

**An internal marketing strategy for Boundary spanner  
in Japanese service industry**

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### **Abstract**

With Limit of domestic demand, it is considered that it requires development of new markets. But the situation of the overseas development isn't good actually. Even in a service industry which accounts for 70 percent of Japanese GDP, it isn't developed by the present. The biggest factor obstructing that is gave global manpower shortage. So this paper suspected that a foreigner employee is engaged in a service industry lengthily. The means which grow into good human resources is necessary in the advance of that into foreign market. As a result, foreigner employee satisfaction is suspected to be improved by Role clarity, Empowerment, Equality, and The presence of Boundary spanner. This paper set out new model of get of human resources and training.

**Keywords :** Employee Satisfaction (ES),Internal Marketing (IM),

International Human Re- source Management (IHM)

**Word Count :** 6076 words

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## **Introduction**

The foreign sales ratio of the service industry in Japan is 28.0% on an average, and what is more, the foreign sales ratio of retail trade, accommodations, eating and drinking services, land transport, real estate and miscellaneous services is 5~20% on an average. (NEEDS-Financial QUEST) This is one of the serious troubles in Japan. There are two main reasons. First, it is declining population problem in Japan. And the overall population of our country peaked at about 127.8 million in 2004, starting to decrease after that, we will be facing a full-scale depopulating society. In 2060, it is expected to decrease to the 80 million. Second, it is said that Japanese GDP is 500 trillion yen, service industry accounts for more than 70% of it. (The Ministry of Economy, Trade and Industry, 2015) Therefore, it is difficult to expect a sustained growth in Japanese market. So, service industry needs overseas expansion of emerging market and growing market.

### **1. Background**

#### **1-1) Characteristic of service industry**

It is generally considered that overseas expansion of the service industry is difficult more than the manufacturing industry. This is because Service industry has some characteristics. They are Intangibility and simultaneity. "Intangibility" and "simultaneity (consumption upon provision)" are examples of the basic characteristics

unique to services. Intangibility means that what is provided is something such as an act, motion, function, or information, differing in character from the manufacturing industry, which produces tangible goods as products, for example. Simultaneity refers to the fact that production and consumption occur simultaneously, which differs in character from manufactured goods that can be stored and stockpiled. In addition, it is differences in language and culture also affects.

Japan's service industry is characterized by low productivity. This is because, the service industry has the industrial structure of the labor-intensive. In general, the service industry has a high percentage of the wage costs for facing a number of employees. Therefore, companies are turning on the non-regular workers, it tends to reduce the wage costs as much as possible. That is why labor-intensive service industry is facing a problem of low wages and long working hours. Because of this a high turnover rate occurs. Negative spiral of repeating the adoption and retirement cause a cost increase. So, there is a need to improve the performance and employee retention.

## **1-2) Necessity of global human resources**

It is clear that the obstacle to overseas expansion is human resources. Corresponding degree of human resources of overseas operating service company is only 46.0% in the total. Planning achievement service companies is 56.9%, Planning

unachieved service companies is 41.0%.It had a low level compared to other items.

Figure1.Degree of correspondence to each problems plans achievement (Unit : %)

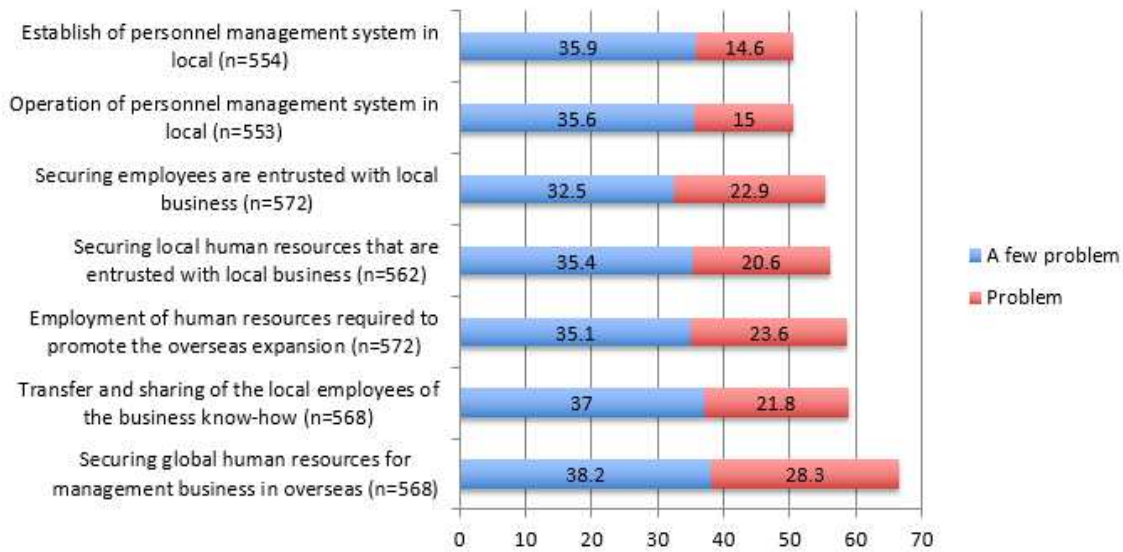
Item	human resources	Financial and cost	Goods and services	Business Management	Business Environment
Overall (n=504)	46	64.2	57.7	53	67.7
Planning achievement companies (n=288)	56.9	76.7	72.1	65.1	78.9
Planning unachieved service companies (n=216)	41	60.2	50.5	45.5	65.6

