

Work Experience and Motivation:

A Comparative Study of Multinational Enterprises in Five Asian Countries

Keyword Work experience; motivation; multinational enterprises (MNEs)

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1. Introduction

The theory of work motivation is a subject which has attracted intense focus from many social psychologists.¹ The aim of this paper is to examine in the context of five Asian countries (China, Singapore, Malaysia, Thailand and Vietnam) the empirical robustness of certain propositions addressed in my previous study (Nagaishi 2008) on workers in multinational enterprises (MNEs). The countries were selected on the basis of two factors: their historical and institutional environments. The five countries have achieved high levels of industrialization and thus have ample experience from which to capture the changes in the determinants of work motivation. At the same time, the market and non-market institutions in the five countries (deep labor market, legal system, etc.) are sufficiently well established to allow comparative examination of the issue of work motivation.

My preliminary investigation indicates that empirical evidence in the countries is,

broadly speaking, consistent with the key proposition in my own theoretical paper (Nagaishi 2008): an MNE worker's motivation generally improves as time goes by (through the psychological mechanisms of socialization and self-persuasion). That these findings are robust should be stated with some emphasis. Another notable finding is that the relationship between work experience and motivation differs, to some extent, across the countries. In Singapore and Vietnam, the correlation is much weaker than in the other three.

I develop my argument as follows. Section 2 provides an analytical framework, reviewing the literature on the theory of work motivation. Sections 3 and 4 describe the data source, the sample selection, the variables and the specification of the empirical models. Section 5 summarizes the empirical findings and provides some explanations. Section 6 concludes the paper and suggests some directions for further research.

2. Analytical Framework

It is generally said that there are two ways for a company to motivate workers: [A1] motivating through the work itself and [A2] motivating through another factor. A2 is represented by the treatments such as salary/wage, welfare benefits and the communication of messages like "the company takes care its workers." The A1 factor, on the other hand, is more complicated and needs varied approaches such as promoting workers' confidence in their skills, job characteristics and so on. In this paper, I distinguish A1, naming it "intrinsic work motivation," from A2, naming it "extrinsic work motivation."

Intrinsic work motivation is heavily influenced by the nature of the work itself. When the worker feels motivated, talented and autonomous, he or she recognizes that the work is interesting and worthwhile. This state is conducive to high intrinsic work motivation.

Intrinsic Work Motivation: Indicators

- (1) I enjoy working in this company.
- (2) I feel that my work is worthwhile.

The external conditions, on the other hand, are the ones which are related with work (but not the work itself), such as pay, position/promotion, work hours, evaluation of supervisors, etc. Favorable external conditions lead to high extrinsic work motivation. Workers' motivation is enhanced by both intrinsic as well as extrinsic factors, which can be regarded together as "comprehensive work motivation." This state is measured by an inclusive commitment to the work and the company such as "On the whole, I am satis-

fied with my present work" and "I want to be employed by this company for as long as possible." In order to enhance comprehensive work motivation, both intrinsic and extrinsic factors are necessary (Deci and Ryan 1985; Herzberg 1964; Sachau 2007).

Comprehensive Work Motivation: Indicators

- (1) On the whole, I am satisfied with my present work.
- (2) I want to be employed by this company for as long as possible.

3. Data, Sample Selection and Empirical Models: All Five Countries

In this section, I investigate the empirical validity of the key proposition in Nagaishi (2008):

Proposition 1: A worker's motivation generally improves over time (via the psychological mechanisms of socialization and self-persuasion) in an MNEs.

I use data from the database DURIAN provided by the International Economy and Work Research Institute because it is the most tractable and reliable database for analyzing the mental states of employees in the MNEs operating in five Asian countries (China, Thailand, Malaysia, Vietnam and Singapore) as of the year of 2012. The database covers 131,580 samples in terms of the numbers of employees.² The following regression model examines the implication stated above, which says that a worker's uneasiness generally decreases as his/her working experience at the company gets longer.

$$[\text{Model 1}] \text{CWS} = \beta_0 + \beta_1 \text{EXP} + \beta_2 \text{FML} +$$

${}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, all five countries (131,580 samples),

[Model 2] $\text{CCW} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, all five countries (131,580 samples).

