

## The relationship between Ho-Ren-So communication, workplace happiness and job performance of employees at a Japanese electric wire manufacturing company in Thailand

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Received: May 29, 2025

Revised: July 8, 2025

Accepted: July 13, 2025

### Abstract

This research aimed to 1) study the levels of Ho-Ren-So communication, workplace happiness, and job performance among employees of a Japanese electric wire manufacturing company in Thailand; 2) compare the job performance of employees based on personal factors including gender, age, and length of service within the organization, and 3) examine the relationship between job performance, Ho-Ren-So communication, and workplace happiness among the company's employees. This quantitative study was conducted among 210 employees using an online questionnaire comprising four sections: general information, a Ho-Ren-So communication scale, workplace happiness, and job performance. Statistical analyses used in this study comprised percentage, mean, standard deviation. Independent sample t-test, one-way ANOVA, and Pearson's product-moment correlation coefficient were utilized to examine the relationships between variables. The research findings revealed that: 1) There were no significant differences in job performance among employees across different gender, age, and length of employment. 2) Ho-Ren-So communication was found to have a moderately positive correlation with job performance, statistically significant at the .01 level ( $r = .752$ ). Similarly, workplace happiness exhibited a strong positive correlation with job performance, statistically significant at the .01 level ( $r = .839$ ).

**Keywords:** Ho-Ren-So communication, workplace happiness, job performance

## Background and significance

The overall electronics industry in 2025 (B.E. 2568) is projected to continue growing due to strong global demand for electronic goods, although global economic fragility and slowing Chinese economic growth remain concerns. Electronics industry exports in 2025 are expected to grow by 2.8% year-on-year (YOY), partly driven by continuous demand for electronic components and power electronics globally and aligned with the upturn cycle of computers and hard disk drive recovery. However, demand in the household appliances segment has slowed more than anticipated. However, we must pay attention to the fragile global economy and the slowing Chinese economy, as they could potentially impact consumer purchasing power. Among the groups showing strong growth potential is the power electronics sector, where exports in 2025 are projected to grow by approximately 4.3% YOY. Increased demand for products in this category, especially exports to the U.S. market—such as transformers, switchboards, and electrical wires/cables—is expected (Boonpasuk, 2024).

The electrical wires and cables business continues to face various external risks, particularly the volatility of the global economy that could impact private investment confidence due to intensifying global trade wars and the likelihood of the U.S. imposing high tariffs on imports from Thailand. These developments could affect Thailand's export-driven economy, not only constraining overall economic growth but also influencing private investment decisions in large-scale projects, particularly those with long payback periods such as housing developments. Additionally, these factors might undermine domestic consumer spending confidence, potentially leading to slower-than-expected growth in overall demand for wires and cables.

To compete effectively in both domestic and international markets, the electrical wires and cables industry must enhance competitiveness and production efficiency. This includes making employees better at their jobs, increasing production capacity, lowering costs, improving quality, and getting goods to customers on time. Incorporating modern technologies into production processes is also crucial. Efficient production depends heavily on human resources, making workforce development essential. It requires cultivating competencies in skills, knowledge, and characteristics suited to the industry to prepare personnel adequately.

On a daily basis, organizational personnel require effective communication. In Japan, corporate communication often employs the Ho-Ren-So technique, which involves reporting, coordination, and consultation. When organizations emphasize fostering Ho-Ren-So among employees, it promotes teamwork and maintains clear communication channels from sender to receiver. Ho-Ren-So communication makes the workplace a better place to be, which in turn makes people work better (Yani, 2022). Furthermore, favorable working conditions and a positive work environment contribute to employees' sense of well-being and job satisfaction. This, in turn, boosts morale, enhances personnel capabilities, and improves organizational performance. Effective management of quality of life within organizations leads to policies and strategies focused on improving employees' work-life quality and environments, directly and indirectly affecting operations and increasing personnel effectiveness, ultimately benefiting job and organizational outcomes.

Consequently, the researcher acknowledges the significance of comprehending the correlation between Ho-Ren-So communication and job satisfaction in relation to the work performance efficiency of employees at a

Japanese electrical wire manufacturing company in Thailand. Organizations across various business and industrial sectors can adopt this modern management approach to develop happier, more efficient employees. We hope that the practical application of the research findings will help organizations navigate the challenges of digital disruption and adapt to advanced technologies.