(Overseas expansion Survey of 2nd service industry JETRO 2013)

Moreover, it is said that about 70% of overseas operating service company have an object of the lack of global human resources for management business overseas.

Figure 2. Problem of Human management

(Unit : %)



(overseas expansion Survey of 2nd service industry JETRO 2013)

About 70% of service companies which don't do overseas don't have many human resources for the overseas expansion.

From the above, all of the Japanese service companies have the problem of human resources, and they don't have a countermeasure. In other words, if we suggest the appropriate approach to human resources problems, this problem would be solve.

Human resources problem of overseas operating service company faces "glass ceiling". The glass ceiling means that a person who is capable to be promoted in the organization is forced to stay in a lower position because of gender and race. This problem is going on overseas. In particular, human resources are not collected in overseas. Then, do not grow human resources at overseas. So, the management post is

occupied by the Japanese human resources. As a result, the glass ceiling is raised, adopt brand is reduced, it falls into the situation that human resources at overseas cannot be taken. In addition, the globalization of Japan headquarters has not progressed so much. Then, Local top needs to take a close communication with Japan headquarters using Japanese. Therefore, Japanese service companies ask for "human resources that can speak Japanese". However, there is no such talent abundantly in local. So it is difficult to take the human resources enough. In any case, it is difficult to adopt and develop human resources overseas, and main posts have become a form that rely on dispatch from Japan.

Under such circumstances, for a few years, Japanese companies have focused on global human resources. In fact, UNIQLO, RAKUTEN, LAWSON and AEON and other many companies adopt global human resources actively. The number of foreign workers has been increasing year by year, it is expected to increase in the future.

Accordingly, we have focused on new human resources options that boundary spanner. The boundary spanner means bridge between overseas and domestic management of multinational companies. It means that bridge between home and other countries of the language culture. However, this human resources is very small. There are two main reasons. First, it is for few years that companies have adopted global



human resources aggressively. Second, service industry is a high turnover rate. This is because, service industry in Japan is characterized by low productivity. This leads to low wages and long working hours. That is why it is said that global human resources such as the boundary spanner takes 5~6 years to grow. In other words, it means that the number of boundary spanner dose not increase.

For these reasons, to solve human resources problem of service industry, it is necessary to improve the retention rate of foreign permanent employees. In other words, improvement of foreign employee satisfaction is the key.

### **1-3) Objectives**

The purpose of this study is to increase the boundary spanner. For that purpose, it is to reveal the structure factor of employee satisfaction that affects the foreign permanent employees and to give useful suggestions to companies that face the above-mentioned problems in practice.

Consequently, boundary spanner increases, it is intended to promote the overseas Japanese service industry. In the first chapter, as the background leading to this study, we wrote about the current situation and problems of the overseas expansion of Japan service industry, it was mentioned to the purpose of the present study. In the second chapter, to organize the employee satisfaction and international human resource

management. The third chapter is to build a hypothesis, to enter the empirical verification from the fourth chapter.

## **2. Literature Review**

### **2-1) International Human Resource Management**

The main focus of the prior body of research within the International Human Resource Management literature has been on expatriation or localization. Edström and Galbraith (1977a) classified the assignment's purposes as being to "fill positions," "develop the organization," and "develop managers." Harzing (2001b) built on Edström and Galbraith's typology and subdivided the coordination and control function of international transfer. At the same time, many scholars have studied expatriate failure. The failure rate is high because employees or their families cannot adjust to the foreign environment (Mendehall & Oddou, 1985; Tung, 1981).

Meanwhile, research on localization has also been discussed. Localization provides the benefit of retention and communication with local employees (Evans, Pucik, & Barsoux 2002). However, developing localization causes difficulty with coordination efforts from headquarters (Scullion & Collings 2006). Similarly, in Japanese companies, it has been discussed. In the Japanese company, the fault of expatriation

has continued to be emphasized, in particular (Kopp, 1994a, 1994b). On the other hand, It cannot necessarily be said that, in recent years, this has led to achievements in the improvement of reduce overseas deployment (Shiraki 2011).

The discussion has not yet led to a clear conclusion about overseas deployment.