The dependent variables are worker's level of comprehensive work satisfaction (CWS) and commitment to continue working (CCW), which are evaluated by the psychological questions designed for DURIAN. The independent variables are potential determinants. The most crucial of which for my analysis is EXP, which represents the worker's years of experience at the company that he/she presently belongs to. In addition, I choose a female dummy variable (FML), monthly income (INC), job simplicity (JSP), sense of autonomy (SOA), sense of competence (SOC), satisfaction level on relationship with bosses (SRB), satisfaction level on job rank (SJR), satisfaction level on pay (SP) and satisfaction level on working hours (SWH) as controls following the psychological literature on intrinsic-extrinsic motivation theories.³ With respect to the other controls, there is no theoretically reasonable expectation on their signs.

Table 8 summarizes the ordinary least squares (OLS) estimation results. There is space here only for showing the essence of the results. The most important point is that the worker's experience has positive and statistically significant impacts on the level of comprehensive work satisfaction and commitment to continue working. This result indicates that the implication's validity is supported by evidence.

4. Further Investigation: China, Singapore, Malaysia, Thailand and Vietnam

[Model 3] $\text{CWS} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, China (49,292 samples),

[Model 4] $\text{CCW} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, China (49,292 samples),

[Model 5] $\text{CWS} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, Singapore (755 samples),

[Model 6] $\text{CCW} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, Singapore (755 samples),

[Model 7] $\text{CWS} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, Malaysia (32,449 samples),

[Model 8] $\text{CCW} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, Malaysia (32,449 samples),

[Model 9] $\text{CWS} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7 \text{ SRB} + {}_8 \text{ SJR} + {}_9 \text{ SP} + {}_{10} \text{ SWH} +$, Thailand (42,693 samples),

[Model 10] $\text{CCW} = {}_0 + {}_1 \text{ EXP} + {}_2 \text{ FML} + {}_3 \text{ INC} + {}_4 \text{ JSP} + {}_5 \text{ SOA} + {}_6 \text{ SOC} + {}_7$

SRB + ₈ SJR + ₉ SP + ₁₀ SWH + , Thailand (42,693 samples),

[Model 11] CWS = ₀ + ₁ EXP + ₂ FML + ₃ INC + ₄ JSP + ₅ SOA + ₆ SOC + ₇ SRB + ₈ SJR + ₉ SP + ₁₀ SWH + , Vietnam (6,391 samples),

[Model 12] CCW = ₀ + ₁ EXP + ₂ FML + ₃ INC + ₄ JSP + ₅ SOA + ₆ SOC + ₇ SRB + ₈ SJR + ₉ SP + ₁₀ SWH + , Vietnam (6,391 samples).

The models above use five country-specific databases to investigate Proposition 1, which states that a worker's motivation generally improves over time (via the psychological mechanisms of socialization and self-persuasion). In my theoretical model, work experience (EXP) is expected to produce positive effects (the longer the duration, the higher the comprehensive work motivation).

5. Empirical Findings

Comprehensive Work Satisfaction (CWS), Commitment to Continue Working (CCW) and Work Experience (EXP)

Tables 8-13 summarize the results of OLS estimation. The most important finding when comparing comprehensive work satisfaction (CWS) and work experience (EXP) is that EXP generally has positive impacts on CWS for all five countries. These results indicate that Proposition 1, which states that work experience tends to create comprehensive work motivation, is supported by evidence.

Let me briefly summarize the effects of controls. As is expected, SOA and SOC ("sense of autonomy" and "sense of competence"), have positive impacts on the inde-

pendent variables (the effects are significant for almost all the models). Extrinsic factors, such as SRB, SJR, SP and SWH, have positive (and significant for almost all the models) effects, whereas JSP's impact is positive and mostly significant. FML, a female dummy variable, has mostly a significant positive effect (the models for Singapore are exceptional, however): this result implies that in general, female workers in China, Malaysia, Thailand and Vietnam have higher motivation than male workers. INC, monthly income, generally has negative impacts on motivation, which means that absolute income levels are not necessarily creating motivation.