## Objectives

1. To study the levels of Ho–Ren–So communication, workplace happiness, and job performance of employees at a Japanese electric wire manufacturing company in Thailand.
2. To compare job performance based on personal factors of employees, gender, age, and length of employment at the current company.
3. To study the relationship between job performance and Ho–Ren–So communication as well as workplace happiness among employees at the company.

## Literature reviews

### Job performance

Job performance refers to the use of skills and abilities, following clearly defined work processes, using resources economically and efficiently, with discipline, enabling achievement of objectives with accuracy, quality, and standard (Ruttananupong, 2015). Job performance comprises four components: 1) Quality: Work must be of high quality, providing value and satisfaction to both producers and users. Quality work should benefit the organization and please clients or service recipients. 2) Quantity: Work must meet expectations in terms of volume, as defined in company plans or goals. Planning and time management are essential to achieving targeted output levels. 3) Time: The time used in operations must be appropriate, efficient, and up–to–date. Work techniques should be developed for faster execution. 4) Costs: Operational costs must be appropriate and efficient—minimal investment with maximum profit. This includes using financial, human, material, and technological resources economically to minimize losses (Peterson & Plowman, 1962).

### Workplace happiness

Manion (2003) defines workplace happiness as the result of learning through work, self–creativity, and job success, expressed emotionally. The four components of workplace happiness are: 1) Connection: Awareness of relationships in the workplace, good cooperation, friendly conversation, joy, and being among caring coworkers. 2) Love of work: A strong sense of love and attachment to the job, understanding the mission, enthusiasm, enjoyment, and pride in responsibilities. 3) Work Achievement: Realization of goal achievement, receiving challenging assignments, job autonomy, self–worth, and pride in developing things for success. 4) Recognition: Feeling accepted and trusted by colleagues and supervisors.

### Ho–Ren–So communication

The Japanese–style communication method known as Ho–Ren–So is a core principle in the workplace. It plays a crucial role in reporting progress to superiors, communicating and coordinating with others, and ensuring

effective consultations between supervisors and subordinates.

Ho-Ren-So is an acronym derived from three Japanese words: Hokoku (報告), Renraku (連絡), and Sodan (相談), which reflect the foundation of Japanese business communication. Their meanings are as follows:

1. Hokoku means reporting progress, changes, or other matters, including the results of assigned tasks, to one's supervisor.

2. Renraku refers to the transmission of necessary and important information to those involved and those who need to know.

3. Sodan means consultation to seek opinions and advice regarding problems that arise. This may involve consulting with a supervisor or those involved in the issue that needs resolution.

The channels used to carry out the processes of reporting, contacting, and consulting can include verbal communication, documents, emails, and other electronic communication tools. The method of communication should be selected based on the situation, content, and importance, with an awareness that communication is not just about conveying messages or thoughts to the receiver, but must foster mutual and accurate understanding between sender and receiver. Clarity in communication must be achieved using the 5W1H principle, and facts must be separated from opinions to ensure content accuracy. Ho-Ren-So is, therefore, an essential business communication tool rooted in Japanese work culture and contributes to an organization's success. (Kameda, 2013)

### Related Research

This research investigates the relationship between Ho-Ren-So communication, job happiness, and work performance efficiency among employees of a Japanese electrical wire manufacturing company in Thailand. The following related studies were reviewed:

Chau & Nacharoenkul (2023) studied the Japanese Business Communication Practices in Thailand: Tales from an Electronic Components Manufacturer found that this article examines the practice of horenso (hokoku/reporting, renraku/informing, sodan/consulting) at a Japanese-owned subsidiary in Thailand. Based on interviews with staff at a multinational electronic components company (Spin-eTech, pseudonym), it explores how horenso has been adapted outside Japan, influenced by cultural differences and the non-bicultural background of local employees. The study highlights how communication styles, motivations, hierarchy, and problem-solving approaches differ from those in Japan. It offers insights into how 'eastern vs eastern' cultural dynamics affect horenso in Asia Pacific workplaces.