However, this discussion has been broached in terms of a classification axis for conventional "PCNs," "HCNs," and "TCNs," (Harzind, 2004; Scullion & Collings, 2006 )

In recent years, new human resources options have been explored (Briscoe & Schuler 2004 ).

Next, we have developed a discussion about new human resources “boundary spanner,” who will solve this problem.

## **2-2) Boundary Spanner**

It is difficult to deal with the cultural and linguistic problems that result in multinational corporations. Cultural boundary spanners can play a role in off-setting the initial performance liability of working across cultural and linguistic boundaries in global project networks. Thus, scholars have paid more attention to boundary spanners in MNCs (Au & Fukuda, 2002; Brannen & Thomas, 2010)

Barner-Rasmussen et al. (2012) categorized boundary spanning functions. They termed these functions to be: exchanging, linking, facilitating, and intervening.

The function of (information) exchanging occurs when an individual employee engages in information and knowledge exchange across MNC-internal boundaries. According to a survey of multinational corporations in Hong Kong, Au and Fukuda (2002) said that boundary spanners diminished the amount of conflict that expatriate managers felt. The second function of linking means Boundary spanners in MNCs can link between different cultural groups and transfer across border (Kostova & Roth, 2003). The third function of facilitating refers to boundary spanners can make it possible for the tacit narratives of local group to transfer to others (Nahapiet & Ghoshal, 1998). Finally, the function of intervening refers to boundary spanners can resolve misunderstandings, managing conflicts, or building inter-group trust. The bicultural members acting as boundary spanners facilitate multi-cultural team performance and mediate conflicts (Hong, 2010).

Boundary spanners solve problems caused by differences in culture and contribute a great deal to the globalization of Japanese companies. In Japan, foreign employees are noted in the human resources field for playing the part of boundary spanners. Their culture and language skills can help to solve problems in overseas development.

Despite the above, there are very few studies of these foreign employees. In addition, it is not clear how to keep boundary-spanning alive. We investigate this key person through the viewpoint of internal marketing.

### **2-3) Internal marketing**

Berry (1981) defined internal marketing as “viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization.” Grönroos’ (1994) definition of the concept states that “the internal market of employees is best motivated for service mindedness and customer-oriented performance by an active, marketing-like approach, where a variety of activities are used internally in an active, marketing like and coordinated way” (1994, p. 13). By combining the two perspectives mentioned above, we find that internal marketing concepts can be used to motivate employees.

In recent years, with the expansion of the way of thinking about service, studies on service have been conducted around the world. With these, studies on internal marketing have come to be studied by a variety of viewpoints. However, little attention has been paid to studies about internal marketing as it relates to

international human resource management. Yonezawa (2011) is one of the few; his work focuses on foreign employees' job satisfaction. Nowadays the market is globalized. This indicates the initial stage of Japanese companies' internal internationalization (Yoshihara 1989 ; Sekiguchi 2015 ). While many studies have shown firms' internationalization processes, research on foreign employees has been limited.

### **3. Methodology**

#### **3-1) Groups Interview**

##### **3-1-1) Justification**

Boundary Spanner are few in Japan of service industry because labor environment which they demand is lack in service industry of japan. By hearing the opinion of the person to be the boundary spanner, we suspected that we found what foreigner demand.

Ample studies have demonstrated that Human Resource Management and Internal marketing. But boundary spanner is few at present. It may be suspected that the previous research has not elucidate the problem enough. So we interviewed for confirmation of unsatisfactory elements which has not been clarified in previous studies and discovery of satisfactory and unsatisfactory elements has not been clarified. The reason for adopting group interview are three points. The first, it is

important that hear directly from the people who are considered in problem in order to find the real problem. The second by checking the type and width of the problem each time, we can reconstruct a more sophisticated question. The third interaction between the interviewer and participants make researchers to create a new insight with pulling out the data to the subject of research.

### **3-1-2) Pilot case study**

The reason for the interview to the foreigner who does not the Japanese, there is an example of A company. This company show foreign part-timer satisfaction exceed 90%. This company started "F partner's refresh education" from 2008. F partner's refresh education is the mechanism with a foreigner educates a foreigner. The foreigner on the part of the lecture was sympathetic to management philosophy and hired regular employees. A company founded that lecture is from the same country is better than Japanese. As a result, foreign employee satisfaction has exceeded 90%. Therefore we focused the foreigner.

### **3-1-3) Sampling method**

We interviewed to international students who have worked part-time in a Japanese service industry. We gather people whose level of Japanese is advanced and intermediate. This level is ability to speak, and present own opinion logically and to

understand the Japanese people see things or the way Japanese people think.

Location that we interviewed is schoolhouse of O-HARA.