Explanations and Interpretations

To summarize, the empirical evidence in the five countries is broadly consistent with Proposition 1. That these findings are robust should be stated with some emphasis. Another notable finding is that the relationship between work experience and motivation differs, to some extent, across countries. For instance, in Singapore and Vietnam, the correlation is somewhat weaker than the other three countries. Why do these two countries show these different trends?

Insofar as Vietnam is concerned, one possibility is a history-dependent factor. Compared to the other countries, Vietnam has had a relatively brief history of MNE penetration. It is therefore likely that the effects of work experience (EXP) on work motivation had not yet become explicit as of 2012.⁴

One final question should be answered about Singapore: why do sense of autonomy and work experience have relatively little impact on comprehensive work satisfaction? Regarding the effect of sense of autonomy,

the most plausible explanation is Singapore's labor market conditions. It seems likely that Singapore's quasi-Western labor market (characterized by severe competition and high liquidity) causes workers to be less sensitive to job autonomy. With respect to work experience, it seems reasonable to observe the institutional factors. Again, the high competition in the labor market may disturb any relationships between work experience and work satisfaction. Alternatively, the relatively short average duration of work experience (5.6 years) in Singapore may make the causation between work experience and work satisfaction somewhat weak.

6. Conclusion and Future Directions for Research

Although I admit that much still remains to be done, the preliminary results from my investigation indicate that empirical evidence in the five countries is, broadly speaking, consistent with Proposition 1. In the five countries, (i) the more discrepancy between a worker's preferences and the practices introduced by the management, the more uneasy the worker becomes, and (ii) this uneasiness generally eases over time (via socialization and self-persuasion). These findings deserve explicit emphasis because they provide solid empirical support for the theoretical modeling performed in Nagaishi (2008).

I understand that my investigation in this paper only scratches the surface of this subject. Therefore, I think it worthwhile to suggest some issues that I leave for future investigation.

The first issue is theoretical. Upon examining the psychological structure of the workers in the context of Asian countries, it

seems important to find a more realistic theoretical setting. In particular, the presence of human relational factors (stickiness of interpersonal relationships in the workshop) is overwhelmingly significant in those countries (again, Singapore might be an exception in this context). To incorporate such factors into the present model is one possible theoretical extension.

The other issue is empirical. To confirm the robustness of the propositions, one must inevitably broaden the outlook of international comparison. Specifically, it must be noted that data for less-developed countries are extremely scarce and much remains to be done to bridge the research gap. In addition, the limitation of my data source should be mentioned. In the MNEs picked up in the present paper, the competitive environments have been changing at a dizzying pace since the late 1990s, a development that my dataset cannot fully reflect.⁵

References

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Note

- 1 See Kanfer et al. (2008) and Latham (2012) for an inclusive survey on this subject.
- 2 As of the year of 2013, the coverage of the database is expanding to the Philippines and Indonesia. Further empirical analysis using the expanded database is left for future research.
- 3 Correlations between independent variables

- in each model are reported in Tables 2-7.
- 4 The average durations of work experience are as follows. (1) China: 5.0 years, (2) Singapore: 5.6 years, (3) Malaysia: 9.1 years, (4) Thailand: 6.5 years and (5) Vietnam: 3.1 years.
 - 5 In this respect, panel data analysis is effective in capturing long-term trends. It is, however, quite difficult to construct psychological panel data since the survey questionnaires are usually filled out anonymously.