Inkaew & Kusolthammarat (2019) studied factors affecting the work performance of staff at the Faculty of Science and Technology, King Mongkut's University of Technology North Bangkok. The findings indicated that gender, age, and length of service did not significantly affect work performance at the 0.05 significance level.

Yuwakosol & Rithicharoen (2019) examined the relationship between job happiness and work performance among personnel under the Office of the Permanent Secretary, Ministry of Education (Central Office) in Bangkok, with a sample size of 360. The results showed that overall job happiness was at a high level (mean = 3.86), and overall work performance was also at a high level (mean = 3.99). There was a very high correlation between job happiness and work performance, with a mean correlation coefficient of 0.82.

This research focuses on studying the relationship between Ho-Ren-So communication and job happiness with the work performance efficiency of employees at a Japanese electrical wire manufacturing company in Thailand. The researcher reviewed relevant concepts, theories, and previous research. The independent variables include Ho-Ren-So communication based on Kameda (2013) concept—comprising three aspects—and job happiness according to Manion (2003) framework—comprising four aspects. The dependent variable is work performance efficiency based on Peterson & Plowman (1962) model—also consisting of four aspects. These were applied to answer the research questions, define the research objectives, and establish the conceptual framework, as illustrated in Figure.1

### Conceptual framework

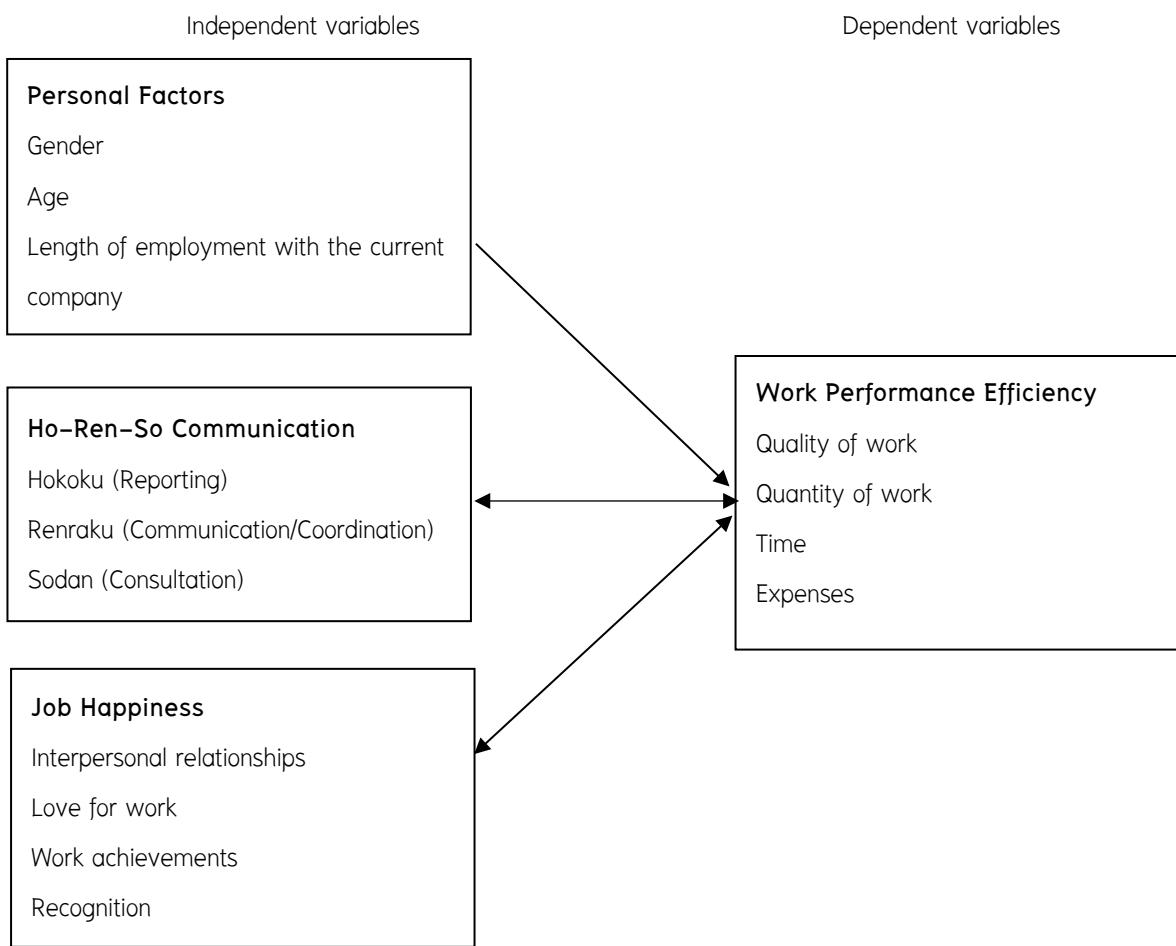


Figure.1 Conceptual framework

Based on this conceptual framework, the following hypotheses were formulated:

Hypothesis 1: Employees at a Japanese electrical wire manufacturing company in Thailand with differing gender, age, and length of employment will demonstrate different levels of work performance efficiency.

Hypothesis 2: Ho-Ren-So communication and job happiness are related to the work performance efficiency of employees at a Japanese electrical wire manufacturing company in Thailand.

## Methods

### 1. Populations and Samples

The population for this research consisted of 405 employees (as of February 1, 2025) of a Japanese electrical wire manufacturing company in Thailand. A sample of 200 participants was calculated using Yamane (1970) formula. To prevent sampling error, the researcher added 10 more samples, bringing the total to 210. Purposive sampling was employed.

