superiors assign me with roles of responsibility	77.9	Superiors assign me with roles of responsibility	69.9	I am able to ask supervisors for advice on work related problems and dissatisfaction	67.8	Superiors assign me with roles of responsibility	72.5	I am able to set personal work objectives together with supervisors	64.1
2nd	I am able to ask supervisors for advice on work related problems and dissatisfaction	65.9	Superiors assign me work which allows me to learn skills and increase my capabilities	71.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	67.1	Superiors assign me with roles of responsibility	67.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	63.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	64.1
3rd	Superiors interact with me in a manner equal to how they interact with other workplace members	61.9	Superiors provide vision and direction	71.6	Superiors provide vision and direction	65.0	Superiors assess me in a manner consistent with my job performance	60.8	Superiors assess me in a manner consistent with my job performance	61.9	Superiors interact with me in a manner equal to how they interact with other workplace members	64.1
4th	Superiors assess me in a manner consistent with my job performance	61.0	There is sufficient follow-up from supervisors when a mistake occurs	68.4	Superiors interact with me in a manner equal to how they interact with other workplace members	63.6	Superiors interact with me in a manner equal to how they interact with other workplace members	60.1	I am able to set personal work objectives together with supervisors	61.3	Superiors assign me with roles of responsibility	59.0
5th	Superiors provide support for work to progress smoothly	60.9	Superiors assess me in a manner consistent with my job performance	66.3	Superiors provide support for work to progress smoothly	62.9	Superiors provide support for work to progress smoothly	60.1	Superiors interact with me in a manner equal to how they interact with other workplace members	61.3	Superiors assess me in a manner consistent with my job performance	59.0

Vietnam												
	Overall	%	20s (n=145ss)	%	30s (n=189ss)	%	40s (n=180ss)	%	50s (n=171ss)	%	60s or above (n=18ss)	%
1st	Superiors provide definite objectives for the entire workplace	79.2	Superiors assign me work which allows me to learn skills and increase my capabilities	80.0	Superiors provide support for work to progress smoothly	77.2	Superiors provide definite objectives for the entire workplace	81.1	Superiors praise me when I do good work	84.2	Superiors provide definite objectives for the entire workplace	88.9
2nd	Superiors assign me work which allows me to learn skills and increase my capabilities	77.8	Superiors provide definite objectives for the entire workplace	78.6	I am able to set personal work objectives together with supervisors	75.1	Superiors assign me work which allows me to learn skills and increase my capabilities	80.0	Superiors interact with me in a manner equal to how they interact with other workplace members	84.2	Superiors praise me when I do good work	88.9
3rd	Superiors assess me in a manner consistent with my job performance	77.7	Superiors praise me when I do good work	78.6	Superiors take my opinions into account for work	74.6	Superiors assess me in a manner consistent with my job performance	78.9	Superiors assess me in a manner consistent with my job performance	83.6	Superiors assign me with roles of responsibility	88.9
4th	Superiors provide support for work to progress smoothly	77.5	Superiors assess me in a manner consistent with my job performance	77.2	Superiors provide definite objectives for the entire workplace	73.5	I am satisfied with how my superior cautions and admonishes me	77.8	Superiors provide definite objectives for the entire workplace	83.0	Superiors assess me in a manner consistent with my job performance	83.3
5th	Superiors interact with me in a manner equal to how they interact with other workplace members	77.2	Superiors interact with me in a manner equal to how they interact with other workplace members	77.2	Superiors interact with me in a manner equal to how they interact with other workplace members	72.5	Superiors assign me with roles of responsibility	77.8	Superiors provide support for work to progress smoothly	81.9	Superiors interact with me in a manner equal to how they interact with other workplace members	83.3

India												
	Overall	%	20s (n=166ss)	%	30s (n=201ss)	%	40s (n=159ss)	%	50s (n=112ss)	%	60s or above (n=32ss)	%
1st	I am able to ask supervisors for advice on work related problems and dissatisfaction	86.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	87.3	Superiors assign me with roles of responsibility	89.1	I am able to ask supervisors for advice on work related problems and dissatisfaction	92.5	Superiors provide definite objectives for the entire workplace	90.2	I am satisfied with how my superior cautions and admonishes me	81.3
2nd	Superiors assess me in a manner consistent with my job performance	86.6	Superiors assign me work which allows me to learn skills and increase my capabilities	86.1	Superiors assess me in a manner consistent with my job performance	89.1	Superiors assign me with roles of responsibility	90.6	Superiors take my opinions into account for work	87.5	I am able to set personal work objectives together with supervisors	81.3
3rd	Superiors assign me with roles of responsibility	86.4	Superiors take my opinions into account for work	85.5	Superiors provide definite objectives for the entire workplace	87.1	Superiors assess me in a manner consistent with my job performance	89.3	Superiors provide support for work to progress smoothly	86.6	I am able to ask supervisors for advice on work related problems and dissatisfaction	81.3
4th	Superiors provide definite objectives for the entire workplace	86.1	Superiors assess me in a manner consistent with my job performance	84.3	Superiors praise me when I do good work	87.1	Superiors provide definite objectives for the entire workplace	88.7	Superiors assign me with roles of responsibility	83.9	Superiors assign me with roles of responsibility	81.3
5th	Superiors take my opinions into account for work	85.5	There is sufficient follow-up from supervisors when a mistake occurs	83.7	Superiors interact with me in a manner equal to how they interact with other workplace members	87.1	Superiors provide support for work to progress smoothly	88.1	Superiors provide vision and direction	83.9	Superiors assess me in a manner consistent with my job performance	81.3

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

Superior's Management Behavior TOP 5 Rankings in Each Country <By Age Group>

New Zealand												
Overall	%	20s (n=84ss)	%	30s (n=121ss)	%	40s (n=109ss)	%	50s (n=105ss)	%	60s or above (n=50ss)	%	
1st	I am able to ask supervisors for advice on work related problems and dissatisfaction	74.6	Supervisors provide definite objectives for the entire workplace	67.9	Supervisors interact with me in a manner equal to how they interact with other workplace members	74.4	I am able to ask supervisors for advice on work related problems and dissatisfaction	80.7	I am able to ask supervisors for advice on work related problems and dissatisfaction	81.9	I am able to set personal work objectives together with superiors	70.0
2nd	Supervisors take my opinions into account for work	72.3	Supervisors praise me when I do good work	67.9	I am able to ask supervisors for advice on work related problems and dissatisfaction	73.6	Supervisors take my opinions into account for work	78.9	Supervisors assign me with roles of responsibility	77.1	Supervisors provide definite objectives for the entire workplace	68.0
3rd	Supervisors praise me when I do good work	72.1	Supervisors take my opinions into account for work	66.7	Supervisors assign me with roles of responsibility	71.9	Supervisors assign me with roles of responsibility	77.1	Supervisors take my opinions into account for work	77.1	Supervisors praise me when I do good work	68.0
4th	Supervisors interact with me in a manner equal to how they interact with other workplace members	71.0	I am able to ask supervisors for advice on work related problems and dissatisfaction	65.5	Supervisors praise me when I do good work	71.1	Supervisors praise me when I do good work	76.1	Supervisors praise me when I do good work	74.3	I am able to ask supervisors for advice on work related problems and dissatisfaction	64.0
5th	Supervisors assign me with roles of responsibility	70.6	Supervisors interact with me in a manner equal to how they interact with other workplace members	64.3	Supervisors take my opinions into account for work	71.1	Supervisors interact with me in a manner equal to how they interact with other workplace members	75.2	Supervisors interact with me in a manner equal to how they interact with other workplace members	74.3	Supervisors take my opinions into account for work	60.0

Australia												
Overall	%	20s (n=117ss)	%	30s (n=126ss)	%	40s (n=132ss)	%	50s (n=73ss)	%	60s or above (n=55ss)	%	
1st	I am able to ask supervisors for advice on work related problems and dissatisfaction	68.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	70.9	Supervisors interact with me in a manner equal to how they interact with other workplace members	70.6	Supervisors assign me with roles of responsibility	71.2	I am able to ask supervisors for advice on work related problems and dissatisfaction	69.9	I am able to ask supervisors for advice on work related problems and dissatisfaction	65.5
2nd	Supervisors assign me with roles of responsibility	67.6	Supervisors take my opinions into account for work	70.9	I am able to set personal work objectives together with superiors	69.8	Supervisors praise me when I do good work	68.2	Supervisors interact with me in a manner equal to how they interact with other workplace members	69.9	There is sufficient follow-up from superiors when a mistake occurs	60.0
3rd	Supervisors interact with me in a manner equal to how they interact with other workplace members	67.2	Supervisors praise me when I do good work	69.2	I am able to ask supervisors for advice on work related problems and dissatisfaction	69.8	Supervisors provide definite objectives for the entire workplace	67.4	Supervisors assign me with roles of responsibility	68.5	Supervisors interact with me in a manner equal to how they interact with other workplace members	60.0
4th	Supervisors take my opinions into account for work	66.2	Supervisors assess me in a manner consistent with my job performance	68.4	Supervisors praise me when I do good work	69.8	I am able to ask supervisors for advice on work related problems and dissatisfaction	66.7	Supervisors provide definite objectives for the entire workplace	65.8	I am able to set personal work objectives together with superiors	58.2
5th	Supervisors praise me when I do good work	65.6	Supervisors provide definite objectives for the entire workplace	67.5	Supervisors assign me with roles of responsibility	69.8	There is sufficient follow-up from superiors when a mistake occurs	66.7	I am able to set personal work objectives together with superiors	65.8	Supervisors take my opinions into account for work	56.4

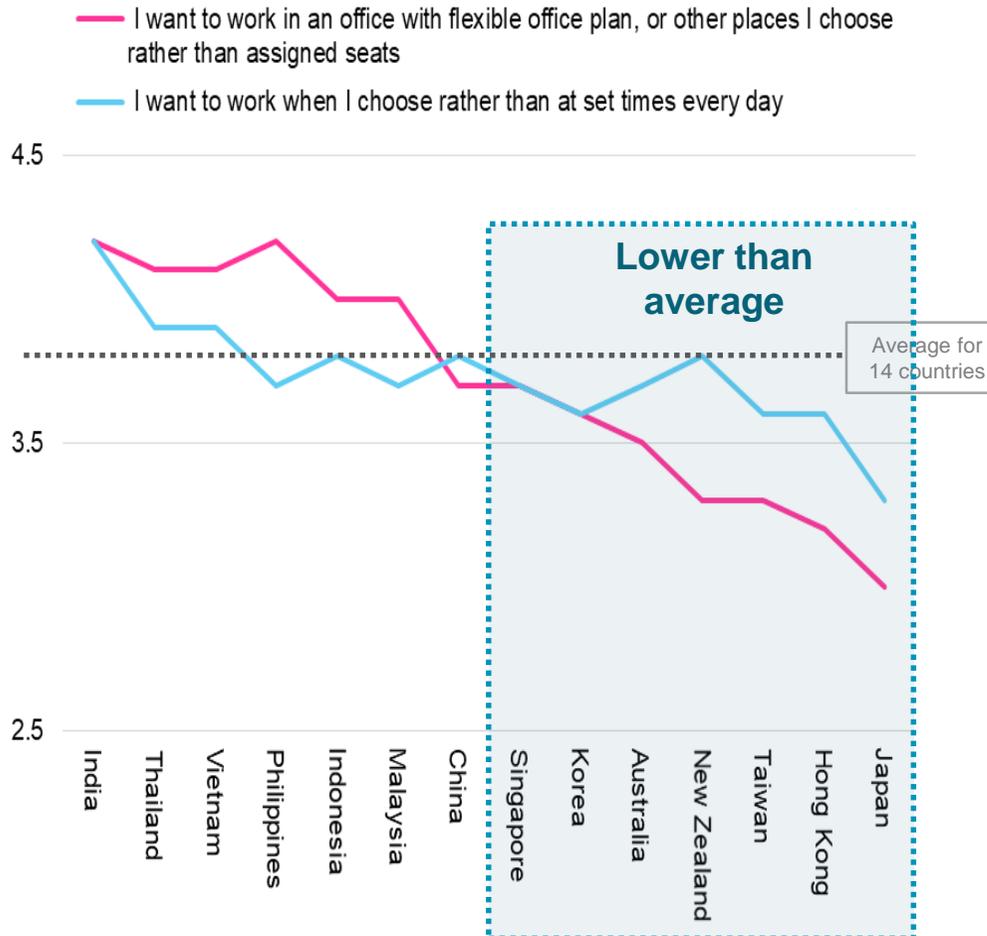
*The same items as the TOP 3 ranking items in Japan are colored the same in the rankings for other countries.