Table 1: Psychological Questions and Variables

		I don't think so	I somewhat don't think so	Cannot say	I somewhat think so	I think so
CWS	On the whole, I am satisfied with my present work.	1	2	3	4	5
CCW	I want to be employed by this company for as long as possible.	1	2	3	4	5
JSP	The daily work is repetitious.	1	2	3	4	5
SOA	I carry out my work by observing and planning it by myself.	1	2	3	4	5
SOC	I always achieve my duties assigned by my boss/supervisor in my work.	1	2	3	4	5

		Dissatisfied	Somewhat dissatisfied	Cannot say	Somewhat satisfied	Satisfied
SRB	Relationship with my boss/supervisor.	1	2	3	4	5
SJR	My position or rank at the working place.	1	2	3	4	5
SP	Amount of my salary or wage.	1	2	3	4	5
SWH	Holidays and working hours.	1	2	3	4	5

Table 2: Correlation between Independent Variables (All 5 Countries, Models 1 and 2)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	-0.024	-0.074	-0.013	0.078	0.109	-0.003	-0.013	0.035	0.116
FML		1.000	-0.004	0.076	-0.145	-0.105	-0.077	0.004	-0.039	-0.009
INC			1.000	-0.138	0.013	-0.029	0.012	0.007	0.023	-0.042
JSP				1.000	-0.086	-0.079	-0.090	-0.115	-0.112	-0.076
SOA					1.000	0.297	0.162	0.114	0.113	0.123
SOC						1.000	0.214	0.161	0.117	0.163
SRB							1.000	0.366	0.281	0.279
SJR								1.000	0.449	0.285
SP									1.000	0.350
SWH										1.000

Table 3: Correlation between Independent Variables (China, Models 3 and 4)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	0.000	0.201	-0.148	0.113	0.146	0.081	0.042	0.017	0.111
FML		1.000	-0.205	0.109	-0.097	-0.047	-0.044	-0.004	-0.080	0.029
INC			1.000	-0.189	0.130	0.048	0.069	0.079	0.148	0.062
JSP				1.000	-0.218	-0.219	-0.208	-0.248	-0.237	-0.214
SOA					1.000	0.315	0.200	0.173	0.171	0.154
SOC						1.000	0.252	0.264	0.189	0.166
SRB							1.000	0.401	0.299	0.274
SJR								1.000	0.453	0.290
SP									1.000	0.342
SWH										1.000

Table 4: Correlation between Independent Variables (Singapore, Models 5 and 6)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	-0.009	0.362	-0.112	0.080	0.126	0.085	0.117	0.159	0.121
FML		1.000	-0.225	0.203	-0.178	-0.103	-0.060	-0.108	-0.036	-0.017
INC			1.000	-0.275	0.302	0.165	0.184	0.235	0.199	0.018
JSP				1.000	-0.091	-0.103	-0.076	-0.114	-0.108	0.055
SOA					1.000	0.222	0.190	0.159	0.188	0.031
SOC						1.000	0.297	0.214	0.229	0.178
SRB							1.000	0.315	0.322	0.268
SJR								1.000	0.507	0.243
SP									1.000	0.234
SWH										1.000

Table 5: Correlation between Independent Variables (Malaysia, Models 7 and 8)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	-0.045	0.122	-0.002	0.065	0.075	-0.041	-0.080	0.005	0.100
FML		1.000	-0.171	0.080	-0.207	-0.123	-0.071	0.016	0.000	0.001
INC			1.000	-0.066	0.107	0.035	0.026	0.029	0.024	0.003
JSP				1.000	0.011	0.045	-0.026	-0.047	-0.064	0.000
SOA					1.000	0.277	0.060	0.014	0.035	0.056
SOC						1.000	0.181	0.110	0.086	0.166
SRB							1.000	0.380	0.291	0.269
SJR								1.000	0.485	0.251
SP									1.000	0.314
SWH										1.000

Table 6: Correlation between Independent Variables (Thailand, Models 9 and 10)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	-0.026	0.245	0.016	0.106	0.059	-0.042	-0.017	-0.024	0.078
FML		1.000	-0.161	0.060	-0.159	-0.190	-0.104	0.002	-0.036	-0.053
INC			1.000	-0.121	0.201	0.126	0.117	0.099	0.177	0.118
JSP				1.000	0.039	0.038	0.027	0.044	0.005	0.037
SOA					1.000	0.297	0.194	0.112	0.127	0.140
SOC						1.000	0.072	-0.020	-0.017	0.058
SRB							1.000	0.336	0.299	0.261
SJR								1.000	0.427	0.317
SP									1.000	0.390
SWH										1.000

