

The Improvement of Indonesian's Weak Personalities in Japanese Companies

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As a country with a large population, Indonesia is a potential country as a foreign investment destination, especially for Japan. Indonesia is also the biggest market in Southeast Asia with its 260 million people. Certainly the cheap labor cost condition in Indonesia is a good opportunity to invite more investors. However, there are plenty of problems appearing in Japanese companies, especially in industrial fields concerning Indonesian employee personalities. One of the problems is a misunderstanding gap towards its culture. For example, many Japanese think that Indonesian employees work less hard, are irresponsible, lazy, and so on. The question is: Are these beliefs true? To know what kind of weak personalities Indonesian employees have, this research interviewed six members of Japanese expatriates from three different companies. Also some Indonesian employees were interviewed to determine their thinking concerning the Japanese expatriates' opinions of what is wrong or wanting so that compromise can be reached in the work environment. This research is conducted using qualitative method. Determining the weakness of Indonesian employees' personalities, can lead to improvements being made and there can be work harmony with Japanese expatriates in the companies. Ultimately then, employees' production and the job environment can be improved as well. In conclusion, the solution to improve the identified Indonesian workers' weaker personality traits is by conducting appropriate training, giving compliments to their achievements and delivering a cross-cultural lesson for Indonesian employees and also for Japanese expatriates.

Key words: *problems, personality, improve, training.*

Introduction

In 2018, Japanese Prime Minister Shinzo Abe requested of Indonesian Vice President Jusuf Kalla, investment expansion especially in the Indonesian automotive industry. This was potentially a good opportunity for Indonesia with its 260 million people of the population, in terms of attracting foreign investment. However, it is necessary to have some strategy to fulfil the investor's needs and to be able to compete with other countries as foreign investment destinations. Human resources are the most important and crucial factor that any country will consider to invest to. Moreover, as Indonesia is one of the biggest populations in the world, the human factor plays a big role. Therefore, we need to see carefully any problems concerning Indonesian employees' personalities that are not conducive or are inappropriate to work in Japanese companies. One of the problems is the different culture and some misunderstandings occur from both sides, simply because they both do not understand each other's way of thinking. It is suggested that if they can improve employees' personalities, the companies will run better and this might contribute to greater profit.

Personalities affect people's working behaviors. Bryson et al (1997) says there are 4 indicators of working behavior; cooperatives-social skills, work quality, work habits and personal presentation. They say to upgrade the employees' skills need some training to be conducted and Michael Bungay Stanier (2017); Tyagi & Siddiqui (2017) describe how important training is in an organization as it can make people more easily work for optimal result.

The purpose of the research is to determine the weakness of personalities of Indonesian employees and to find any solutions for improvement. The results could influence Indonesia to becomes a better business partner for potential investors.

Rank	Region	Share of Global Population (%)	Population
#1	Asia	60%	4.5 billion
#2	Africa	16%	1.2 billion
#3	Europe	10%	729 million
#4	North America	7%	534 million
#5	South America	6%	424 million
#6	Central America	1%	47 million
#7	Oceania	1%	42 million

Rank	Country	Population (2017)	% of global total
#1	 China	1,388,232,693	18.5%
#2	 India	1,342,512,706	17.9%
#3	 United States	326,474,013	4.3%
#4	 Indonesia	263,510,146	3.5%
#5	 Brazil	211,243,220	2.8%
#6	 Pakistan	196,744,376	2.6%
#7	 Nigeria	191,835,936	2.6%
#8	 Bangladesh	164,827,718	2.2%
#9	 Russia	143,375,006	1.9%
#10	 Mexico	130,222,815	1.7%
Top 10 Total		4,358,978,629	58.0%

Resource: REUTERS

The United States, Indonesia Brazil, and Pakistan rank between #3 and #6 and have about a billion people between them.

Research Methods

To determine the weakness of Indonesian employees who work in Japanese companies, six Japanese people were interviewed. This research uses qualitative method by collecting data from the answers from six Japanese expatriate respondents who work in Indonesia. These Japanese expatriates complete daily operation in their job with Indonesian staff. To crosscheck whether the Japanese expatriates' opinions are correct or not, some Indonesian employees were also interviewed. The data was collected and analysed as described below.

Results

The contents of questions and answers of the Japanese expatriate interview respondents is described below. The expatriates are from three different industrial field companies.

Question 1 : What are the Indonesian's employees' weak personalities?

Question 2 : What strategies are needed to improve or to solve the identified weaknesses?

The answers to these two questions are presented below.