5. Thinking Regarding Personal Work

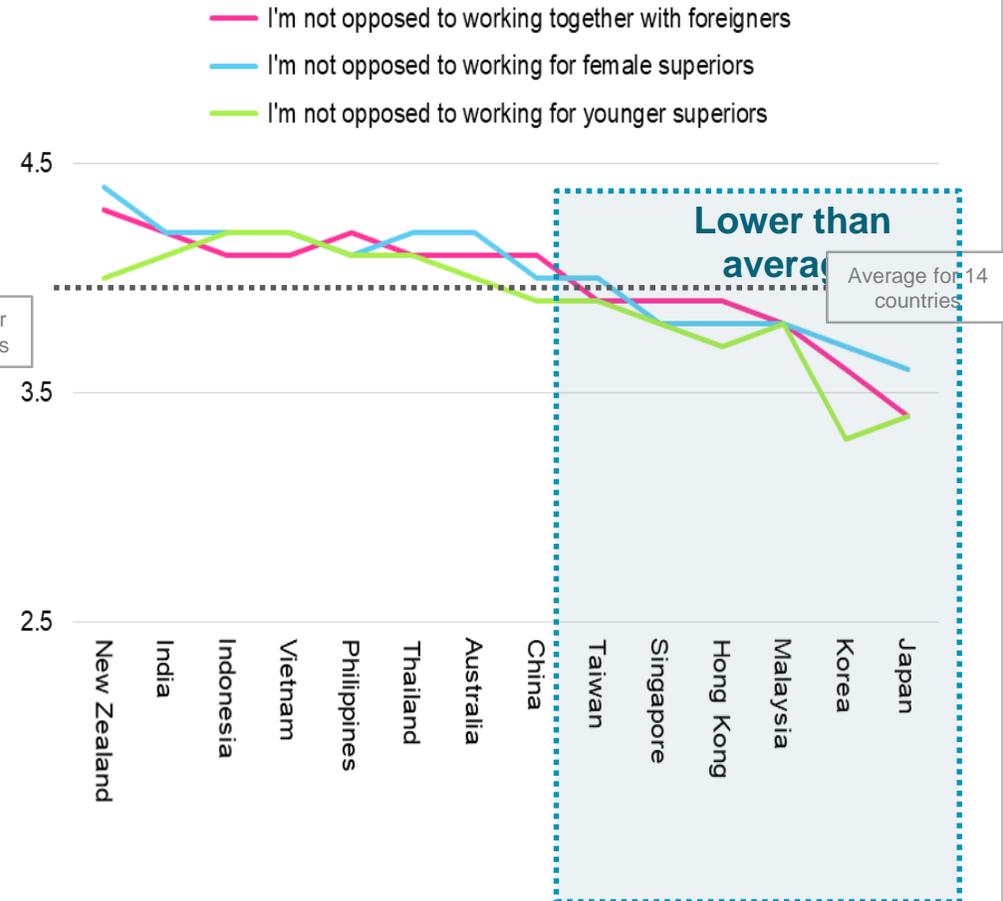
Thinking Regarding Personal Work

- Listed in descending order based on averages of multiple items for each question
- Average values on a 5-level scale

▼ Desire for flexibility in work time/location



▼ Acceptance of diversity



Thinking Regarding Personal Work <By Age Group>

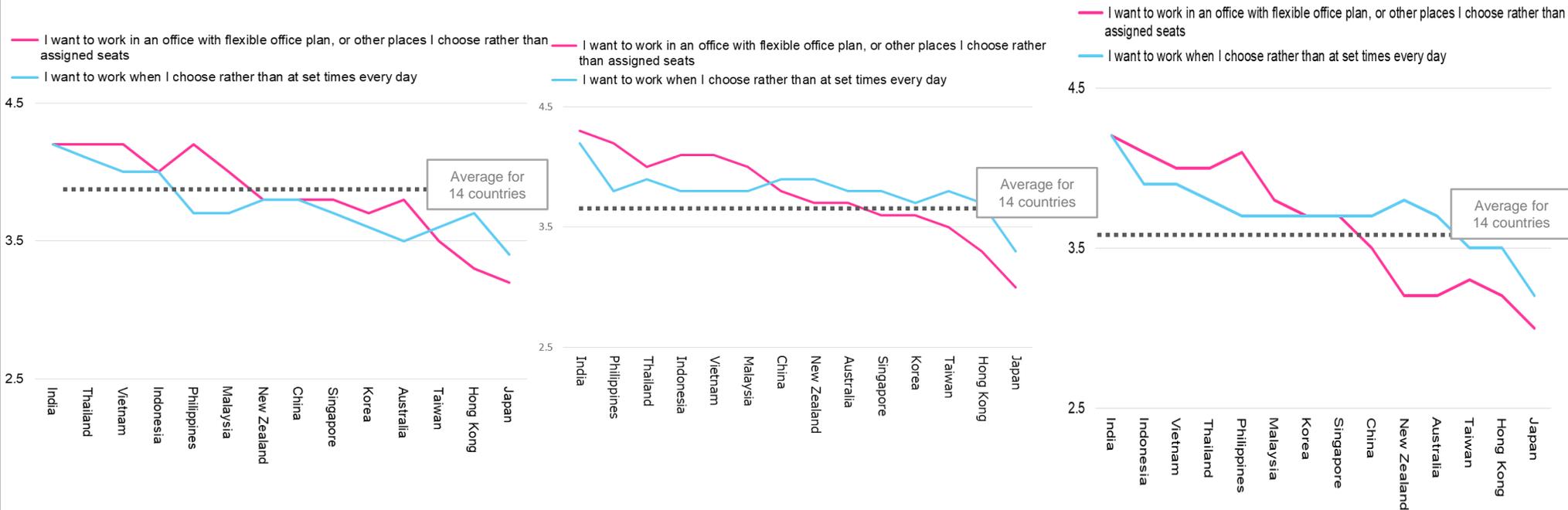
▼ Desire for flexibility in work time/location

■ Listed in descending order based on averages of multiple items for each question
 ■ Average values on a 5-level scale

20s

30s

40s

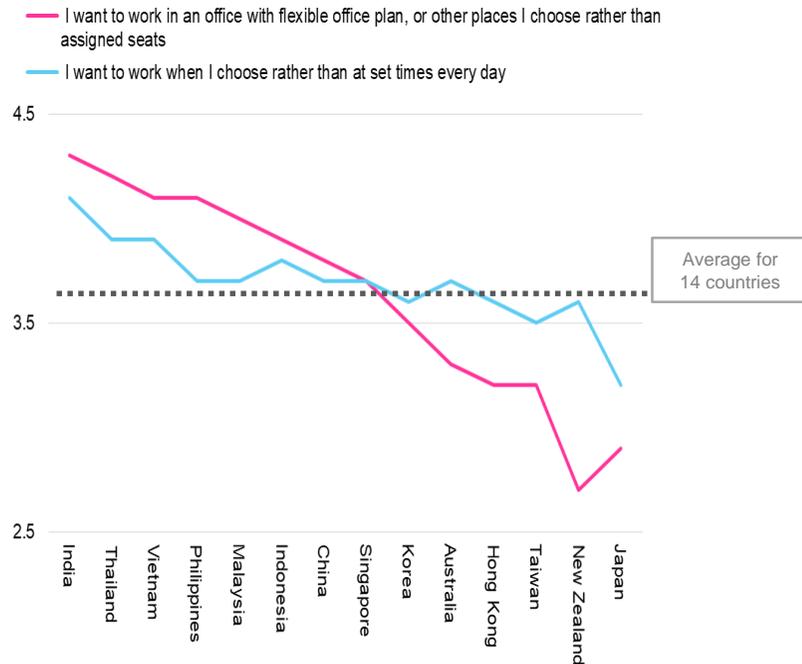


Thinking Regarding Personal Work <By Age Group>

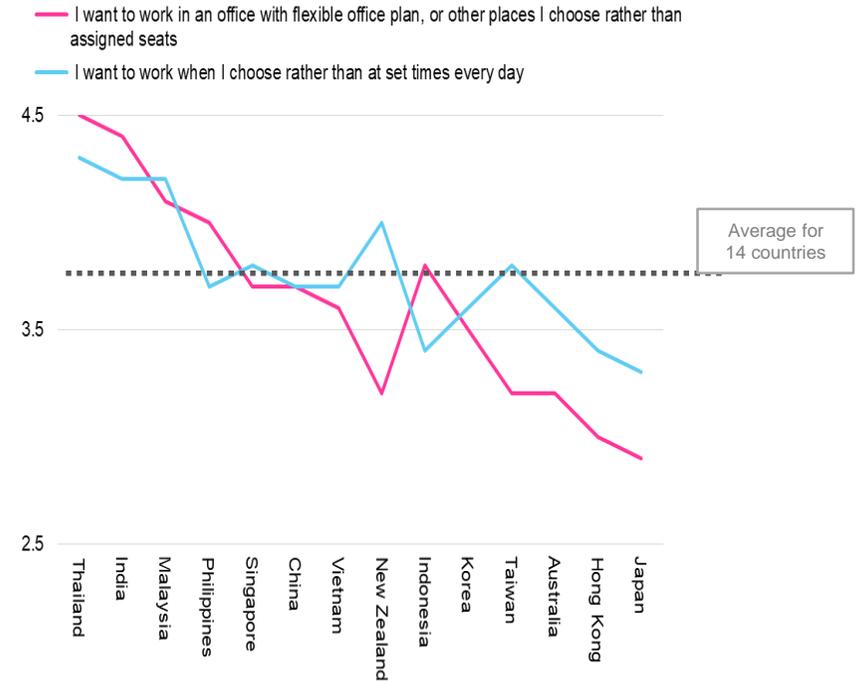
▼ Desire for flexibility in work time/location

■ Listed in descending order based on averages of multiple items for each question
 ■ Average values on a 5-level scale

50s



60s or above

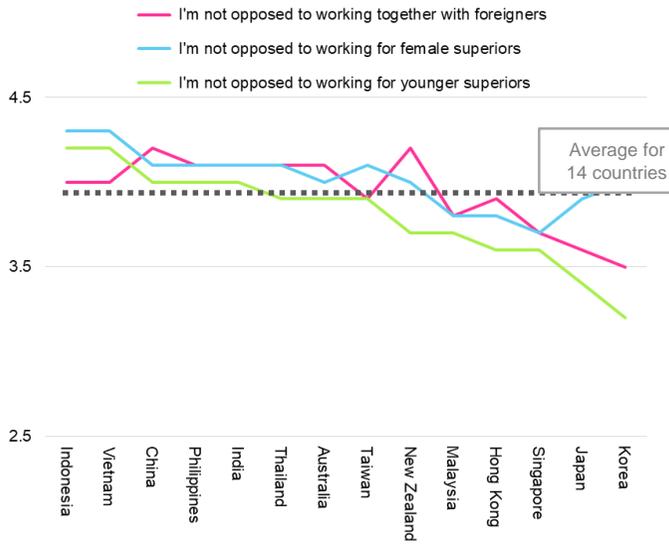


Thinking Regarding Personal Work <By Age Group>

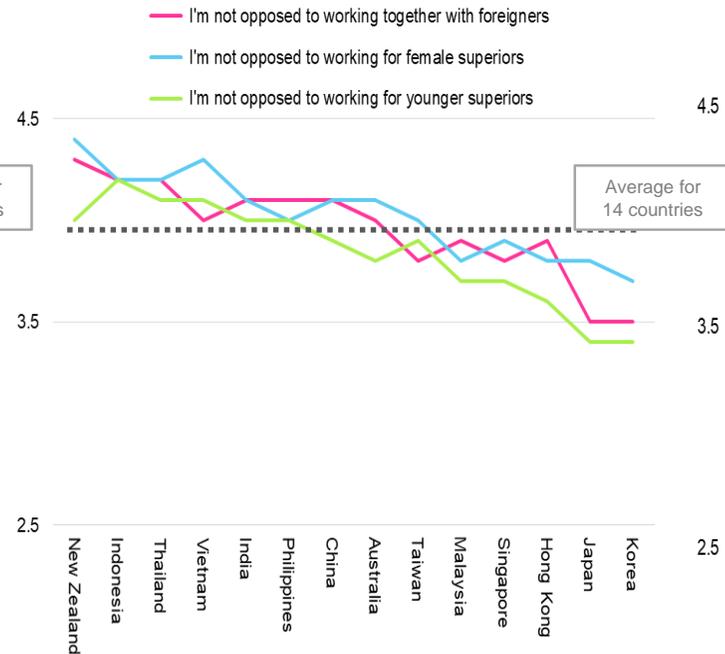
▼ Acceptance of diversity

- Listed in descending order based on averages of multiple items for each question
- Average values on a 5-level scale