Table 7: Correlation between Independent Variables (Vietnam, Models 11 and 12)

	EXP	FML	INC	JSP	SOA	SOC	SRB	SJR	SP	SWH
EXP	1.000	-0.046	0.347	-0.039	0.102	0.073	0.014	-0.008	0.012	0.013
FML		1.000	-0.174	-0.023	-0.103	-0.027	-0.078	0.049	0.017	-0.008
INC			1.000	-0.001	0.184	0.056	0.104	0.110	0.138	0.043
JSP				1.000	-0.125	-0.244	-0.145	-0.184	-0.141	-0.164
SOA					1.000	0.289	0.209	0.212	0.238	0.155
SOC						1.000	0.263	0.303	0.229	0.212
SRB							1.000	0.321	0.265	0.275
SJR								1.000	0.404	0.322
SP									1.000	0.379
SWH										1.000

Table 8: Estimation Results (All 5 Countries, Models 1 and 2)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.010*** [0.001]	0.011*** [0.001]
Female Dummy	0.104*** [0.007]	0.108*** [0.007]
Monthly Income	-7.82E-09** [3.36E-09]	-5.75E-08*** [3.55E-09]
Job Simplicity	-0.026*** [0.002]	-0.018*** [0.002]
Sense of Autonomy	0.054*** [0.002]	0.063*** [0.003]
Sense of Competence	0.148*** [0.003]	0.126*** [0.003]
Satisfaction on Relationship with Bosses	0.111*** [0.003]	0.088*** [0.003]
Satisfaction on Job Rank	0.242*** [0.003]	0.131*** [0.003]
Satisfaction level on Pay	0.123*** [0.003]	0.089*** [0.003]
Satisfaction on Working Hours	0.091*** [0.003]	0.093*** [0.003]
Constant	0.966*** [0.022]	1.675*** [0.023]
Adjusted R Squared	0.216	0.124
Number of Observations	131,580	131,580

Notes: (1) Standard errors in parentheses.
(2) ***1% significant, **5% significant

Table 9: Estimation Results (China, Models 3 and 4)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.015*** [0.001]	0.038*** [0.001]
Female Dummy	0.060*** [0.011]	0.092*** [0.011]
Monthly Income	-1.50E-05*** [2.42E-06]	-2.00E-05*** [2.36E-06]
Job Simplicity	-0.081*** [0.004]	-0.062*** [0.004]
Sense of Autonomy	0.044*** [0.004]	0.028*** [0.004]
Sense of Competence	0.170*** [0.005]	0.156*** [0.004]
Satisfaction on Relationship with Bosses	0.156*** [0.006]	0.152*** [0.005]
Satisfaction on Job Rank	0.282*** [0.005]	0.127*** [0.005]
Satisfaction level on Pay	0.152*** [0.005]	0.096*** [0.005]
Satisfaction on Working Hours	0.077*** [0.004]	0.089*** [0.004]
Constant	0.732*** [0.037]	1.567*** [0.036]
Adjusted R Squared	0.324	0.228
Number of Observations	49,292	49,292

Notes: (1) Standard errors in parentheses.
 (2) ***1% significant, **5% significant

Table 10: Estimation Results (Singapore, Models 5 and 6)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.001 [0.007]	0.026*** [0.008]
Female Dummy	0.022 [0.082]	-0.015 [0.095]
Monthly Income	-2.60E-06 [3.05E-05]	2.34E-05 [3.53E-05]
Job Simplicity	0.006 [0.029]	0.005 [0.033]
Sense of Autonomy	0.035 [0.032]	0.078** [0.037]
Sense of Competence	0.131*** [0.034]	0.141*** [0.040]
Satisfaction on Relationship with Bosses	0.213*** [0.040]	0.223*** [0.046]
Satisfaction on Job Rank	0.191*** [0.040]	0.076 [0.046]
Satisfaction level on Pay	0.102*** [0.037]	0.147*** [0.043]
Satisfaction on Working Hours	0.115*** [0.032]	0.158*** [0.038]
Constant	0.858*** [0.254]	0.416 [0.294]
Adjusted R Squared	0.234	0.224
Number of Observations	755	755