### 2. Research tools

The research instrument used was a questionnaire divided into five sections:

Section 1: General information about the respondents, including gender, age, and length of employment.

Section 2: Measurement of job happiness.

Section 3: Measurement of Ho-Ren-So communication.

Section 4: Measurement of work performance efficiency.

Sections 2–4 followed a 5-point Likert scale (Likert, 1961), containing both positive and negative statements. Content validity was assessed by inviting three experts to evaluate the relevance and appropriateness of the items. An acceptable content validity index (CVI) was set at .50 or higher. The CVI values ranged from .67 to 1.00. A try-out was conducted with 30 employees not included in the main sample. Item analysis was performed to calculate item discrimination, which should be at least .20; the obtained values ranged from .250 to .799. Cronbach's alpha coefficient was used to assess internal consistency reliability, with a threshold of .70 or higher. The overall reliability score was .975.

### 3. Data collection

The researcher obtained permission and sent the questionnaire via Google Form through the general administration manager to the sample group. Each questionnaire was coded. A total of 210 questionnaires were distributed to employees of a Japanese electrical wire manufacturing company in Thailand. The data collection period lasted two weeks. Ethical considerations were observed: respondents' names, surnames, and emails were not collected, and confidentiality was assured. Only aggregated results were reported.

### 4. Data analysis

Data were analyzed using statistical software with the following procedures:

1) Analysis of Section 1 (Demographic Information): Frequency distribution and percentage calculations were used.

2) Analysis of Sections 2–4 (Job Happiness, Ho-Ren-So Communication, Work Performance Efficiency): Mean and standard deviation were calculated for each section, both overall and per item. Interpretation criteria followed the Likert scale (Likert, 1961):

Mean 4.50 – 5.00: Very High

Mean 3.50 – 4.49: High

Mean 2.50 – 3.49: Moderate

Mean 1.50 – 2.49: Low

Mean 1.00 – 1.49: Very Low

3) Comparative Analysis of Work Performance Efficiency by Personal Factors (Gender): Independent samples t-test was used. Comparative Analysis of Work Performance Efficiency by Personal Factors (Age and Length of Employment): One-way ANOVA was used. If significant differences were found at the 0.05 level, post-hoc comparisons were conducted using Scheffé's method.

