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Changing work values?

A study of New Zealand employees in Japanese-owned subsidiaries

A thesis presented in partial fulfilment of the requirements for the degree of Master of Business Studies in Management at Massey University

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1999
Abstract

Culture influences the way in which people work, therefore one's work values are influenced by national culture. An increase in globalisation has occurred, resulting in organisations having to adapt to cultural diversity within and between organisations, countries, and cultures.

Japan adopted various production systems developed in the United States to rebuild their economy after World War II. Japan has since become an economic superpower, establishing operations in other countries, and transferring the same successful systems and techniques into other cultures.

This research illustrates the influence of Japanese production systems and management techniques on the work values of New Zealand employees in two Japanese-owned subsidiaries.

The findings indicate that while Japanese production systems and management techniques have been implemented within two participating subsidiaries, the influence of these systems tends to reinforce traditional work values rather than change them.
Acknowledgements

During the past 6 years spent at Massey University, furthering my education and personal development, I have met many unique individuals who have assisted me in numerous ways, to open my eyes, and experience life.

I would like to acknowledge the level of critical analysis, my supervisor, Dr. Astrid Baker, has taught me. To always question what you read, hear and believe. Gratitude is also expressed to my co-supervisor, Sharif As-Saber whose constant level of support, understanding, and above all interest, enabled me to persevere during 1998. Nicholas Robinson deserves a special mention, his constant encouragement enabled me to see my true worth, both academically and personally. Thank-you Nick and happy travels.

Thanks is also extent to participants employed at Juken Nissho (Masterton), and SMC Pneumatics (NZ) Limited. Without your personal commitment, this thesis would not have eventuated.

Finally, a huge expression of gratitude and love is expressed to Eileen, Noel, and Jane, for constantly inspiring me to be all that I can. God Bless.
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