Notes: (1) Standard errors in parentheses.
(2) ***1% significant, **5% significant

Table 11: Estimation Results (Malaysia, Models 7 and 8)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.005*** [0.001]	0.011*** [0.001]
Female Dummy	0.114*** [0.015]	0.057*** [0.017]
Monthly Income	-1.47E-06 [2.07E-06]	6.63E-07 [2.27E-06]
Job Simplicity	0.014*** [0.005]	0.016*** [0.005]
Sense of Autonomy	0.027*** [0.005]	0.069*** [0.006]
Sense of Competence	0.198*** [0.006]	0.190*** [0.006]
Satisfaction on Relationship with Bosses	0.171*** [0.006]	0.098*** [0.007]
Satisfaction on Job Rank	0.114*** [0.006]	0.028*** [0.007]
Satisfaction level on Pay	0.085*** [0.006]	0.081*** [0.006]
Satisfaction on Working Hours	0.128*** [0.006]	0.114*** [0.006]
Constant	0.798*** [0.047]	1.241*** [0.052]
Adjusted R Squared	0.173	0.103
Number of Observations	32,449	32,449

Notes: (1) Standard errors in parentheses.
 (2) ***1% significant, **5% significant

Table 12: Estimation Results (Thailand, Models 9 and 10)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.012*** [0.001]	0.014*** [0.001]
Female Dummy	0.036*** [0.011]	0.026** [0.011]
Monthly Income	-8.48E-06*** [4.15E-07]	-1.37E-05*** [4.43E-07]
Job Simplicity	0.062*** [0.004]	0.059*** [0.004]
Sense of Autonomy	0.082*** [0.005]	0.028*** [0.005]
Sense of Competence	0.029*** [0.006]	0.033*** [0.006]
Satisfaction on Relationship with Bosses	0.110*** [0.005]	0.091*** [0.006]
Satisfaction on Job Rank	0.247*** [0.006]	0.161*** [0.006]
Satisfaction level on Pay	0.110*** [0.005]	0.157*** [0.005]
Satisfaction on Working Hours	0.076*** [0.005]	0.094*** [0.005]
Constant	1.468*** [0.037]	2.082*** [0.040]
Adjusted R Squared	0.174	0.134
Number of Observations	42,693	42,693

Notes: (1) Standard errors in parentheses.
(2) ***1% significant, **5% significant

Table 13: Estimation Results (Vietnam, Models 11 and 12)

Dependent Variable	CWS	CCW
	(1)	(2)
Estimation Method	OLS	OLS
Independent Variables:		
Work experience	0.002 [0.007]	0.060*** [0.008]
Female Dummy	0.166*** [0.033]	0.198*** [0.037]
Monthly Income	-9.76E-09 [5.80E-09]	-6.27E-08*** [6.58E-09]
Job Simplicity	-0.125*** [0.011]	-0.108*** [0.012]
Sense of Autonomy	0.077*** [0.011]	0.130*** [0.012]
Sense of Competence	0.174*** [0.011]	0.147*** [0.012]
Satisfaction on Relationship with Bosses	0.115*** [0.015]	0.126*** [0.017]
Satisfaction on Job Rank	0.228*** [0.015]	0.123*** [0.017]
Satisfaction level on Pay	0.125*** [0.014]	0.131*** [0.015]
Satisfaction on Working Hours	0.124*** [0.012]	0.119*** [0.014]
Constant	0.904*** [0.097]	0.985*** [0.110]
Adjusted R Squared	0.303	0.222
Number of Observations	6,391	6,391

Notes: (1) Standard errors in parentheses.
 (2) ***1% significant, **5% significant