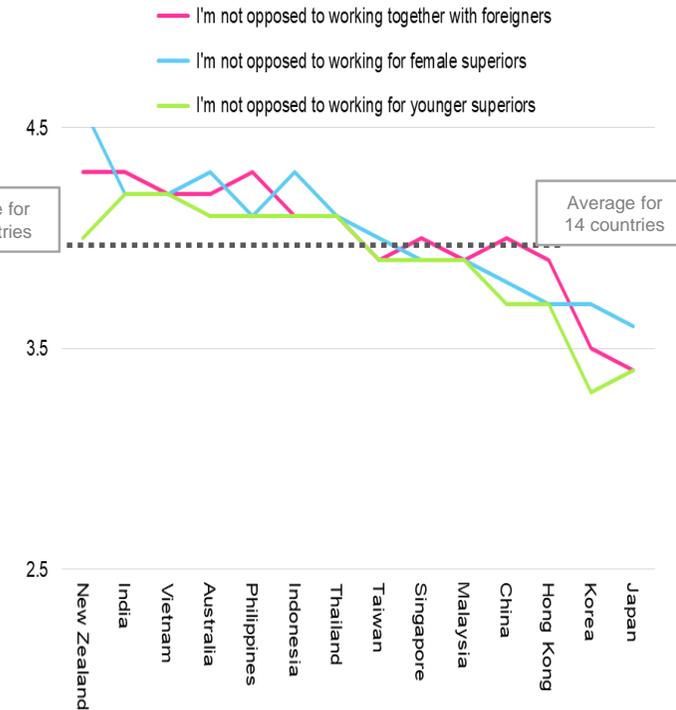
20s



30s



40s

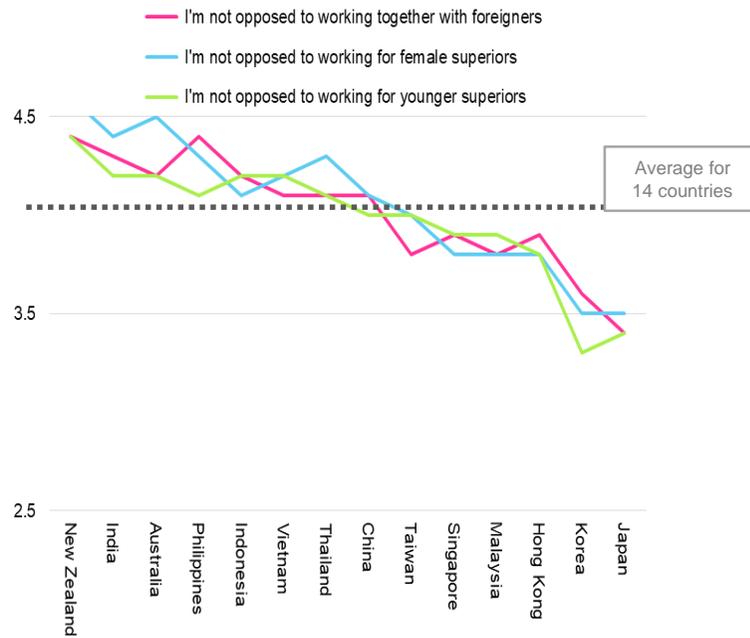


Thinking Regarding Personal Work <By Age Group>

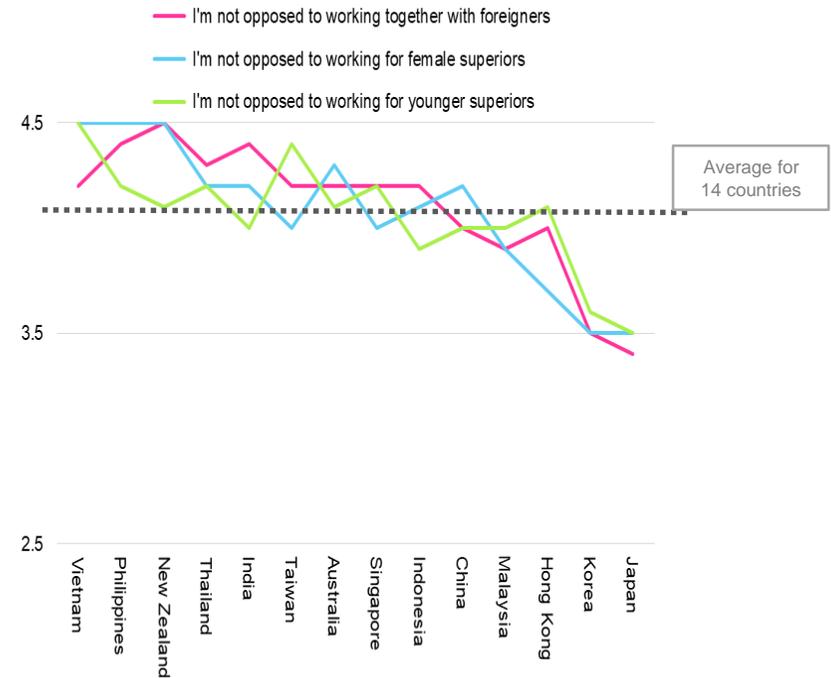
▼ Acceptance of diversity

■ Listed in descending order based on averages of multiple items for each question
 ■ Average values on a 5-level scale

50s



60s or above

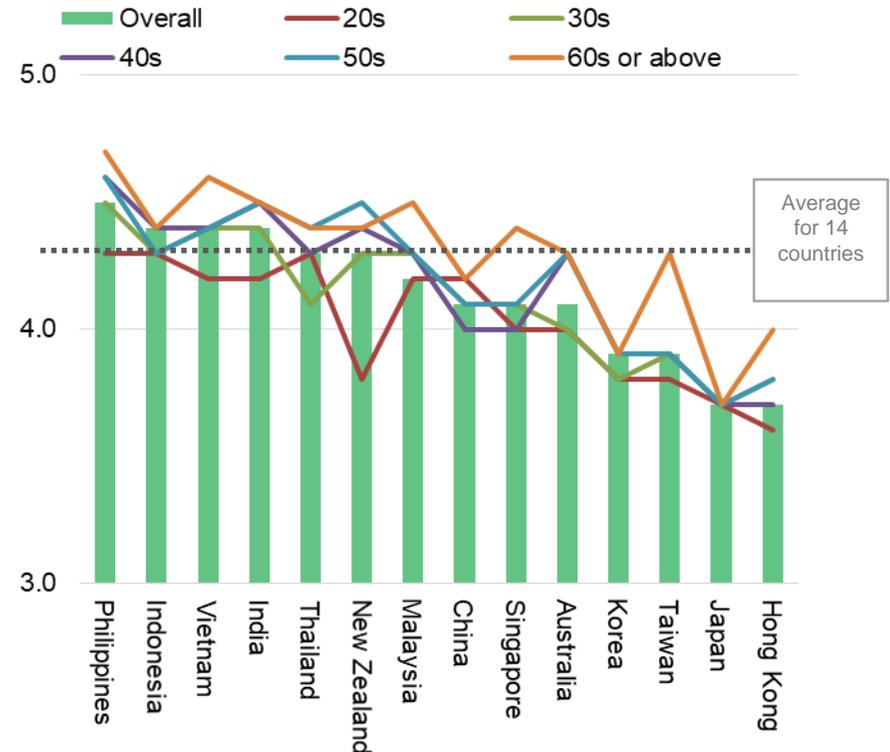
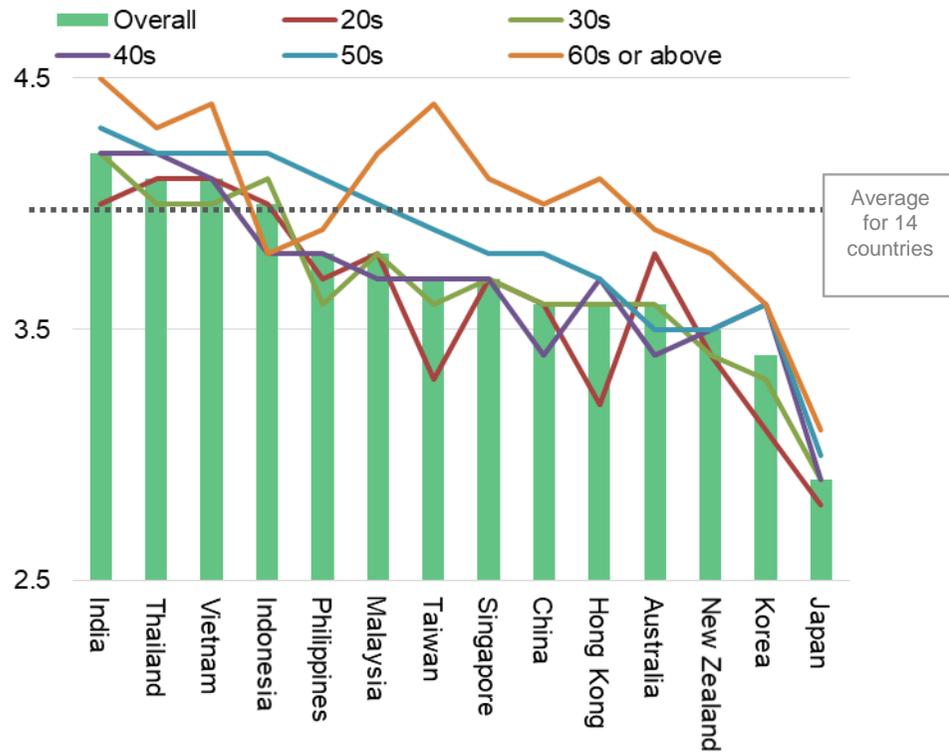


Thinking Regarding Personal Work

■ Average values on a 5-level scale

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

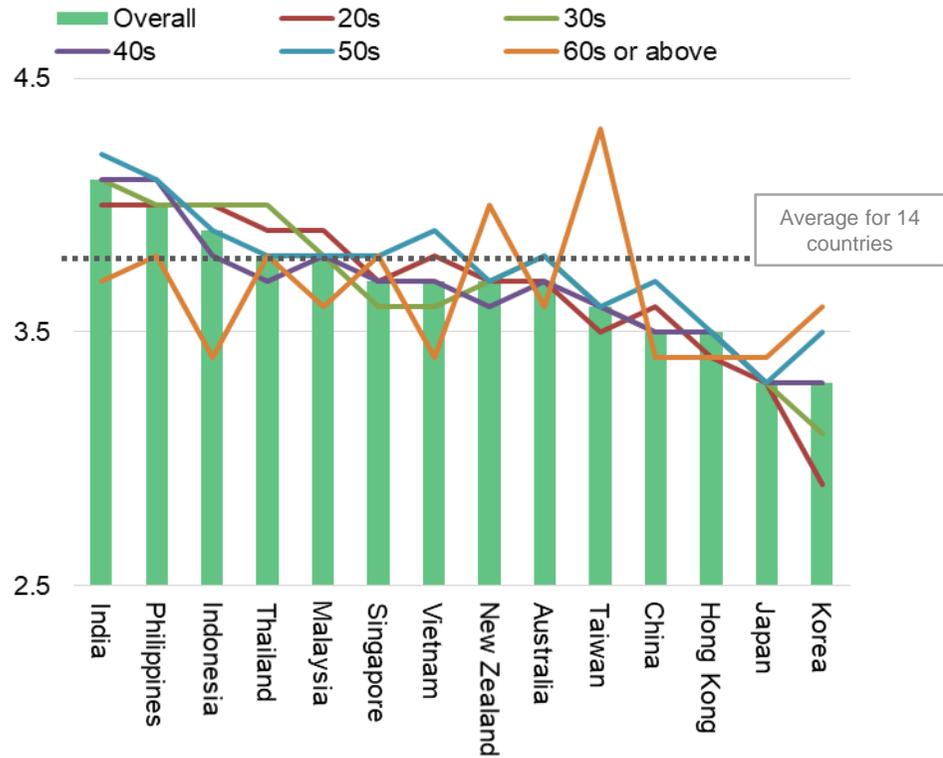
▼“I want to be assessed based on the results of my work”



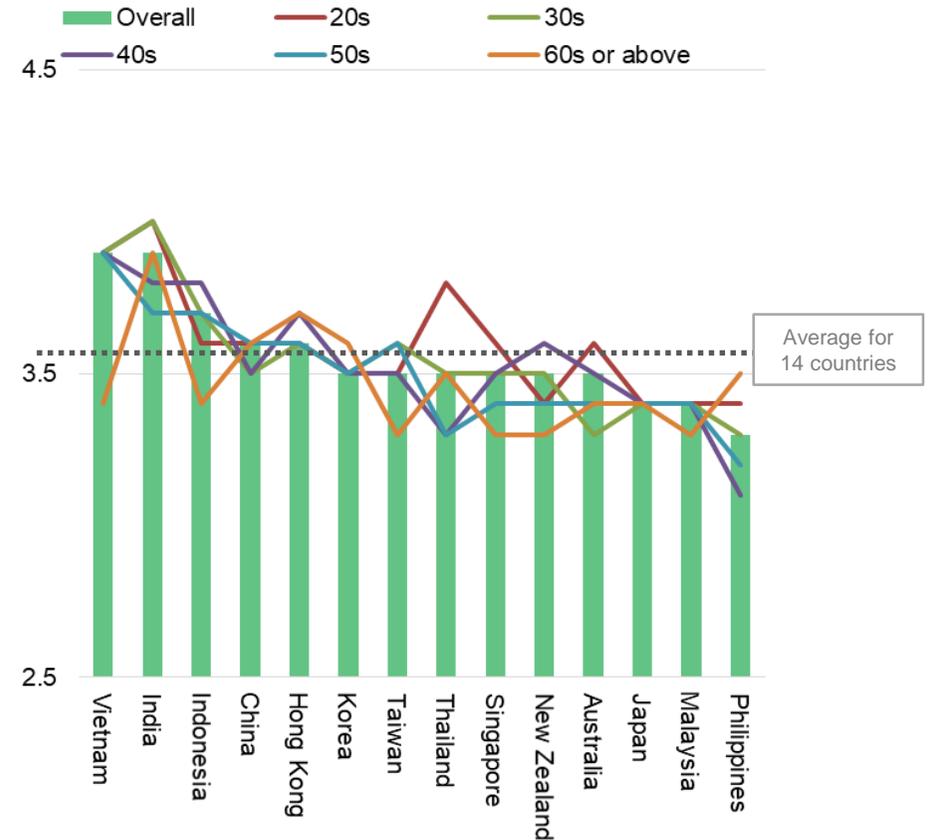
Thinking Regarding Personal Work

■ Average values on a 5-level scale

▼“Company size and popularity does not matter when selecting a job”