4) Correlation Analysis between Ho-Ren-So Communication, Job Happiness, and Work Performance Efficiency: Pearson's product-moment correlation coefficient was used. The interpretation criteria (Wanichbancharong, 2019) were as follows:

.81 – 1.00: Very High

.61 – .80: High

.41 – .60: Moderate

.21 – .40: Low

.01 – .20: Very Low

## Results

The research results on Ho-Ren-So communication and workplace happiness affecting work performance efficiency among employees of a Japanese electric wire manufacturing company in Thailand can be summarized as follows:

1. General information of the 210 participants, the majority were female (116 people or 55.2%). Most were aged between 31–40 years (70 people or 33.3%) and had been working at the company for 16 years or more (72 people or 34.3%).

2. The levels of Ho-Ren-So communication, workplace happiness, and job performance of employees, it was found that:

2.1 Ho-Ren-So communication was rated at a high level ( $\bar{X} = 4.16$ , S.D. = .81).

2.2 Workplace happiness was rated at a high level ( $\bar{X} = 4.10$ , S.D. = .83).

2.3 Work performance efficiency was rated at a high level ( $\bar{X} = 4.17$ , S.D. = .77).

3. Comparative analysis: The analysis comparing work performance efficiency by personal factors is shown in Tables 1–3.

Table 1 Comparative Analysis of Work Performance Efficiency of Employees at a Japanese Electric Wire Manufacturing Company in Thailand, Classified by Gender

Job Performance Efficiency	Male		Female		t	Sig.
	$\bar{X}$	S.D.	$\bar{X}$	S.D.		
1. Work Quality	4.42	.61	4.38	.58	.552	.581
2. Work Quantity	4.18	.74	4.14	.63	.478	.633
3. Time	4.10	.80	4.06	.63	.449	.654
4. Cost	4.13	.73	3.96	.71	1.712	.088
Total (n = 210)	4.21	.62	4.13	.54	.962	.337

\* Statistically significant at the .05 level

From Table 1, it was found that employees of a Japanese electric wire manufacturing company in Thailand with different genders do not differ in overall work performance efficiency.

Table 2 Comparative Analysis of Work Performance Efficiency of Employees at a Japanese Electric Wire Manufacturing Company in Thailand, Classified by Age

Job Performance Efficiency	21 – 30 years				31 – 40 years				41 – 50 years				51 years and above		F	Sig.
	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.		
1. Work Quality	4.48	.45	4.37	.58	4.37	.63	4.40	.59	.362	.780						
2. Work Quantity	4.24	.62	4.03	.71	4.20	.61	4.22	.75	1.188	.315						
3. Time	4.24	.56	3.99	.77	4.00	.69	4.14	.75	1.448	.230						
4. Cost	4.17	.73	3.95	.70	3.96	.70	4.10	.76	1.122	.341						
Total (n = 210)	4.28	.50	4.08	.56	4.13	.55	4.21	.67	1.220	.303						

\* Statistically significant at the .05 level

From Table 2, it was found that employees of a Japanese electric wire manufacturing company in Thailand with different ages do not differ in overall work performance efficiency.

Table 3 Comparative Analysis of Work Performance Efficiency of Employees at a Japanese Electric Wire Manufacturing Company in Thailand, Classified by Length of Employment with the Current Company

Job Performance Efficiency	1 – 5 years		6 – 10 years		11 – 15 years		16 years and above		F	Sig.
	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.		
1. Work Quality	4.39	.51	4.42	.58	4.38	.54	4.38	.69	.055	.983
2. Work Quantity	4.14	.61	4.17	.75	4.07	.65	4.20	.71	.352	.788
3. Time	4.14	.61	4.07	.78	4.01	.77	4.06	.72	.297	.828
4. Cost	4.04	.70	4.03	.80	4.04	.58	4.02	.77	.012	.998
Total (n = 210)	4.18	.52	4.18	.63	4.13	.47	4.17	.65	.081	.971

\* Statistically significant at the .05 level

From Table 3, it was found that employees of a Japanese electric wire manufacturing company in Thailand with different lengths of employment with the current company do not differ in overall work performance efficiency.