### 3-1-4) Outcome

Table1. Opinions is cited by international students

n= 18

Question	GROUP A The number of people: six Nationality: Chinese and Taiwanese On July 15	GROUP B The number of people: three Nationality: Chinese On July 15	GROUP C The number of people: five Nationality: Chinese and Korean On July 23	GROUP D The number of people: four. Nationality: Chinese On July 23
What do you have impression to Japanese service industry?	I have an image that service industry is busy.  The Japanese company is efficient.  Japanese observe the regulations and Manage the schedule.  It is hard to talk to their Japanese boss.	An atmosphere is different between China and Japan.  Chinese company is careless.  A Japanese consumer harsh against clerk.	Japanese company is stressful.  There is a lot of a talented person.	Very few women play an active role.  Due to Seniority system, human relationships is complex.
Do you want	Though I'm not	The Japanese	There are the	I can't do



<p>find work in Japanese service industry? Why do think not so?</p>	<p>fun, I must make a smile.</p> <p>Chinese can't understand overtime work</p> <p>Differences between Japan and their home country in the reception method.</p>	<p>are group-oriented.</p> <p>Hierarchy is strict.</p>	<p>true intention and principle.</p> <p>The need for boss's judgment whatever they do.</p>	<p>something unique. This is because it is important that everyone is same in Japan.</p>
<p>Do you think there is a point where you want to improve Japanese companies?</p>	<p>Part of the Japanese dislike Chinese.</p> <p>there is discrimination</p> <p>Attitude toward Chinese is different</p> <p>The status of women is low.</p> <p>Japanese is ambiguity. I don't know Japanese think.</p>	<p>Japanese have bad attitude toward Chinese.</p> <p>Though consumption of Chinese is higher than Japanese.</p> <p>Hierarchy is strict.</p>	<p>I hate a boss of force is stronger.</p> <p>It is hard to talk to their Japanese boss.</p> <p>Firstly, I interest in wages. Next, I attach greater importance to Career Design.</p>	<p>It is hard physical labor. I can't make use of thing I have studied.</p> <p>I'm sad because I'm not spoken to.</p> <p>I want abolish unpaid overtime</p>

We divided these opinions of cited from international students into five groups. It may be suspected that settlement of these problems increase foreign satisfaction.

1. They have the impression that it is hard to talk to their boss of Japanese, because Japan has the seniority system. When there is shortage of communication it may be suspected that lack of the information which necessary for work is occurred.
2. They think can't give their opinion and action because Japanese are group - oriented. So international students fell irritated that whatever they do something they must wait for the boss's judgment.
3. The opinion is raised about fairness on the evaluation and treatment. There is differences of attitude between Japanese and foreigner is sited. For example they look Japanese employee untidy service to people who from their home country. They are disconsolate and dissatisfaction because Chinese must have attended to politely due to consumption of Chinese is higher than Japanese. Moreover they have a question toward the seniority system. It is because they thought that it is unfair to get the wage which did not balance with ability, just because the age above their own.
4. Despite many international students graduated from college in their home town, they are gave only the work anyone could do.

5. There is differences between Japanese and their home country in the reception method. They think Japanese employee too kind to consumers. Instead of thanks to a customer, customer thank to an employee in their home country. Also they can't understand Japan's overtime work. They think overtime work is often because Japanese is serious. It is proper that go home as soon as they have finished their work in their home country.

### **3-2) Companies Interview**

#### **3-2-1) Justification**

We went interview to firms for construction of hypothesis. Interview is able to make us to get the data which we do not understand it only by second data through a conversation with the firms. In firms Interview, we can understand that a standpoint of the company's think and perception and a point of view of things. These are side of firm's experience only. It is important for construction of hypothesis that we ask these.

#### **3-2-2) Sampling method**

The selection of company interviewed followed a three-step process. Firstly, we refer to JETRO that selected the 493 companies of service industry advanced overseas. We do not know whether foreign employees work foreign in the firm. Therefore we think that there would be foreign employees if a firm doing business overseas. Even

without foreign employees it is considered that there is overseas division.

Secondly, we interviewed to large firm because it may be suspected firm employ

foreigner. We refer to Small and Medium-sized Enterprise Basic Act that we selected

large companies.

Finally, we selected the company which have the head office or the headquarters in the

Kanto region because we think about feasibility. As a result we selected the number of

targeting firms is 195. The number of firms we can interview is 12.