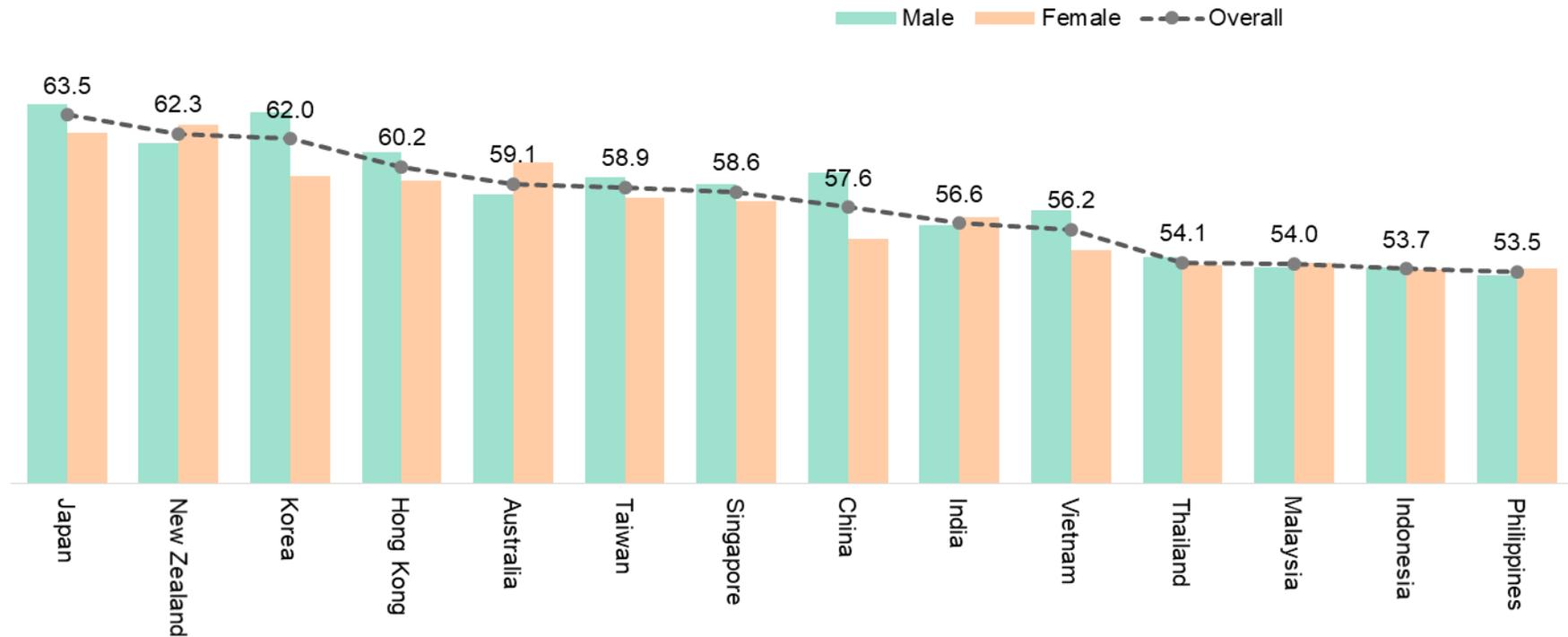


▼“I prefer carrying out work on my own rather than as part of a team”



Working Age

▼ “Until what age do you want to continue working?”
Actual response number (Unit: age)



Working Age <By Age Group>

▼ “Until what age do you want to continue working?”
Actual response number (Unit: age)

20s

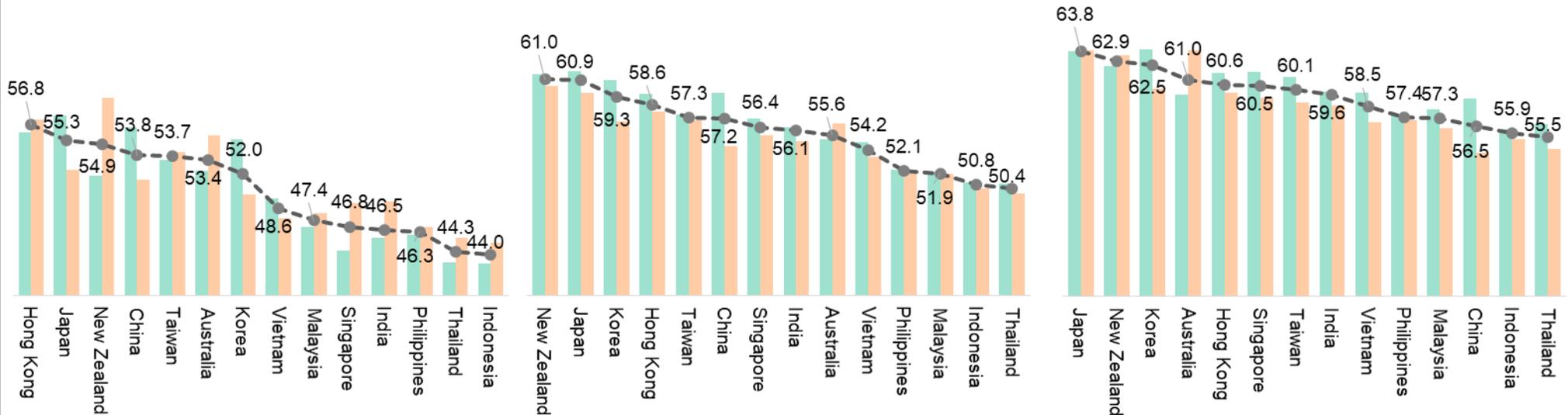
30s

40s

Male Female Overall

Male Female Overall

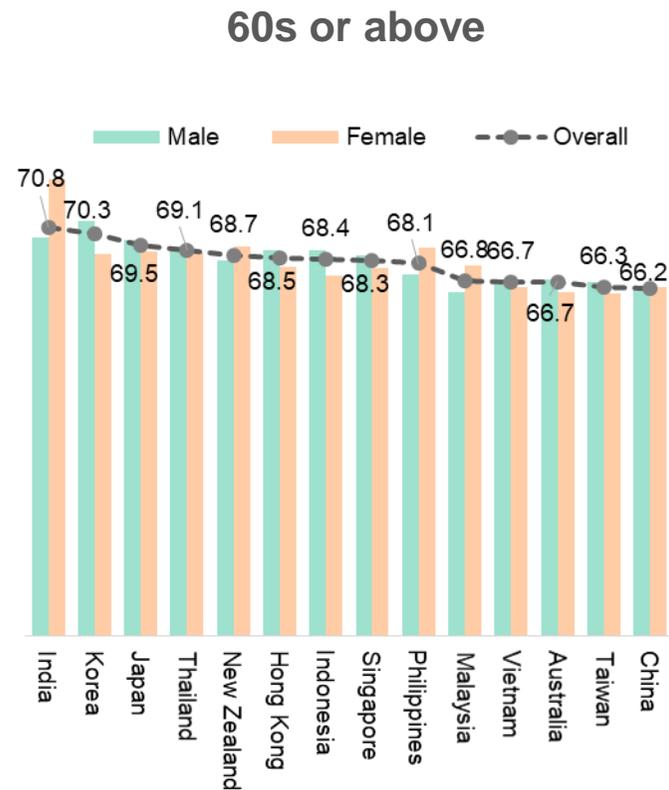
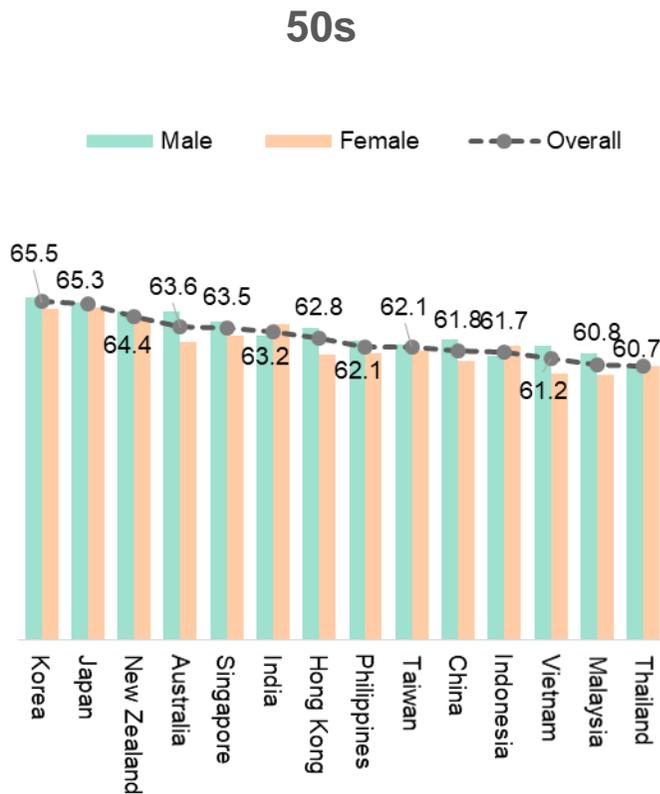
Male Female Overall



Working Age <By Age Group>

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

Actual response number (Unit: age)



6. Changing Jobs

Number of Times Changed Jobs / Desire to Change Jobs

▼Number of Times Changed Jobs / Desire to Change Jobs

		Number of Respondents	Average number of times changed jobs (times)	Currents wants to change jobs (%)
East Asia	Japan	(4803)	1.6	24.3
	China	(592)	1.3	29.2
	Korea	(518)	1.9	34.9
	Taiwan	(482)	2.5	34.4
	Hong Kong	(584)	2.7	39.7
Southeast Asia	Thailand	(354)	2.0	31.9
	Philippines	(379)	2.1	39.3
	Indonesia	(378)	2.3	45.2
	Malaysia	(469)	2.0	43.1
	Singapore	(487)	2.7	44.4
	Vietnam	(506)	1.6	36.8
South Asia	India	(533)	1.8	49.5
Oceania	New Zealand	(323)	3.3	39.0
	Australia	(361)	2.7	43.5

Number of Times Changed Jobs <Overall (by age group)>

											(%)
		Number of Respondents	0 times (never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average value	Percentage of respondents who have changed jobs 2 or more times
East Asia	Japan	6,466	34.0	20.7	15.7	12.0	6.5	3.8	7.2	1.8	45.2
	China	727	38.7	24.8	19.8	10.7	2.5	1.8	1.8	1.3	36.6
	Korea	624	26.6	21.5	20.5	16.0	5.3	4.3	5.8	1.9	51.9
	Taiwan	570	13.5	24.6	19.3	17.9	7.9	4.4	12.5	2.5	62.0
	Hong Kong	670	14.5	14.9	23.6	18.1	10.0	6.9	12.1	2.6	70.7
Southeast Asia	Thailand	505	21.0	21.0	23.4	18.4	6.9	5.1	4.2	2.0	58.0
	Philippines	573	18.7	20.8	21.3	21.5	7.9	4.9	5.1	2.1	60.7
	Indonesia	553	15.4	19.3	23.9	23.5	9.6	5.1	3.3	2.2	65.4
	Malaysia	602	22.3	17.9	24.4	17.3	10.0	3.5	4.7	2.0	59.9
	Singapore	580	14.8	15.3	18.3	20.9	12.9	8.3	9.5	2.6	69.9
	Vietnam	703	24.2	30.0	25.6	10.5	5.3	3.1	1.3	1.6	45.8
South Asia	India	670	24.5	24.2	24.3	15.2	7.9	2.1	1.8	1.7	51.3
Oceania	New Zealand	469	10.7	10.7	15.1	17.5	13.4	8.7	23.9	3.3	78.6
	Australia	503	14.3	14.3	19.3	18.1	12.3	8.9	12.7	2.8	71.3

Number of Times Changed Jobs <Overall (by age group)>

(%)

		TOTAL	0 times (I have never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average value	Percentage of respondents who have changed jobs 2 or more times	
East Asia	Japan	20s	862	59.4	20.8	11.8	4.6	1.3	0.6	1.5	0.8	19.8
		30s	1,375	36.9	21.3	16.1	11.8	6.2	2.9	4.8	1.6	41.8
		40s	1,703	29.4	18.0	17.0	13.1	8.8	4.2	9.5	2.0	52.6
		50s	1,454	29.8	19.5	15.6	13.3	6.8	5.7	9.3	2.0	50.7
		60s or above	1,072	23.2	26.1	16.2	14.6	7.1	4.3	8.5	2.0	50.7
	China	20s	212	50.5	27.8	16.0	3.3	0.5	1.4	0.5	0.8	21.7
		30s	161	25.5	24.8	23.6	13.7	6.2	1.9	4.3	1.7	49.7
		40s	127	33.1	25.2	18.9	13.4	3.9	3.9	1.6	1.5	41.7
		50s	207	41.5	21.7	19.8	13.5	1.0	1.0	1.4	1.2	36.7
		60s or above	20	25.0	20.0	35.0	20.0	0.0	0.0	0.0	1.5	55.0
	Korea	20s	77	58.4	18.2	11.7	6.5	3.9	0.0	1.3	0.8	23.4
		30s	156	29.5	23.7	19.9	11.5	5.8	3.2	6.4	1.8	46.8
		40s	175	17.7	20.0	23.4	20.6	4.6	7.4	6.3	2.2	62.3
		50s	178	20.8	21.3	21.3	18.0	6.2	5.1	7.3	2.1	57.9
		60s or above	38	18.4	26.3	23.7	23.7	5.3	0.0	2.6	1.8	55.3
	Taiwan	20s	88	22.7	31.8	19.3	20.5	1.1	2.3	2.3	1.6	45.5
		30s	176	7.4	16.5	26.1	19.3	11.4	3.4	15.9	2.8	76.1
		40s	159	8.8	28.3	16.4	14.5	10.7	3.8	17.6	2.7	63.0
		50s	135	20.7	24.4	14.8	18.5	4.4	7.4	9.6	2.2	54.7
		60s or above	12	16.7	41.7	8.3	16.7	8.3	8.3	0.0	1.8	41.6
Hong Kong	20s	118	20.3	16.1	30.5	20.3	8.5	2.5	1.7	1.9	63.5	
	30s	196	7.7	15.3	26.0	21.9	13.8	4.6	10.7	2.8	77.0	
	40s	157	9.6	14.6	19.7	17.8	7.0	8.9	22.3	3.1	75.7	
	50s	170	24.1	14.1	19.4	14.1	7.1	9.4	11.8	2.4	61.8	
	60s or above	29	6.9	13.8	24.1	6.9	24.1	13.8	10.3	3.1	79.2	