Japanese Expatriates	Problems of Indonesian's Employees' Weakness	How to improve it?
Mr. Ichimori	<p>They don't try to find out things they don't understand/know</p> <p>They are lazy</p> <p>They don't want to do things which are not their duties</p> <p>They like to delay the job especially when the job still has spare time</p> <p>Some of them are lack of experience, and this makes them hard to conduct Why why analysis</p> <p>They don't know how to manage the work/ cannot do multitask</p>	<p>Make a small group to make knowledge transferring easier</p> <p>Create a clear regulation/rule and conduct the progress check regularly</p>
Mr. Murai	<p>They have less of sense of belonging towards the company</p> <p>They tend to say "understand" although they don't completely understand it well</p> <p>Some of them do not obey the rule because the rule is complicated</p>	<p>Give a training/education</p> <p>Never get angry</p> <p>Give compliments</p>
Mr. Higashigawa	<p>They tend to not telling the truth</p> <p>They sometimes are irresponsible, always try to make an excuse</p> <p>They are hard to be on time</p>	<p>Hold a useful discussion</p> <p>Create a correct regulation/rule that can make the job easier and can be conducted correctly</p>
Mr. Beppu	<p>They like to solve a problem quickly but less analysis so sometimes reoccurrence happens</p> <p>Most of them are stubborn</p> <p>They explain too long and sometimes say unnecessary information. Even they say things which are not being asked</p> <p>They are not used to make a Why why Analysis for problem solving</p> <p>Sometimes they forget to follow up problems</p>	<p>Conduct training to the team members. Try to learn problem solving method by using <i>fish bone</i>, how to grasp a root cause by Why why analysis</p> <p>Conduct visual control. Problems and action plans should be informed in <i>Asakai</i> (morning meeting) area so that any progress can be detected and known by all members</p> <p>Need some benchmarking to other Japanese companies or</p>

		<p>can request customers feedback to develop team member's skill</p> <p>Conduct problem solving training from operator to supervisor's level. All contents should be checked regularly, and supervisor becomes aware what to do in the next step</p>
Mr. Kakuda	<p>They will not do the job which is not their duty.</p> <p>They do a job as a dot not as a line</p>	<p>Conduct training/education. Give the sample not only by written but also by visual action</p> <p>Never get angry to them in front of other people</p> <p>Both nations have to understand cross cultural to clarify the problems, characters and the way of thinking</p> <p>Both should always try to communicate in a good way</p>
Mr. Hara	<p>They like to say 'yes' but actually 'no'. For example: They say understand although they don't. Or they say they will do, but they won't.</p> <p>They are hard to be punctual / hard to be on time.</p>	<p>Conduct training/education.</p> <p>Never get angry to them in front of other people</p>

Conclusions

Concerning the interview results, it can be concluded that the weak personalities of Indonesian employees in Japanese companies as perceived by Japanese expatriates can be categorized as below. However, for each point, there are different perspectives from the Indonesian employees as influenced by their different cultural point of view.

1. *Passive action*

- They will not make an effort if they do not understand

Reason: most of Indonesian people feel afraid of making mistakes, so without an instruction, they will not do the job.

- They will not do things which are not their duties

Reason: they hesitate because it might cause bad affect to their colleague's reputation.

- They do the job as a *dot*, not as a *line*

Reason: They do not know the linkage between one task and another.

2. Lack of some skills

- They lack of experience for analysis

Reason: They have not been trained or they are new in the company

- They do not know how to manage the work

Reason: They are less experienced

- They solve the problem quickly but only as temporary action

Reason: They want to make a quick countermeasure so that the problem will not get worse

3. Unassertive

Say 'yes' but actually 'no'. They do not say a real answer.

Reason: They are afraid of disappointing their boss

4. Indiscipline

- They are rarely on time/punctual

Reason: The traffic jam cannot be predicted in Indonesia, also of consideration is the habit of Indonesians identified as 'doing things closer to deadlines'

- They forget to follow up things that should be done

Reason: They are not used to being organized by taking notes (unwell/unprepared)

5. Being irresponsible

- They blame others easily

Reason: They do not want to be blamed and some of them think that making a mistake will destroy trust

- Their excuses involve lengthy explanations

Reason: They want the boss to forgive their faults

In consideration of the above concerns above, this study presents a summary of recommendations to improve Indonesian's employees' weak personalities:

1. Give appropriate training to employees
2. Give cross-cultural lessons for employees of both nations
3. Create rules that are easy to understand
4. Always use small groups to discuss matters
5. Give compliments for achievement
6. Never get angry in front of people

Certainly reputable companies already have such training as mentioned above. However, giving cross-cultural lessons in some form of training or workshop is very important so that all



employees can understand the differences in the other culture and way of thinking. With this educational training it is believed the work environment will have a better atmosphere and there will be positive impact to the companies who implement and or monitor the above recommendations.

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