### 3-2-3) Outcome

Table 2. Company information

Firm	The sales (Million yen)	Foreigner employees / employees in Japan(persons)
Firm A	162,123	23/941
Firm B	417,285	About 100 /3,766
Firm C	40,417	73 / 3,896
Firm D	24,000	About 10 /610
Firm E	33,400	50 /854
Firm F		
Firm G	15,276	8/1,764(Consolidated)
Firm H	59,221	4 /2,068(Consolidated)

Firm I	112,100	30/2,416
Firm J	598,565	507/4,527
Firm K	1,129,200	
Firm L	14,300	about 15/550

Table 3. Company's the actual situation

Firm's name	Necessary for BS	A measure firms improve satisfaction of foreign employee
Firm A	Necessary. But not an absolute requirement.	Foreign employee is managed in the same way as the Japanese.  Empowerment is necessary.  How much become familiar with Japanese work environment.
Firm B	Already has BS.	They make common personnel management system and educational system over the world.  They provide foreigner with mentor from overseas division.  They don't special treat with foreigner
Firm C	Necessary.	Introduce the self-assessment system of taxation of their career.  Overseas division and the personnel department are promoting the management to raise the foreigner's satisfaction.  Indicate a career step clearly.

Firm D	Necessary.	They make foreign employee learn corporate culture at Japanese headquarters.  Role Clarity is problem.
Firm E	Necessary. But not an absolute requirement.	Employees should soak in the company's management principles which is diversity.  Teach the essence of the work.
Firm F	Necessary.	There is a need to provide education that will change the values. (Ex: Service and hospitality difference.)  The firm changes insisted points by their nationality, because foreigner's serious considerations are different in their country.(Ex: In Korea, the firm insists welfare.)
Firm G	Necessary. But not an absolute requirement.	To know what foreigners what seek.  Give a lot of authority.
Firm H	Necessary. But not an absolute requirement.	Enter into a firm contract of future with foreign employee.  Do the same evaluation as Japanese.  It tell the reason for evaluation.
Firm I	Necessary. But not an absolute requirement.	It is important understand each other.  Role is clear, but the firm tell foreigners that a hotel work isn't always clear.  A Contract is detailed and clear.  They must have teach Japanese culture.

Firm J	Necessary.	<p>It is important to clarify the role.</p> <p>The firm help the acquisition of the VISA.</p> <p>The firm tell foreigner why a work is important.</p> <p>Since foreigners regard work-life balance and incentives as important, the firm must understand it.</p>
Firm K	Already has BS.	<p>Foreign employee is managed in the same way as the Japanese. It isn't related to their nationality and age.</p> <p>A wage level is the same.</p> <p>Intercultural training for foreigners to understand the Japanese social structure.</p> <p>Superior's training to accept foreigners.</p>
Firm L	Necessary. But not an absolute requirement.	<p>It tell evaluation to foreign employee clear.</p> <p>It authorize a promising people early.</p> <p>There is an opportunity where individual can remark their opinion.</p> <p>It take care to feedback methods.</p> <p>It is important that communication with foreign employee.</p>

Firstly, 4 firms we have conducted interviews directly among twelve thought Boundary Spanner necessity at overseas expansion. Other 5 firms thought also necessity, but it isn't an absolute requirement at overseas expansion. One of the

reasons they said so is that they don't adopt just say foreigner. If Japanese's ability is better than foreigner they don't adopt foreigner.

The second we asked what do you have means especially to raise the foreign employee of satisfaction. Six firms said that it is important to empowerment. For example, Firm I enter into a firm contract about the future of status with foreign employee. If they do not so foreigner feel the work is not fun and resign when the company send out foreigner to foreign subsidiaries. Also other firms show career step clear. The firms tell foreign employee the present task is connected with empowerment.

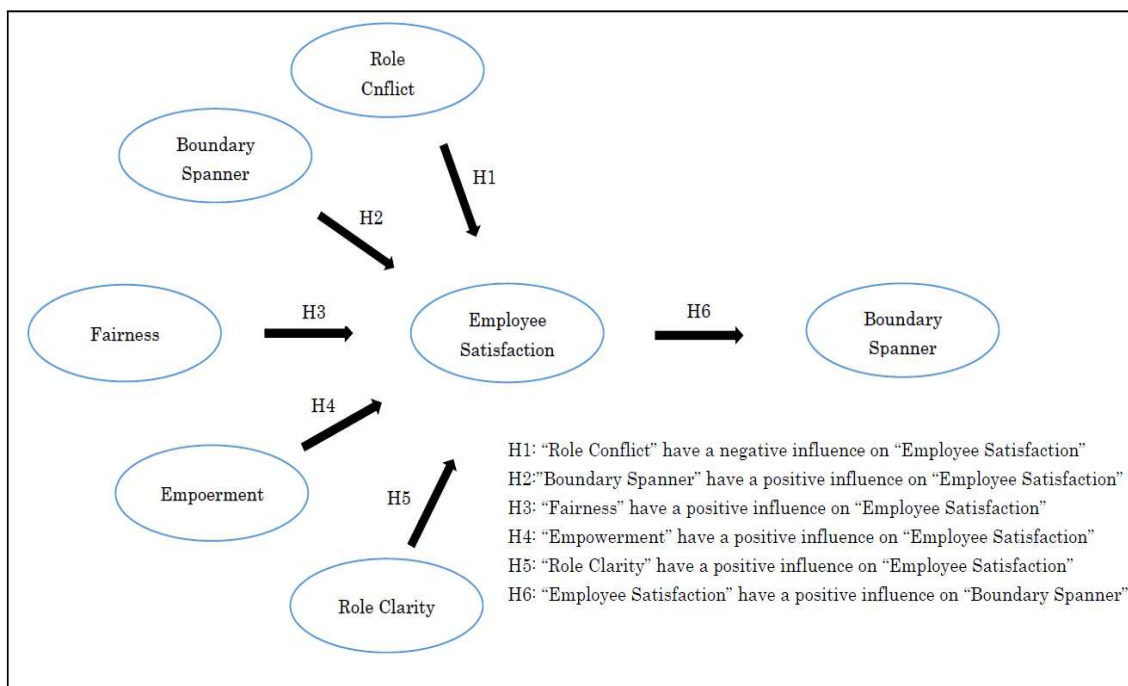
The third six firms said that it is important to evaluate in the same way as Japanese. They are unsatisfied that they are underestimated about their ability just say foreigner. Also it is important that a firm tell grounds for foreigner's valuation when a firm tell foreign employee evaluation because foreigner think we are able to work than their valuation.