Number of Times Changed Jobs <Overall (by age group)>

(%)

		TOTAL	0 times (I have never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average value	Percentage of respondents who have changed jobs 2 or more times	
Southeast Asia	Thailand	20s	98	30.6	22.4	26.5	11.2	4.1	2.0	3.1	1.5	46.9
		30s	127	18.1	23.6	16.5	23.6	7.9	3.9	6.3	2.2	58.2
		40s	135	17.8	18.5	27.4	18.5	4.4	9.6	3.7	2.2	63.6
		50s	125	19.2	20.0	24.8	18.4	10.4	4.8	2.4	2.0	60.8
		60s or above	20	25.0	20.0	15.0	20.0	10.0	0.0	10.0	2.1	55.0
	Philippines	20s	186	30.1	26.3	20.4	13.4	4.8	4.3	0.5	1.5	43.4
		30s	144	11.1	20.1	16.7	33.3	9.0	4.2	5.6	2.4	68.8
		40s	114	12.3	14.9	24.6	27.2	6.1	5.3	9.6	2.5	72.8
		50s	108	14.8	17.6	25.9	15.7	13.0	4.6	8.3	2.4	67.5
		60s or above	21	23.8	23.8	19.0	9.5	9.5	14.3	0.0	2.0	52.3
	Indonesia	20s	114	28.1	23.7	18.4	18.4	7.9	1.8	1.8	1.7	48.3
		30s	167	10.2	24.0	24.0	22.8	10.2	4.8	4.2	2.3	66.0
		40s	137	13.1	14.6	24.8	29.9	6.6	6.6	4.4	2.4	72.3
		50s	119	13.4	16.0	24.4	21.8	15.1	6.7	2.5	2.4	70.5
		60s or above	16	12.5	6.3	50.0	25.0	0.0	6.3	0.0	2.1	81.3
	Malaysia	20s	197	32.5	25.4	26.4	12.2	3.0	0.0	0.5	1.3	42.1
		30s	149	18.1	12.8	28.9	20.8	14.1	1.3	4.0	2.2	69.1
		40s	128	14.8	13.3	18.8	19.5	12.5	10.9	10.2	2.8	71.9
		50s	108	20.4	15.7	22.2	18.5	13.9	2.8	6.5	2.2	63.9
		60s or above	20	10.0	25.0	20.0	20.0	10.0	10.0	5.0	2.5	65.0
	Singapore	20s	95	32.6	25.3	18.9	10.5	8.4	3.2	1.1	1.5	42.1
		30s	143	8.4	16.8	20.3	25.9	12.6	7.7	8.4	2.7	74.9
		40s	143	11.2	11.2	19.6	19.6	10.5	14.7	13.3	3.0	77.7
		50s	160	15.0	11.9	14.4	24.4	17.5	5.0	11.9	2.8	73.2
		60s or above	39	7.7	15.4	20.5	17.9	15.4	12.8	10.3	3.0	76.9
Vietnam	20s	145	27.6	31.0	31.0	6.9	2.1	1.4	0.0	1.3	41.4	
	30s	189	23.3	31.7	24.3	11.6	4.2	2.6	2.1	1.6	44.8	
	40s	180	23.3	29.4	26.1	12.2	4.4	2.8	1.7	1.6	47.2	
	50s	171	22.8	29.8	20.5	10.5	9.9	5.3	1.2	1.8	47.4	
	60s or above	18	27.8	11.1	38.9	11.1	5.6	5.6	0.0	1.7	61.2	

Number of Times Changed Jobs <Overall (by age group)>

(%)

		TOTAL	0 times (I have never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average value	Percentage of respondents w ho have changed jobs 2 or more times	
South Asia	India	20s	166	37.3	30.7	22.3	6.6	2.4	0.6	0.0	1.1	31.9
		30s	201	23.9	25.9	28.4	13.9	4.5	1.5	2.0	1.6	50.3
		40s	159	17.0	24.5	22.6	22.0	10.7	3.1	0.0	1.9	58.4
		50s	112	17.9	13.4	23.2	20.5	16.1	4.5	4.5	2.3	68.8
		60s or above	32	21.9	15.6	21.9	15.6	15.6	0.0	9.4	2.3	62.5

		TOTAL	0 times (I have never changed jobs)	1 time	2 times	3 times	4 times	5 times	6 times or more	Average value	Percentage of respondents w ho have changed jobs 2 or more times	
Oceania	New Zealand	20s	84	20.2	21.4	21.4	14.3	9.5	7.1	6.0	2.2	58.3
		30s	121	10.7	13.2	16.5	23.1	14.9	5.8	15.7	3.0	76.0
		40s	109	9.2	7.3	14.7	13.8	18.3	12.8	23.9	3.6	83.5
		50s	105	7.6	3.8	12.4	15.2	12.4	8.6	40.0	4.1	88.6
		60s or above	50	4.0	8.0	8.0	22.0	8.0	10.0	40.0	4.1	88.0
	Australia	20s	117	25.6	26.5	18.8	14.5	7.7	3.4	3.4	1.8	47.8
		30s	126	14.3	15.9	22.2	17.5	9.5	9.5	11.1	2.7	69.8
		40s	132	9.8	8.3	22.7	20.5	13.6	12.1	12.9	3.1	81.8
		50s	73	11.0	6.8	15.1	20.5	15.1	9.6	21.9	3.4	82.2
		60s or above	55	5.5	9.1	10.9	18.2	21.8	10.9	23.6	3.7	85.4

Desire to Change Jobs <By Age Group>

▼ Currently Want to Change Jobs (%)

		(%)	20s	30s	40s	50s	60s or above
East Asia	Japan	38.2	31.3	23.3	18.3	7.7	
	China	30.8	30.1	29.0	27.5	18.2	
	Korea	60.0	38.4	33.6	22.5	33.3	
	Taiwan	43.1	42.9	28.5	24.0	37.5	
	Hong Kong	59.3	43.5	37.8	24.2	11.8	
Southeast Asia	Thailand	48.6	35.9	32.2	12.7	20.0	
	Philippines	52.6	40.9	31.4	19.6	0.0	
	Indonesia	56.4	49.2	39.8	34.6	45.5	
	Malaysia	52.1	41.9	41.7	32.2	36.4	
	Singapore	56.9	49.2	43.9	34.1	40.0	
	Vietnam	41.4	35.3	31.7	43.0	7.7	
South Asia	India	45.5	52.0	54.7	46.6	29.4	
Oceania	New Zealand	41.3	46.2	40.3	27.0	38.1	
	Australia	53.2	53.8	35.6	31.3	27.6	

*Scores of 40 pts or higher are shown in red.

Reason for Changing Jobs: TOP 3 Reasons

▼Reason for Changing Jobs: TOP 3 Reasons in Each Country(%)

East Asia

	Japan n=2920	China n=368	Korea n=382	Taiwan n=427	Hong Kong n=514
1st	I was dissatisfied with my salary 20.6	I was dissatisfied with my salary 33.2	I was dissatisfied with my salary 30.1	I was dissatisfied with my salary 37.0	I was dissatisfied with my salary 37.2
2nd	The company's prospects were uncertain 16.2	There were no prospects for promotion 21.2	The company's prospects were uncertain 23.0	The company's prospects were uncertain 25.3	There were no prospects for promotion 23.7
3rd	There was no one there I could respect 12.6	I wanted to build a broad base of experience and knowledge 13.3	It was physically demanding 18.1	There were no prospects for promotion 21.1	I wanted to build a broad base of experience and knowledge 18.3

Southeast Asia

	Thailand n=281	Philippines n=300	Indonesia n=324	Malaysia n=366	Singapore n=414	Vietnam n=387
1st	I wanted to build a broad base of experience and knowledge 35.6	I was dissatisfied with my salary 37.7	I wanted to build a broad base of experience and knowledge 36.4	I was dissatisfied with my salary 37.7	I was dissatisfied with my salary 24.6	I wanted to acquire specialist knowledge/technical capabilities 34.1
2nd	I was dissatisfied with my salary 32.4	I wanted to acquire specialist knowledge/technical capabilities 30.3	I was dissatisfied with my salary 34.9	I wanted to build a broad base of experience and knowledge 35.2	There were no prospects for promotion 22.2	I wanted to build a broad base of experience and knowledge 33.6
3rd	I wanted to work at a company with a more friendly and harmonious atmosphere 26.3	I wanted to build a broad base of experience and knowledge 27.3	I wanted to work at a company with a more friendly and harmonious atmosphere 30.2	I wanted to work at a company with a more friendly and harmonious atmosphere 29.0	The company's prospects were uncertain 21.3	I wanted to work at a company with a more friendly and harmonious atmosphere 28.4

South Asia

	India n=422
1st	I was dissatisfied with my salary 28.9
2nd	I wanted to work at a company with a more friendly and harmonious atmosphere 26.5
3rd	I wanted to change the status of my employment 25.4

Oceania

	New Zealand n=291	Australia n=304
1st	There were no prospects for promotion 21.3	There were no prospects for promotion 21.1
2nd	There was other work I wanted to do 20.3	I was dissatisfied with my salary 18.4
3rd	I was dissatisfied with my salary 20.3	I wanted to change the status of my employment 17.8

[Reference] Desire to Go Independent/Start Own Business

▼"Yes" response rate for "I want to quit my current employment and go independent/start my own business"

		(%)	20s	30s	40s	50s	60s or above
East Asia	Japan	21.0	16.2	13.5	12.6	6.7	
	China	25.8	27.3	17.8	23.5	9.1	
	Korea	38.3	31.5	33.6	17.6	28.6	
	Taiwan	29.2	30.4	21.5	13.5	0.0	
	Hong Kong	34.3	28.8	29.4	12.9	17.6	
Southeast Asia	Thailand	54.2	44.7	45.6	38.0	40.0	
	Philippines	49.6	43.6	44.3	37.5	37.5	
	Indonesia	73.1	70.3	75.3	66.7	72.7	
	Malaysia	41.0	40.3	37.9	28.7	45.5	
	Singapore	41.7	33.6	34.8	23.0	30.0	
	Vietnam	37.4	38.0	38.2	49.6	7.7	
South Asia	India	44.6	48.6	55.5	45.5	35.3	
Oceania	New Zealand	28.6	26.9	27.8	17.6	14.3	
	Australia	43.0	39.4	25.7	14.6	6.9	

*Scores of 40 pts or higher are shown in red.

7. Awareness of “Growth through Working”

Degree of Desire for/Awareness of “Growth through Working”

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

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

		Degree of desire for growth	Degree of awareness of growth	Difference (Desire – Awareness)	Average for each country (age)
1st	Philippines	99.0	88.1	-10.9	37.5
2nd	Vietnam	98.3	95.7	-2.6	40.1
3rd	India	98.2	94.8	-3.4	38.8
4th	Indonesia	97.5	92.9	-4.6	39.4
5th	Thailand	95.6	87.7	-7.9	40.6
6th	Malaysia	95.5	84.4	-11.1	37.6
7th	China	93.5	85.8	-7.7	39.9
8th	Taiwan	92.5	82.3	-10.2	40.7
9th	Korea	91.0	78.2	-12.8	43.5
10th	New Zealand	90.0	78.7	-11.3	42.5
11th	Singapore	88.6	70.0	-18.6	42.6
12th	Australia	88.1	74.6	-13.5	40.6
13th	Hong Kong	85.8	74.8	-11.0	40.9
14th	Japan	81.0	55.8	-25.2	45.3

Growth Images of Working People By Country

Factor analysis was carried out for the survey on employment and development among 10,000 working people, conducted in 2017, and the following 8 growth image factors were identified.