4. Correlation Analysis of Ho- Ren- So Communication, Happiness at Work, and Work Performance Efficiency of Employees at a Japanese Electric Wire Manufacturing Company in Thailand, as shown in Table 4

Table 4 Correlation Analysis of Ho- Ren- So Communication and Happiness at Work with Work Performance Efficiency of Employees at a Japanese Electric Wire Manufacturing Company in Thailand

Variables	Performance Efficiency	
	Total	Interpretation
1. Ho-Ren-So Communication	.752**	High level of correlation
2. Happiness at Work	.839**	Very High level of correlation

\*\*p < .01

From Table 4, it was found that Ho- Ren- So communication has a positive correlation with work performance efficiency of employees at a Japanese electrical wire manufacturing company in Thailand, at a relatively high level ( $r = .752$ ). Additionally, job happiness also shows a positive correlation with the work performance efficiency of employees at this company, at a high level ( $r = .839$ ), which is statistically significant at the .01 level.

## Discussion

Hypothesis 1: Employees at a Japanese electrical wire manufacturing company in Thailand with differing gender, age, and length of employment demonstrate different levels of work performance efficiency.

The research findings revealed that personal factors such as gender, age, and length of employment did not significantly affect work performance efficiency, contradicting the initial hypothesis. This can be explained as follows:

Gender does not influence differences in work performance efficiency because the Japanese electrical wire manufacturing company in Thailand maintains equal working standards for both male and female employees. The nature of the work is similar, and technology is used consistently in production processes. Both male and female employees possess the necessary knowledge and understanding of established operational procedures, allowing them to perform with comparable efficiency regardless of gender.

Age also does not significantly impact work performance efficiency. Across different age groups, employees prioritize the quality of their work and its impact on the organization's image. Despite a reduced workforce, employees maintain consistent output quantities and emphasize efficient use of organizational resources and equipment. Effective Ho–Ren–So communication techniques enable employees across all age ranges to achieve similar levels of performance efficiency.

Furthermore, all employees, regardless of their current length of service with the company, exhibit enthusiasm and dedication toward achieving work goals. They plan and manage their time effectively to complete tasks on schedule and continuously improve their work processes to meet organizational targets. These findings align with the study by Inkaew & Kusolthammarat (2019), which examined factors influencing the work performance of staff at the Faculty of Science and Technology, King Mongkut's University of Technology North Bangkok. Their results indicated that gender, age, and length of service did not significantly affect work performance efficiency at the 0.05 significance level.

Hypothesis 2: Ho–Ren–So communication and job happiness are related to the work performance efficiency of employees at a Japanese electrical wire manufacturing company in Thailand.

Research findings showed that Ho–Ren–So communication has a relatively high positive correlation with work performance efficiency among employees at the company. This indicates that employees value Ho–Ren–So communication as a core aspect of their work. Reporting, continuous communication, and consultation ensure smooth operations within the company. Especially when there is uncertainty or lack of understanding, employees are expected to report to their supervisors or consult with relevant departments. Taking independent actions without proper consultation is strictly discouraged, as it may lead to significant consequences. In today's fast-paced environment, where speed often determines opportunity, Japanese organizations employ techniques that emphasize both speed and precision while maintaining traditional hierarchical workplace culture—foundations of effective and sustainable Japanese work practices.

The concept of Ho–Ren–So reflects a strong emphasis on communication and teamwork, typical of Japanese work culture. This aligns with Kawar (2012) view that teamwork is central to Japanese workplace culture, where collaborative efforts are prioritized over individual contributions. Regarding decision-making, Salacuse (2005) noted that Japanese workplace culture emphasizes team-based decisions rooted in consensus. Additionally, Chau & Nacharoenkul (2023) found that Japanese-style communication (Ho–Ren–So) is applied in a

Japanese-affiliated company in Thailand and plays a crucial role in problem-solving, information reporting, and overall communication, surpassing other cultural practices in importance.

Job happiness was found to have a high positive correlation with work performance efficiency among employees at the Japanese electrical wire manufacturing company in Thailand. This implies that employees maintain good interpersonal relationships across departments and do not feel stressed when coordinating with external units. They are trusted by colleagues, supervisors, and other collaborating personnel. All employees demonstrate a love for their work, viewing it as an integral part of their lives. They experience fulfillment and motivation from their daily work, feeling energized and looking forward to future goals. Employee happiness is therefore vital—higher job satisfaction leads to better work performance, benefiting both the employee and the organization. A happy work environment enhances enjoyment, excitement, and motivation, generating positive energy that spreads throughout the workplace.