### 3-3) statistical analysis

#### 3-3-1) Hypotheses

Figure3. Hypothesis



H1. The ability is balanced the task have positive influence because there is an opinion that foreigner’s ability isn’t counterbalance with their task in groups interview and Previous studies mentioned that role conflict has a negative effect on job satisfaction. (Brown & Peterson, 1993; Netemeyer et al ,1990)

H2.Foreigner is taught a task by the same nationality of the person make foreigner easily get sympathy and smoothly execute because there are example of CO.,

LTD NEGISHI FOOD SERVICE and Boundary spanner relieve role

stress.(Okamoto & Teo 2011)

H3.Evaluation in the same way as the Japanese and not carried out discriminatory treatment just because they are foreigners have a positive influence employee satisfaction was found from groups interview and interview to firm.

H4.Empowerment is how much leave the determinedness of day-to-day activities on a task to employee. An empowered employee become enthusiasm for their task Bowen and Lawler 1992).It may be suspected that Japanese are group-oriented strongly caused Empowerment low. There is dissatisfaction which it is hard that to speak and actions by oneself in Japan and not empowered foreigner feel a task isn't fun when they are transferred in the personnel changes. And there is previous research which when it was given authority, the employee is positive toward one's work and is satisfied. (Bowen & Lawler 1992)

H5.Role Clarity is how much communicate with one another which is necessarily information for work. And how much understand the contents of task and system (Donnelly and Ivancevish 1975; Busch and bush 1978).To clarify to what the task lead to have positive influence employee satisfaction.

H6. Improvement of foreign regular employee satisfaction cause the motivation to become a boundary spanner. From case study, when foreign employee felt job satisfaction, they motivated and transfer their experience and knowledge to their home country.

### **3-3-2) Sampling**

We have conducted a survey to target the foreign employees can be a boundary spanner. The survey was carried out in one month until October 19 to November 16, 2015. Based on the company selection made in group interviews, from 7 enterprises, we collected the 111 people of the sample. Survey method was used questionnaire method and WEB questionnaire. Questions are all 30 items, It was adopted a Likert scale of six stages

### **3-3-3) Analysis**

In this section, we do factor analysis in recovered answer. First, in reply to the ES, we have extracted the one of the factors as well as previous studies. Next, it performs the exploratory factor analysis with respect to IM, we are creating a set of hypotheses from the extracted factor. Incidentally, we used SPSSStatisticsversion22 of IBM Corporation in this analysis. In the factor extraction, it adopts a maximum likelihood

method and Promax rotation, eigenvalues has been adopted as a potential variable one or more. In addition, the reference value of the factor loadings as 0.40, and have selected the questions that make up the factor.

Figure4. Factor analysis of employee satisfaction

	Factor
	Communication with the boss
1	.805
3	.653
5	.616
4	.578
2	.518
Cronbach $\alpha$	.769

When you factor analysis to say the results of the four on the ES item (question items 1.2.3.4.5), factor loadings for each item becomes the figure above, one of the factors have been extracted in the same manner as previous research group. The value of Cronbach  $\alpha$  is as high as .769. Because of all five items is not less than 0.35 as a reference value, it consists of the five questions. It named the factor name "employee satisfaction"