Principal factor analysis; Rotation of factor loadings = promax rotation

1	Broaden perspective	Become able to control emotions Become able to accept own weak points Are able to persevere and carry out work tasks to their completion Want to tackle new work with a positive attitude Become resilient to stress Become able to perform work tasks with a broader perspective	5	Achieve good performance/evaluations	Achieve better performance than co-workers Achieve promotion to managerial position/higher grade Receive high evaluations from superiors and co-workers Contribute to the organization's overall business performance
2	Improve efficiency	Mistakes and faulty decisions decrease Work efficiency/speed increases Become able to deal with problems Become able to make own decisions in carrying out work activities Acquire work manners	6	Enhance work-life balance	Able to make close friends in the workplace Able to leave work (go home) early/promptly
3	Increase expertise	Become able to perform even more specialized work Acquire new knowledge and experiences Acquire skills and capabilities that are universally valid Become able to perform even broader work Acquire qualifications	7	Clarify career path	Become able to make preparations for going independent Able to clarify what career path they wish to pursue
4	Increase remuneration	Salary/remuneration increases *Although increases in remuneration were highly individual, there were many respondents to whom this applied, and since the content is important, it was used as an indicator for a single item.	8	Improve communication skills	Become able to cooperate effectively with co-workers and other departments Become able to instruct/guide subordinates effectively Become able to speak giving thought to the position of the person they are addressing Become able to communicate effectively with customers

We will examine “Growth Images of Working People” for each country using these 8 factors

Growth Images of Working People | Ranking of 8 factors for by country

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

	Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines
1st	Pay/salary increases	Improving work efficiency	Pay/salary increases	Widening perspective	Pay/salary increases	Widening perspective	Improving expertise
2nd	Improving work efficiency	Improving expertise	Improving work efficiency	Improving work efficiency	Improving work efficiency	Improving work efficiency	Improving communication skills
3rd	Improving expertise	Improving communication skills	Improving expertise	Improving expertise	Improving expertise	Improving expertise	Pay/salary increases
4th	Improving communication skills	Pay/salary increases	Widening perspective	Pay/salary increases	Achieving good results/favorable evaluations	Improving communication skills	Widening perspective
5th	Widening perspective	Widening perspective	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Improving communication skills	Pay/salary increases	Improving work efficiency
6th	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Improving communication skills	Improving communication skills	Widening perspective	Achieving good results/favorable evaluations	Career Clarification
7th	Enhancement of Work-Life Balance	Career Clarification	Career Clarification	Enhancement of Work-Life Balance	Enhancement of Work-Life Balance	Enhancement of Work-Life Balance	Achieving good results/favorable evaluations
8th	Career Clarification	Enhancement of Work-Life Balance	Enhancement of Work-Life Balance	Career Clarification	Career Clarification	Career Clarification	Enhancement of Work-Life Balance

	Indonesia	Malaysia	Singapore	Vietnam	India	New Zealand	Australia
1st	Improving expertise	Pay/salary increases	Pay/salary increases	Widening perspective	Pay/salary increases	Improving work efficiency	Improving work efficiency
2nd	Career Clarification	Improving work efficiency	Improving work efficiency	Improving work efficiency	Improving work efficiency	Pay/salary increases	Pay/salary increases
3rd	Improving communication skills	Improving expertise	Widening perspective	Improving expertise	Improving expertise	Widening perspective	Widening perspective
4th	Widening perspective	Career Clarification	Improving expertise	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Improving expertise	Improving expertise
5th	Improving work efficiency	Improving communication skills	Career Clarification	Improving communication skills	Career Clarification	Improving communication skills	Improving communication skills
6th	Pay/salary increases	Widening perspective	Improving communication skills	Pay/salary increases	Improving communication skills	Career Clarification	Achieving good results/favorable evaluations
7th	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Career Clarification	Widening perspective	Achieving good results/favorable evaluations	Career Clarification
8th	Enhancement of Work-Life Balance						

Growth Images of Working People | Ranking of 8 factors for by age group

Hong Kong

	Overall	20s (n=118ss)	30s (n=196ss)	40s (n=157ss)	50s (n=170ss)	60s or above (n=29ss)
1st	Pay/salary increases	Pay/salary increases	Pay/salary increases	Improving work efficiency	Improving work efficiency	Improving communication skills
2nd	Improving work efficiency	Widening perspective	Improving work efficiency	Pay/salary increases	Improving expertise	Widening perspective
3rd	Improving expertise	Improving work efficiency	Improving expertise	Widening perspective	Achieving good results/favorable evaluations	Improving work efficiency
4th	Achieving good results/favorable evaluations	Improving expertise	Improving communication skills	Improving expertise	Improving communication skills	Improving expertise
5th	Improving communication skills	Achieving good results/favorable evaluations	Widening perspective	Achieving good results/favorable evaluations	Pay/salary increases	Achieving good results/favorable evaluations
6th	Widening perspective	Enhancement of Work-Life Balance	Achieving good results/favorable evaluations	Enhancement of Work-Life Balance	Widening perspective	Enhancement of Work-Life Balance
7th	Enhancement of Work-Life Balance	Improving communication skills	Enhancement of Work-Life Balance	Improving communication skills	Enhancement of Work-Life Balance	Pay/salary increases
8th	Career Clarification					

Thailand

	Overall	20s (n=98ss)	30s (n=127ss)	40s (n=135ss)	50s (n=125ss)	60s or above (n=20ss)
1st	Widening perspective	Widening perspective	Improving work efficiency	Improving work efficiency	Widening perspective	Improving work efficiency
2nd	Improving work efficiency	Improving work efficiency	Widening perspective	Widening perspective	Improving work efficiency	Career Clarification
3rd	Improving expertise	Improving expertise	Improving expertise	Improving communication skills	Improving expertise	Improving expertise
4th	Improving communication skills	Improving communication skills	Improving communication skills	Pay/salary increases	Improving communication skills	Widening perspective
5th	Pay/salary increases	Pay/salary increases	Enhancement of Work-Life Balance	Improving expertise	Pay/salary increases	Improving communication skills
6th	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Pay/salary increases	Enhancement of Work-Life Balance	Achieving good results/favorable evaluations	Pay/salary increases
7th	Enhancement of Work-Life Balance	Enhancement of Work-Life Balance	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Enhancement of Work-Life Balance	Enhancement of Work-Life Balance
8th	Career Clarification	Achieving good results/favorable evaluations				

Philippines

	Overall	20s (n=186ss)	30s (n=144ss)	40s (n=114ss)	50s (n=108ss)	60s or above (n=21ss)
1st	Improving expertise	Pay/salary increases	Improving work efficiency	Improving communication skills	Improving work efficiency	Improving expertise
2nd	Improving communication skills	Widening perspective	Improving expertise	Pay/salary increases	Improving communication skills	Improving work efficiency
3rd	Pay/salary increases	Improving work efficiency	Widening perspective	Widening perspective	Pay/salary increases	Widening perspective
4th	Widening perspective	Improving expertise	Career Clarification	Improving work efficiency	Widening perspective	Career Clarification
5th	Improving work efficiency	Career Clarification	Improving communication skills	Improving expertise	Improving expertise	Pay/salary increases
6th	Career Clarification	Improving communication skills	Pay/salary increases	Career Clarification	Career Clarification	Improving communication skills
7th	Achieving good results/favorable evaluations					
8th	Enhancement of Work-Life Balance					

Indonesia

	Overall	20s (n=114ss)	30s (n=167ss)	40s (n=137ss)	50s (n=119ss)	60s or above (n=16ss)
1st	Improving expertise	Improving expertise	Widening perspective	Improving expertise	Widening perspective	Improving work efficiency
2nd	Career Clarification	Career Clarification	Improving expertise	Career Clarification	Improving work efficiency	Widening perspective
3rd	Improving communication skills	Improving communication skills	Career Clarification	Improving communication skills	Improving expertise	Improving expertise
4th	Widening perspective	Pay/salary increases	Improving communication skills	Pay/salary increases	Career Clarification	Improving communication skills
5th	Improving work efficiency	Widening perspective	Pay/salary increases	Widening perspective	Improving communication skills	Achieving good results/favorable evaluations
6th	Pay/salary increases	Improving work efficiency	Improving work efficiency	Improving work efficiency	Achieving good results/favorable evaluations	Enhancement of Work-Life Balance
7th	Achieving good results/favorable evaluations	Pay/salary increases	Career Clarification			
8th	Enhancement of Work-Life Balance	Pay/salary increases				

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

Growth Images of Working People | Ranking of 8 factors for by age group

Malaysia					
Overall	20s (n=197ss)	30s (n=149ss)	40s (n=128ss)	50s (n=108ss)	60s or above (n=20ss)
1st	Pay/salary increases	Pay/salary increases	Pay/salary increases	Improving work efficiency	Widening perspective
2nd	Improving work efficiency	Improving work efficiency	Improving work efficiency	Career Clarification	Improving work efficiency
3rd	Improving expertise	Improving expertise	Widening perspective	Widening perspective	Improving expertise
4th	Career Clarification	Career Clarification	Improving expertise	Improving expertise	Improving communication skills
5th	Improving communication skills	Widening perspective	Career Clarification	Improving communication skills	Pay/salary increases
6th	Widening perspective	Improving communication skills	Achieving good results/favorable evaluations	Pay/salary increases	Achieving good results/favorable evaluations
7th	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Improving communication skills	Achieving good results/favorable evaluations	Enhancement of Work-Life Balance
8th	Enhancement of Work-Life Balance	Career Clarification			

Singapore					
Overall	20s (n=95ss)	30s (n=143ss)	40s (n=143ss)	50s (n=160ss)	60s or above (n=39ss)
1st	Pay/salary increases	Improving expertise	Pay/salary increases	Pay/salary increases	Pay/salary increases
2nd	Improving work efficiency	Pay/salary increases	Improving work efficiency	Improving work efficiency	Widening perspective
3rd	Widening perspective	Improving work efficiency	Widening perspective	Widening perspective	Improving work efficiency
4th	Improving expertise	Achieving good results/favorable evaluations	Improving expertise	Improving expertise	Improving communication skills
5th	Career Clarification	Career Clarification	Achieving good results/favorable evaluations	Career Clarification	Improving expertise
6th	Improving communication skills	Widening perspective	Career Clarification	Improving communication skills	Career Clarification
7th	Achieving good results/favorable evaluations	Improving communication skills	Improving communication skills	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations
8th	Enhancement of Work-Life Balance				

Vietnam					
Overall	20s (n=145ss)	30s (n=189ss)	40s (n=180ss)	50s (n=171ss)	60s or above (n=18ss)
1st	Widening perspective				
2nd	Improving work efficiency				
3rd	Improving expertise				
4th	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Career Clarification	Achieving good results/favorable evaluations
5th	Improving communication skills				
6th	Pay/salary increases				
7th	Career Clarification	Career Clarification	Career Clarification	Achieving good results/favorable evaluations	Career Clarification
8th	Enhancement of Work-Life Balance				

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

Growth Images of Working People | Ranking of 8 factors for by age group

India		20s (n=166ss)	30s (n=201ss)	40s (n=159ss)	50s (n=112ss)	60s or above (n=32ss)
Overall						
1st	Pay/salary increases	Improving work efficiency	Improving expertise	Improving work efficiency	Improving work efficiency	Improving work efficiency
2nd	Improving work efficiency	Pay/salary increases	Career Clarification	Pay/salary increases	Improving communication skills	Widening perspective
3rd	Improving expertise	Widening perspective	Pay/salary increases	Widening perspective	Pay/salary increases	Improving expertise
4th	Achieving good results/favorable evaluations	Improving expertise	Widening perspective	Improving expertise	Widening perspective	Achieving good results/favorable evaluations
5th	Career Clarification	Achieving good results/favorable evaluations	Improving work efficiency	Achieving good results/favorable evaluations	Improving expertise	Career Clarification
6th	Improving communication skills	Career Clarification	Achieving good results/favorable evaluations	Career Clarification	Achieving good results/favorable evaluations	Improving communication skills
7th	Widening perspective	Improving communication skills	Improving communication skills	Improving communication skills	Career Clarification	Pay/salary increases
8th	Enhancement of Work-Life Balance					

New Zealand		20s (n=84ss)	30s (n=121ss)	40s (n=109ss)	50s (n=105ss)	60s or above (n=50ss)
Overall						
1st	Improving work efficiency	Improving expertise	Pay/salary increases	Pay/salary increases	Improving work efficiency	Improving work efficiency
2nd	Pay/salary increases	Pay/salary increases	Improving work efficiency	Improving work efficiency	Improving expertise	Widening perspective
3rd	Widening perspective	Improving work efficiency	Widening perspective	Improving expertise	Improving communication skills	Improving communication skills
4th	Improving expertise	Improving communication skills	Improving expertise	Widening perspective	Pay/salary increases	Improving expertise
5th	Improving communication skills	Widening perspective	Improving communication skills	Improving communication skills	Widening perspective	Pay/salary increases
6th	Career Clarification	Achieving good results/favorable evaluations	Career Clarification	Career Clarification	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations
7th	Achieving good results/favorable evaluations	Career Clarification	Achieving good results/favorable evaluations	Achieving good results/favorable evaluations	Career Clarification	Enhancement of Work-Life Balance
8th	Enhancement of Work-Life Balance	Career Clarification				