These findings align with the study by Yuwakosol & Rithicharoen (2019), which examined the relationship between job happiness and work performance among personnel under the Office of the Permanent Secretary, Ministry of Education (Central Office) in Bangkok. Their results showed a high overall correlation between job happiness and work performance ( $r = 0.802$ ).

## New Knowledge

The research findings regarding the relationship between Ho-Ren-So communication and work happiness with employees' job performance effectiveness at a Japanese electrical wiring manufacturing company in Thailand revealed that:

1) Ho-Ren-So communication has a relatively high positive correlation with the job performance effectiveness of employees at a Japanese electrical wiring manufacturing company in Thailand. Current work environments require teamwork, and effective communication plays a crucial role in enhancing coordination. All departments rely on a structured system where employees receive instructions from their supervisors, following specific procedures. However, an essential principle all employees should consistently apply throughout their work is work practices that enhance personal and team efficiency. Work techniques focusing on improving communication efficiency are vital in promoting better work performance, known as HORENSO (HOUKOKU = REPORT + RENRAKU = INFORMATION + SOUDAN = CONSULTATION). Therefore, the HORENSO technique helps cultivate awareness of communication that contributes to improved coordination within the organization of this Japanese electrical wiring manufacturing company in Thailand. It enhances communication between supervisors and subordinates, effectively reduces work-related problems, and improves overall work efficiency.

2) Work happiness has a high positive correlation with the job performance effectiveness of employees at a Japanese electrical wiring manufacturing company in Thailand. "Happiness leads to productivity." When employees are happy, the company grows. Employees experience positive emotional perceptions towards their assigned tasks, which can arise from a suitable work environment, receiving appreciation, or feeling physically and mentally safe at work. Additionally, it includes good interactions with colleagues, as well as job security and career

advancement. Work happiness emerges through four factors:

1. Connection: Refers to experiencing happiness while working with coworkers, including colleagues, employers, and customers, from the beginning until the end of the workday.
2. Love for the job: Refers to experiencing happiness in performing assigned tasks, feeling enthusiastic, joyful, and enjoying the work.
3. Job success: Refers to experiencing happiness by achieving set goals, feeling valuable in life, and taking pride in one's work.
4. Acceptance: Refers to experiencing happiness from being accepted and trusted by coworkers, including colleagues, employers, and customers.

Therefore, organizations should incorporate methods of fostering workplace happiness into organizational strategies. Organizational strategy serves as a comprehensive master plan covering all business processes and sets long-term directions for the organization. It also provides guidance for utilizing available resources to achieve objectives, gain competitive advantages, and achieve sustainable success, as shown in Figure.2.