Figure5. Factor analysis of internal marketing

	factor			
	Communi- cation with the boss	Transpare ncy and fairness of the evaluatio n system	Boundary spanner that exist within the company	Appropria te role
15	0.797	0.089	0.024	0.189
7	0.683	0.156	0.195	0.081
16	0.600	0.104	0.167	0.320
20	0.584	0.290	0.056	0.229
10	0.560	0.329	0.185	0.270
19	0.182	0.780	-0.044	-0.046
18	-0.002	0.692	0.098	0.274
22	0.090	0.652	0.135	0.055
9	0.225	0.624	0.000	0.072
21	0.325	0.498	0.089	0.264
28	0.113	0.159	0.968	0.157
27	0.161	-0.010	0.729	0.100
30	0.571	0.123	0.526	0.020
11	0.289	0.251	0.200	0.871
13	0.280	0.064	0.065	0.464

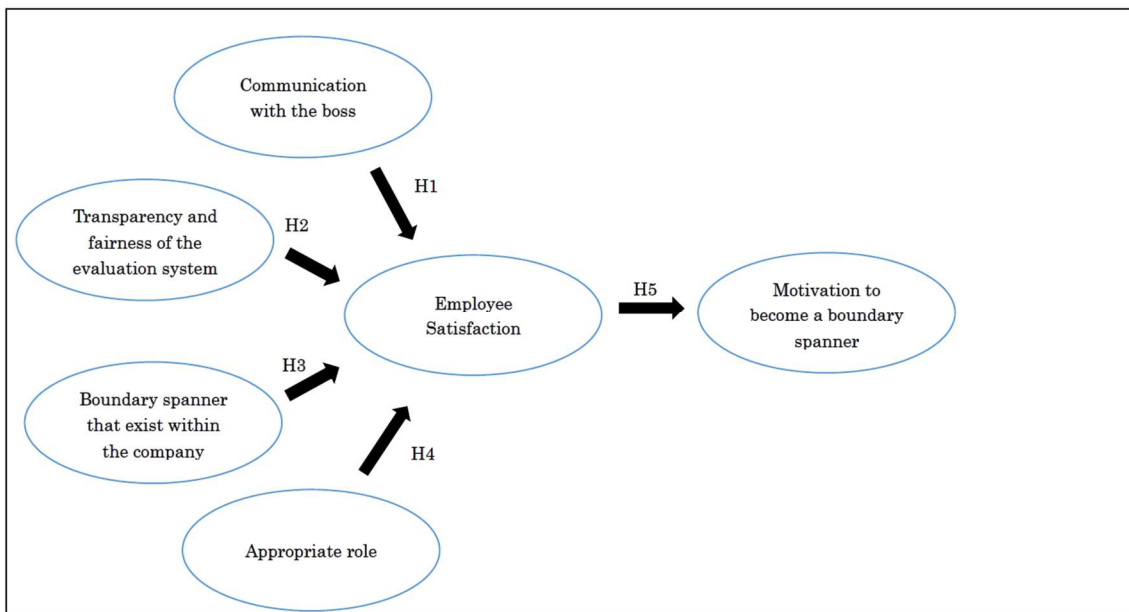
Next, it is a factor analysis of answers to questions about the internal marketing. From figure above, four factors were extracted from the 15 items. They are composed of a combination different from the discussion in the previous studies, it could be regarded as foreign regular specific factors. In addition, items that factor loadings is below the 0.40 I have removed. As a result, it is adopted the 15 items. Each factor name is named in consideration of the respective questions. Factor 1 "communication with boss". (7.10.15.16.20) Factor 2 "Fairness and transparency of the evaluation system". (9.18.19.16.21.22) Factor 3 "boundary spanner that exist within the company". (27.28.30)

Factor 4 "appropriate role" (11.13)

Then, we used multiple regression analysis to test our hypotheses. The dependent variable is foreign employee satisfaction. The independent variable is Communication with the boss, Transparency and fairness of the evaluation system, Boundary spanner that exist within the company and Appropriate role.

Finally, we will examine the impact that employee satisfaction gives motivation to become a boundary spanner. The value of Cronbach  $\alpha$  of motivation to become a boundary spanner is .699. We used a simple linear regression analysis. The dependent variable is the motivation to become a boundary spanner. The independent variable is foreign employee satisfaction.

Figure6. Reconstruction of the hypothesis by factor analysis



### 3-3-4) Result

Coefficient

Figure7. The results of multiple regression analysis

Model	Cronbach α	standardizing	t	significance probability
		coefficient β		
1 (constant)			.000	
H1	.840	..231	2.276	*
H2	.803	.431	4.246	***
H3	.810	.096	.947	
H4	.682	.199	1.965	*
Model R <sup>2</sup>	.315			
Adjusted R <sup>2</sup>	.274			
F value	7.963			

\*\*\* p < 0.001 ; \*\* p < 0.01 ; \* p < 0.5 ; † p < 0.1.

(H1) Communication with the boss gives a positive impact the foreign employee satisfaction.

(H2) Transparency and fairness of the evaluation system gives strongly a positive impact the foreign employee satisfaction.