Australia		20s (n=117ss)	30s (n=126ss)	40s (n=132ss)	50s (n=73ss)	60s or above (n=55ss)
Overall						
1st	Improving work efficiency	Pay/salary increases	Pay/salary increases	Pay/salary increases	Improving work efficiency	Improving work efficiency
2nd	Pay/salary increases	Improving expertise	Improving expertise	Widening perspective	Widening perspective	Improving communication skills
3rd	Widening perspective	Widening perspective	Improving work efficiency	Improving work efficiency	Pay/salary increases	Widening perspective
4th	Improving expertise	Improving work efficiency	Achieving good results/favorable evaluations	Improving expertise	Improving expertise	Pay/salary increases
5th	Improving communication skills	Achieving good results/favorable evaluations	Improving communication skills	Improving communication skills	Improving communication skills	Improving expertise
6th	Achieving good results/favorable evaluations	Improving communication skills	Widening perspective	Career Clarification	Achieving good results/favorable evaluations	Career Clarification
7th	Career Clarification	Career Clarification	Career Clarification	Achieving good results/favorable evaluations	Enhancement of Work-Life Balance	Achieving good results/favorable evaluations
8th	Enhancement of Work-Life Balance	Career Clarification	Enhancement of Work-Life Balance			

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

8. Desire to Attain a Managerial Position

Percentage of respondents who aspire to a managerial position

▼ Respondents who want to be promoted to a managerial position (%)

Fulltime Non-managerial Position Base		Number of Respondents	Overall (%)	Male (%)	Female (%)	Average Age By Country
1st	Philippines	(197)	86.8	86.5	87.1	37.5
2nd	India	(67)	85.1	83.0	90.0	38.8
3rd	Vietnam	(178)	84.8	85.4	84.4	40.1
4th	Indonesia	(161)	77.6	79.4	75.0	39.4
5th	Thailand	(111)	73.9	86.4	65.7	40.6
6th	Malaysia	(182)	73.6	76.0	72.0	37.6
7th	China	(242)	71.5	77.9	66.7	39.9
8th	Hong Kong	(281)	54.1	60.7	49.4	40.9
9th	Korea	(197)	53.8	59.8	49.6	43.5
10th	Australia	(147)	53.7	56.5	49.1	40.6
11th	Taiwan	(292)	50.3	58.7	44.0	40.7
12th	Singapore	(198)	50.0	63.0	42.4	42.6
13th	New Zealand	(173)	43.9	56.1	33.0	42.5
14th	Japan	(2175)	21.8	31.1	12.1	45.3

Younger than 40 years old

Older than 43 years old

Percentage of respondents who aspire to a managerial position

▼ Respondents who want to be promoted to a managerial position (%)

		Overall	20s	30s	40s	50s	60s or above
East Asia	Japan	21.8	34.5	28.6	14.3	8.4	1.9
	China	71.5	85.6	60.7	55.3	62.9	50.0
	Korea	53.8	60.9	44.9	60.0	52.0	100.0
	Taiwan	50.3	51.0	50.5	55.2	38.1	100.0
	Hong Kong	54.1	60.0	58.9	53.1	39.6	50.0
Southeast Asia	Thailand	73.9	88.9	59.5	66.7	83.3	0.0
	Philippines	86.8	84.2	91.4	92.6	81.3	0.0
	Indonesia	77.6	87.0	76.6	69.0	81.8	50.0
	Malaysia	73.6	74.0	80.9	67.6	65.2	100.0
	Singapore	50.0	77.1	52.9	40.4	40.0	40.0
	Vietnam	84.8	93.4	81.5	80.6	85.7	25.0
South Asia	India	85.1	93.1	80.0	90.0	57.1	100.0
Oceania	New Zealand	43.9	60.0	56.6	37.2	31.0	20.0
	Australia	53.7	72.7	84.6	37.2	27.3	0.0

*Scores of 70 pts or higher are shown in red.

Scores of less than 30 ss by age group are colored gray.

9. Desire for Employment at a Japanese Company in Own Country

Image of Working at a Japanese Company [East Asia]

▼Image of Working at a Japanese Company: TOP 3 “Yes” Response Rates

	China	%	Korea	%
1st	Good benefits	34.4	You will not be valued unless you can speak Japanese	34.1
2nd	Good working conditions	33.0	Good working conditions	31.9
3rd	Comfortable workplace environments and offices	23.8	Good benefits	27.6

	Taiwan	%	Hong Kong	%
1st	Good working conditions	36.1	Stable employment	28.7
2nd	Good benefits	33.7	Good working conditions	27.5
3rd	Stable employment	33.2	A lot of overtime	26.4

Image of Working at a Japanese Company [Southeast Asia]

▼Image of Working at a Japanese Company: TOP 3 “Yes” Response Rates

	Thailand	%	Philippines	%	Indonesia	%
1st	Good working conditions	57.8	Good benefits	59.9	Good working conditions	55.5
2nd	Good benefits	50.7	Good working conditions	57.1	High standards for required results	48.8
3rd	Stable employment	46.7	Stable employment	52.7	High degree of specialized skills can be acquired	43.9

	Malaysia	%	Singapore	%	Vietnam	%
1st	Good benefits	46.0	A lot of overtime	41.0	Good working conditions	65.9
2nd	High standards for required results	45.7	High standards for required results	33.3	Good benefits	59.6
3rd	Good working conditions	44.2	Difficult to advance and succeed if you are not Japanese	30.9	Substantial education and training	56.0

Image of Working at a Japanese Company [South Asia/Oceania]

▼Image of Working at a Japanese Company: TOP 3 “Yes” Response Rates

India		%
1st	Good working conditions	50.1
2nd	Good benefits	48.7
3rd	High standards for required results	43.6

New Zealand		%	Australia		%
1st	High standards for required results	38.8	High standards for required results	33.8	
2nd	I do not know	34.3	I do not know	26.2	
3rd	A lot of overtime	29.4	A lot of overtime	24.7	

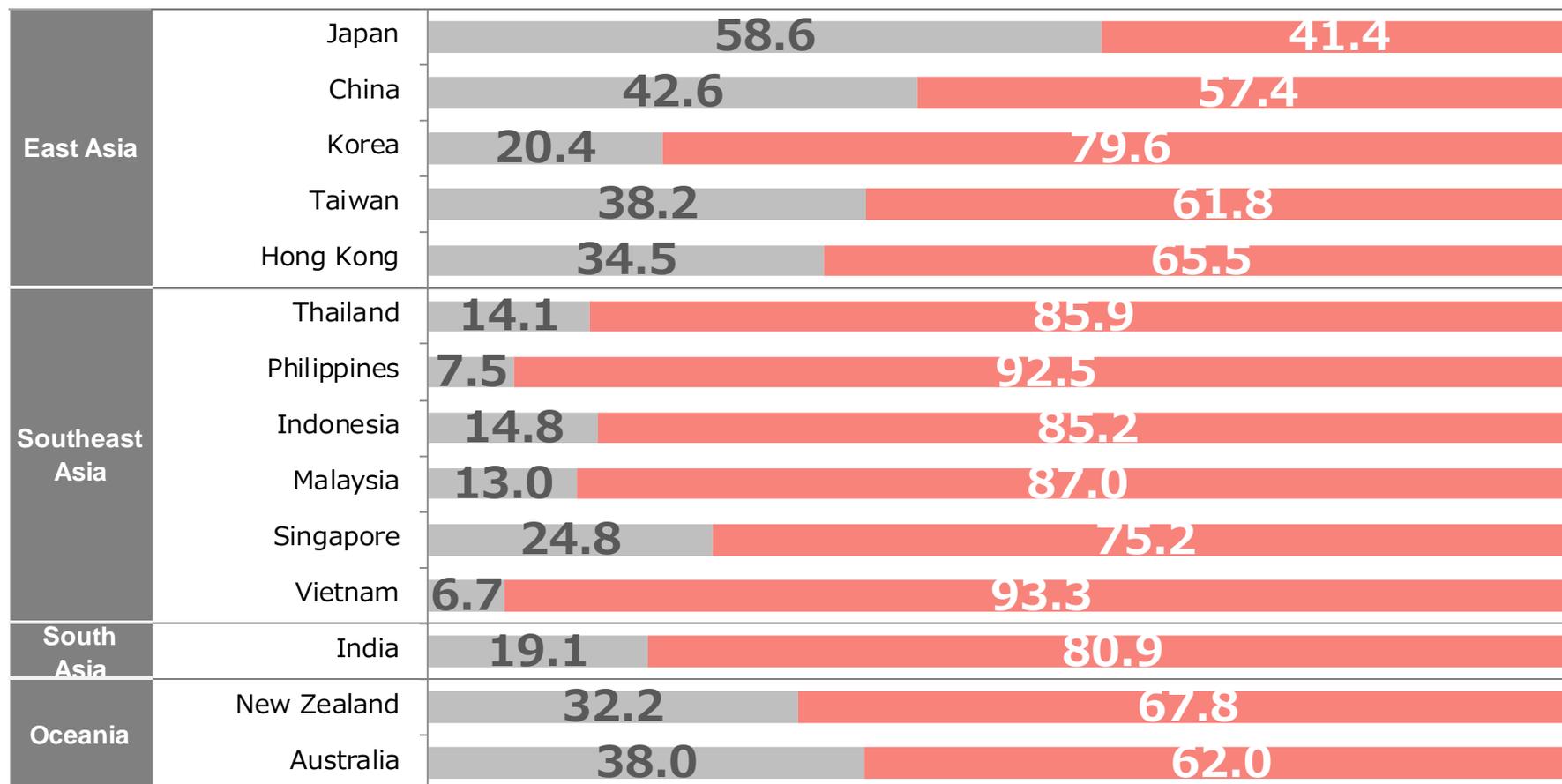
10. Desire to Work Overseas

Degree of Desire to Work Overseas

▼Degree of Desire to Work Overseas (%)

■ I do not want to work in any other countries (I only want to work in my own country)

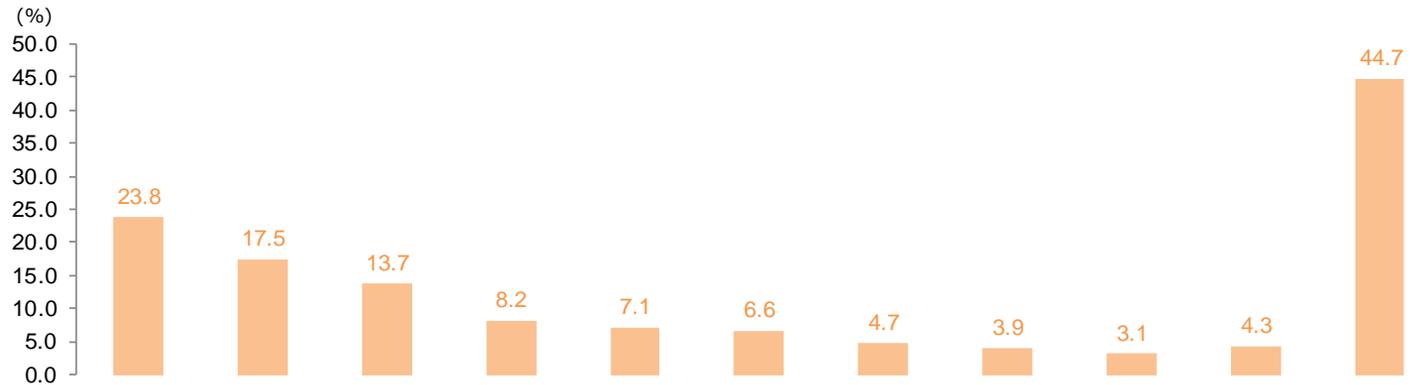
■ I want to work in another country/region (I want to work overseas)



11. Personal Development Activities

Self-learning and Personal Development Activities Outside Place of Employment

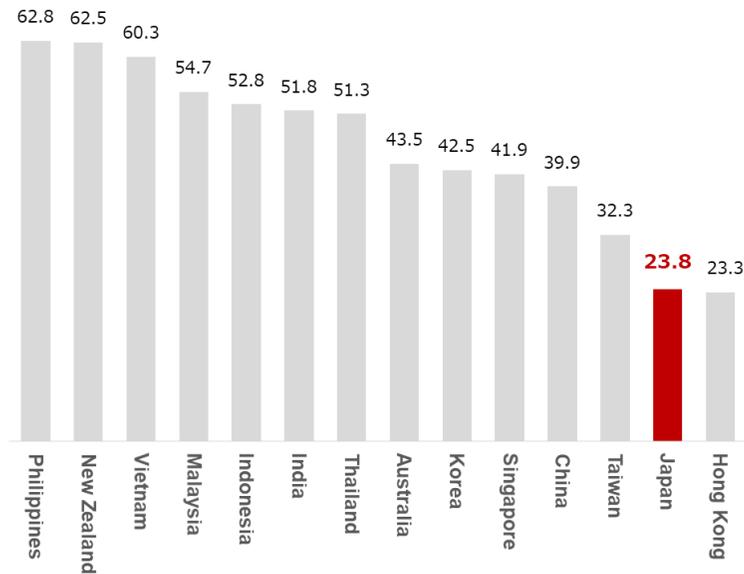
20 pts higher than Japan	20 pts lower than Japan
10 pts higher than Japan	10 pts lower than Japan
5 pts higher than Japan	5 pts lower than Japan