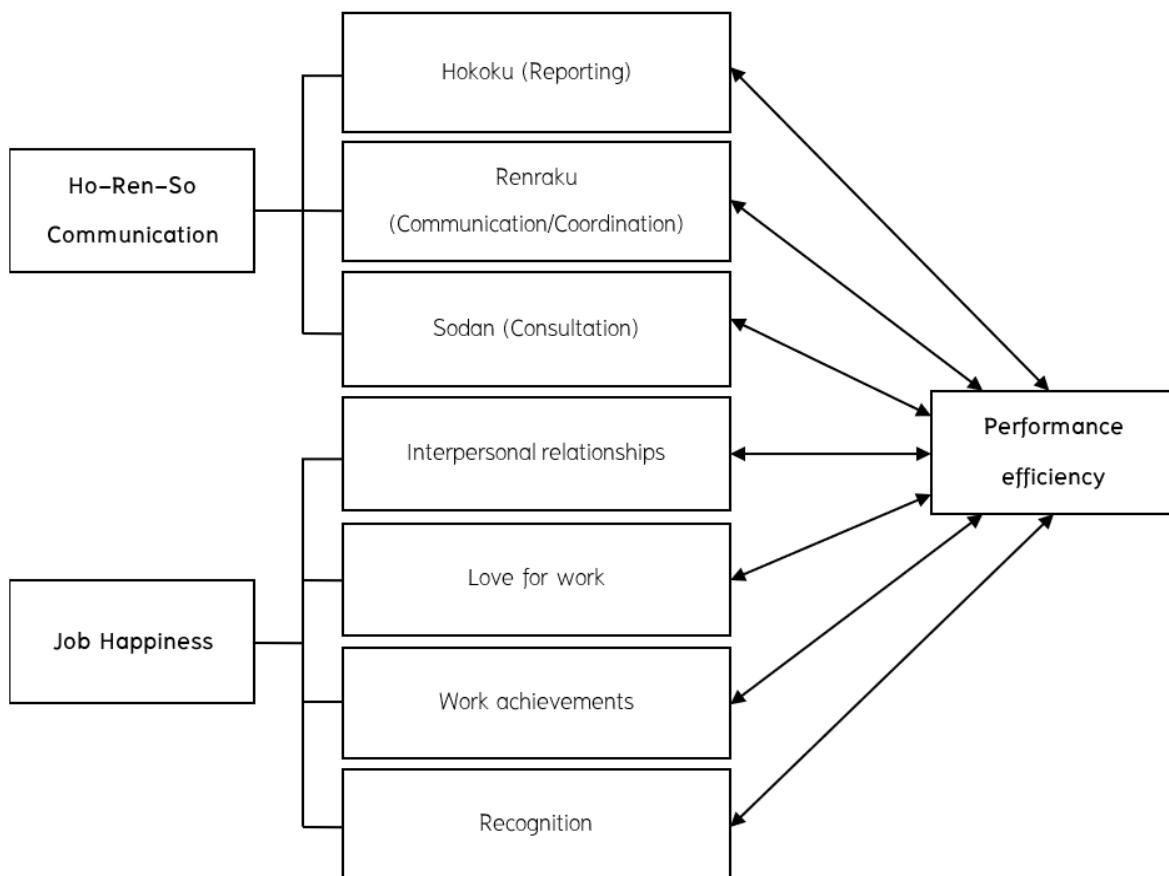


Figure. 2 The relationship between ho-ren-so communication and work happiness with the job performance effectiveness of employees at Japanese electrical wiring manufacturing company in Thailand

## Suggestions

### 1. Suggestions for applying research results

1.1 The research findings reveal that Ho–Ren–So communication has a relatively high correlation with job performance effectiveness, and work happiness has a high correlation with job performance effectiveness. This indicates that organizational leaders should implement the Ho–Ren–So communication system because it benefits the organization in the following ways:

1. 1. 1 Enhances organizational communication effectiveness: Regular reporting, contact, and consultation help involved parties understand information, progress, and issues, enabling collaborative problem-solving and goal achievement.

1. 1. 2 Reduces work errors: Clear and direct communication ensures all employees share the same understanding, minimizing unnecessary mistakes and problems.

1. 1. 3 Promotes teamwork: Regular communication enables all team members to be informed about information, progress, and challenges, facilitating joint problem-solving and goal attainment.

1. 1. 4 Increases work efficiency: Quick and effective communication saves time and accelerates task completion.

1. 1. 5 Creates a positive work atmosphere: Open and transparent communication fosters trust and good relationships among colleagues.

1.2 Establishing awareness and understanding, along with clear communication within the organization, helps employees develop a shared and clear understanding, preventing miscommunication and ensuring smooth workflow. This is another factor contributing positively to work motivation. When internal communication is clear and aligned toward common objectives, it facilitates collective efforts to move the organization forward.

1. 3 Regarding work happiness, managers or leaders must employ methods to retain top employees. They should possess coaching skills—an approach that encourages team members to take initiative and produce results independently, drawing out their potential to create outstanding outcomes. Effective leadership involves motivating the team to jointly pursue and achieve shared goals.

### 2. Suggestions for future research

2.1 This study employed a survey-based approach using questionnaires as research tools. For future research, qualitative methods involving interviews should be used to obtain more robust, open, and realistic data. Such data would provide deeper insights for improving employee job performance effectiveness.

2.2 Furthermore, studies should explore other variable factors related to job performance effectiveness, such as workplace safety, work stress, and work motivation. Comparative studies should also examine variables or factors influencing job performance effectiveness across different sectors, such as the service industry and government agencies, to identify similarities and differences.

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