(H3) Boundary spanner that exist within the company was not supported.

(H4) Appropriate role gives a positive impact the foreign employee satisfaction.

Figure 8. The result of a single regression analysis.

	Model R <sup>2</sup>	Adjusted R <sup>2</sup>	B	t	Significant
H5	0.40	0.38	.200	4.775	***

	Sum of squares	df	F	Significant
H5 regression	25.983	1	22.802	***

\*\*\* p < 0.001 ; \*\* p < 0.01 ; \* p < 0.5 ; † p < 0.1.

(H5) Improvement of foreign regular employee satisfaction cause the motivation to become a boundary spanner.

#### 4. Discussion

From the quantitative analysis, H1, H2, H4 and H5 were supported. And H3 was not supported. This result shows that giving communication with the boss, transparency and fairness of the evaluation system and an appropriate role to foreign employees gives a positive impact to foreign regular employees. Furthermore, the improvement of employee satisfaction gives a positive impact on the motivation to



become a boundary spanner. Then, we were interviewed to seven companies in order to verify this in practical. Three companies of the seven companies are already medium to large-scale deployment overseas and they have boundary spanner. Four companies of which this seven companies began an overseas expansion in few years, the number of boundary spanner is very small. As a result, the seven companies have supported the results of the quantitative research approximately. The figure shows the specific measures the company is doing for employee satisfaction improvement.

Figure9. Specific measures of internal marketing

<b>Communication with the boss</b>			
1. Personal interviews of a few times a year			
2. Mutual understanding of different cultures			
3. Training of Japanese			
4. Clearly convey the role and content of work			
5. Empowerment as much as possible			
<b>Transparency and fairness of the evaluation system</b>			
1. Clarification of career step			
2. Fairness and transparency of the salary system and promotion system			
3. Fairness of treatment of foreigners and Japanese			
<b>Appropriate role</b>			
1. The self-assessment system on work			
2. Various choices of career step			
3. Reduction of overtime hours (time limit)			
4. Diversity of Work Styles			

From (H5) results, we found that improvement of foreign regular employee satisfaction cause the motivation to become a boundary spanner.

However, boundary spanner that exist in the company (H3) does not affect the foreign regular employees. This is because we considered that the cause of this maximum is that

there is very little number of boundary spanner. It could not be measured in quantitative analysis. Further study is necessary.

We heard the voice of foreign regular employees based on the framework which are said in chapter3 (Figure9). It was mentioned specifically two things. First, transparency and fairness of the evaluation system. Although they indicate a certain understanding seniority, it was found again that seeks evaluation by capacity. Second, relationship with the boss made mainly of empowerment has great influence. Try & error pull out the aggressiveness of the employees. The sense of responsibility and challenging on work leads to an improvement in job performance.

Therefore, this flow leads motivation to become a boundary spanner.

From the above, we got the academic constant usefulness in the framework. In addition, we have obtained a certain understanding in the practical point of view.

## **5. Conclusion**

This study clarified the structure factors of employee satisfaction that affects the foreign permanent employees. The result of this study showed that “Communication with the boss”, “Transparency and fairness of the evaluation system”, and “Appropriate role” have a positive impact the foreign employee satisfaction. However, boundary spanners that exist in the company were not supported. As a result, this study clarified

that improvement of foreign regular employee satisfaction cause the motivation to become a boundary spanner. We can say that the framework has usefulness. This study has two theoretical contributions. First, this study explored that the factors of employee satisfaction that affects the foreign permanent employees. Second, this study explored that improvement of foreign regular employee satisfaction cause the motivation to become a boundary spanner. Finally, these two things can improve employee satisfaction. Then, it is found that high employee satisfaction. Have a good influence on the motivation to become a boundary spanner. It seems that some people want to try to work taking advantage of Japanese and foreign language if they are allowed.

This study has several limitations, we found a consistent trend by the global degree of companies. Comparatively, the company of a small global degree tends to have a higher priority that relationship with the boss made mainly of empowerment. And comparatively, the company of a medium to large global degree tends to have a higher priority that fairness and transparency of the evaluation system. In this regard, we considered that service companies should be most priority of fairness and transparency of the evaluation system. There two reasons. First, from the quantitative analysis, fairness and transparency of the evaluation system affects the strongest to the foreign regular employees, fairness and transparency of the evaluation system have nearly twice

the value of communication with the boss. Second, this is because, service companies that owns a number of boundary spanner such as Firm B and Firm K have testified necessity of fairness and transparency of the evaluation system. However, it must be considered that there are difference depending on the scale of company and the degree of globalization of the company. In any case, we considered that this relationship might unclear part. Therefore there is a need to empirically verify.

Then, although we have the object of the entire service industry that is doing business overseas, future research is also needed to be focused on each industry and jobs.

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