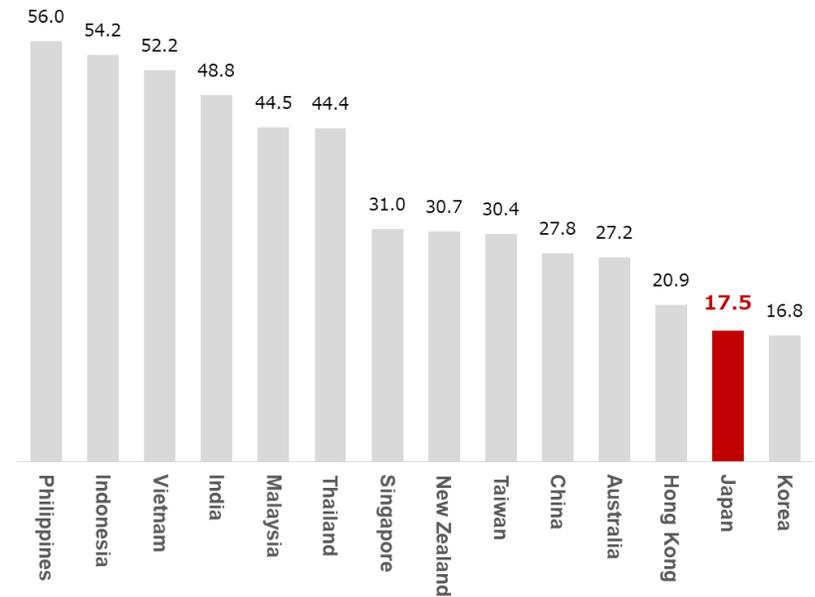
		Number of relevant respondents	Reading	Participation in training courses, seminars, study sessions, etc.	Studying to acquire certifications	Language study	Distance learning, e-learning	Side jobs/subsidiary businesses	Holding/running study sessions, etc.	Participation in NPOs, volunteering, and other social activities	University, graduate school, vocational school	Other	I do nothing in particular
East Asia	Japan	6,466	23.8	17.5	13.7	8.2	7.1	6.6	4.7	3.9	3.1	4.3	44.7
	China	727	39.9	27.8	34.5	21.0	18.0	11.4	16.6	11.1	10.9	1.4	18.3
	Korea	624	42.5	16.8	26.4	26.4	22.9	12.3	7.1	6.6	7.4	2.9	17.8
	Taiwan	570	32.3	30.4	23.7	28.9	23.9	18.4	11.6	7.0	14.4	2.5	19.6
	Hong Kong	670	23.3	20.9	23.1	19.4	18.7	20.0	11.3	9.4	17.5	2.5	22.4
Southeast Asia	Thailand	505	51.3	44.4	32.7	46.9	27.5	39.4	12.1	27.9	19.4	4.8	2.6
	Philippines	573	62.8	56.0	31.8	19.7	28.6	33.9	10.8	22.9	26.7	7.2	3.1
	Indonesia	553	52.8	54.2	46.3	31.8	16.1	32.7	18.3	41.2	25.3	5.1	2.0
	Malaysia	602	54.7	44.5	24.6	27.9	28.9	24.3	11.8	17.9	25.4	5.1	6.1
	Singapore	580	41.9	31.0	20.2	14.3	19.1	15.2	5.2	12.2	15.5	1.9	18.8
	Vietnam	703	60.3	52.2	28.4	56.0	33.4	24.6	24.6	28.3	17.9	2.7	1.8
South Asia	India	670	51.8	48.8	29.6	29.3	32.8	18.8	19.9	24.3	19.9	3.7	6.7
Oceania	New Zealand	469	62.5	30.7	16.2	12.2	23.0	14.1	6.6	18.1	13.4	6.8	14.7
	Australia	503	43.5	27.2	17.9	10.9	18.7	12.3	8.3	12.9	14.9	3.2	22.9

Self-learning and Personal Development Activities Outside Place of Employment

▼ Percentage of respondents who read (%)

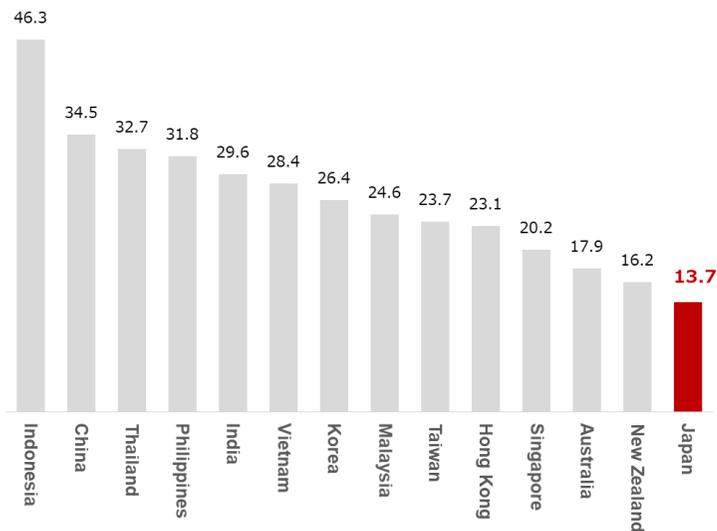


▼ Percentage of respondents who participate in training courses, seminars, study sessions, etc. (%)

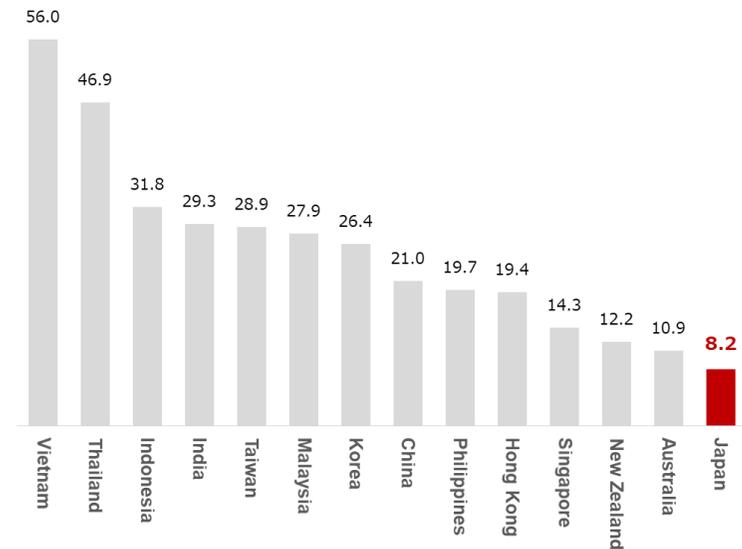


Self-learning and Personal Development Activities Outside Place of Employment

▼ Percentage of respondents who are studying to acquire certifications (%)

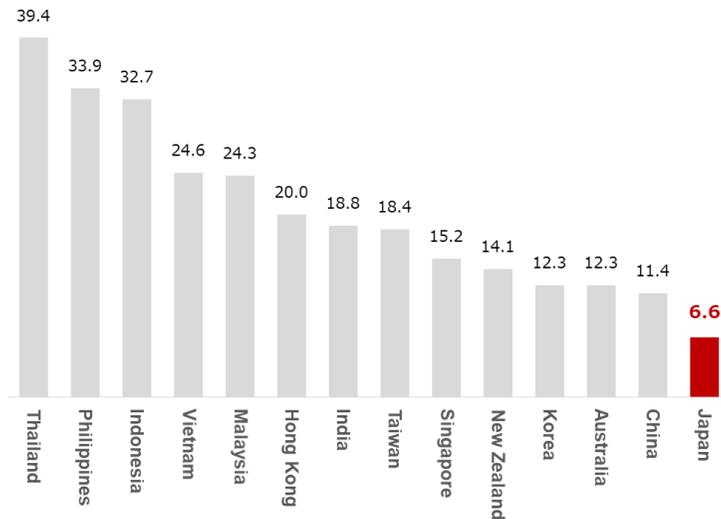


▼ Percentage of respondents who are studying language (%)

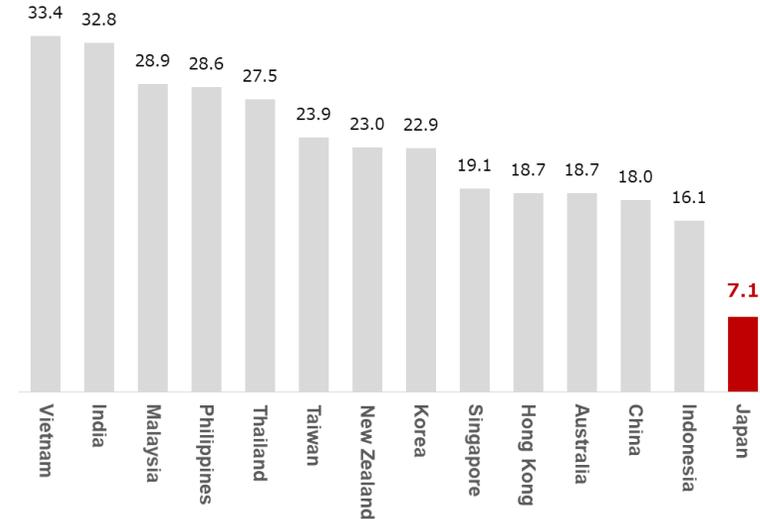


Self-learning and Personal Development Activities Outside Place of Employment

▼ Percentage of respondents who have side jobs/subsidiary businesses (%)

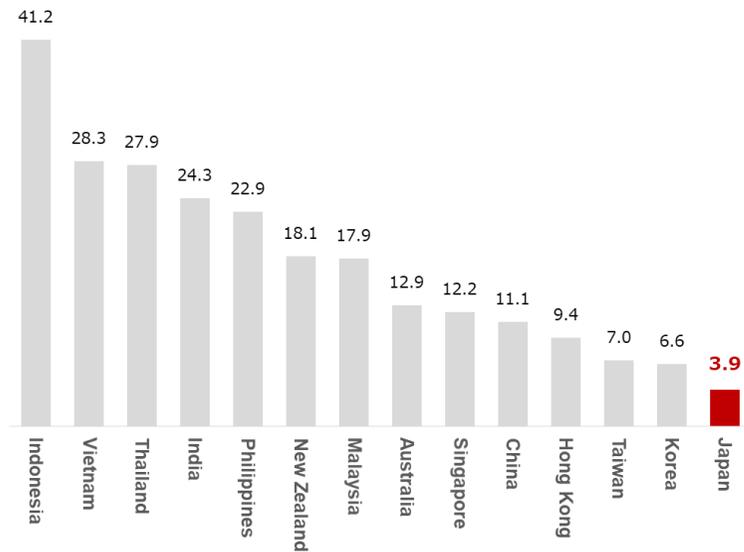


▼ Percentage of respondents who are taking distance learning or e-learning courses (%)

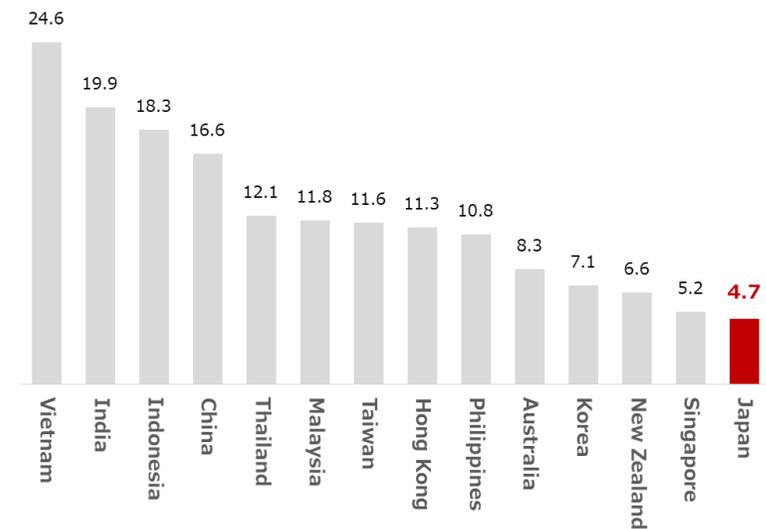


Self-learning and Personal Development Activities Outside Place of Employment

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

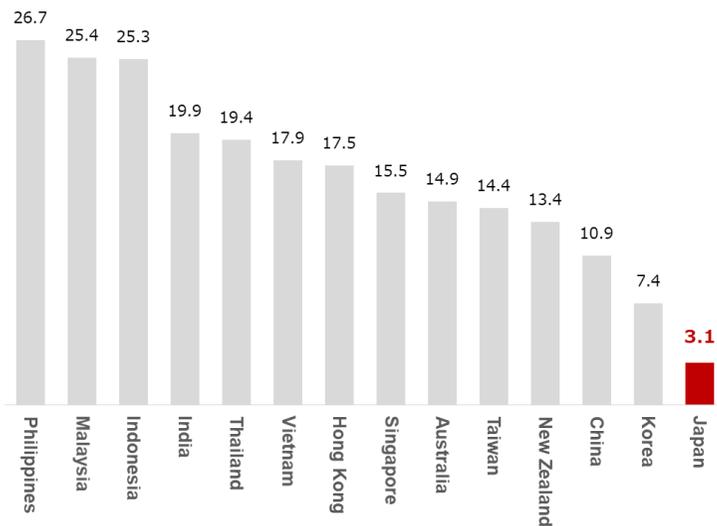


▼ Percentage of respondents who hold/run study sessions, etc. (%)



Self-learning and Personal Development Activities Outside Place of Employment

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



▼ Percentage of respondents who do nothing in particular for self-growth (%)

