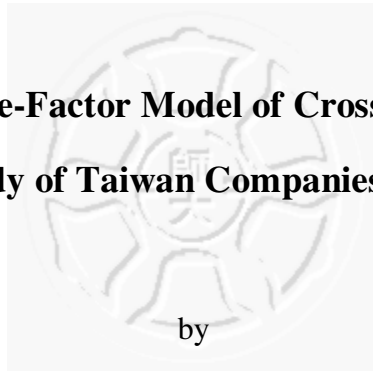


**The Econometric Three-Factor Model of Cross Cultural Adaptability:  
A Case Study of Taiwan Companies in Thailand**



by

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## ABSTRACT

On facing the trend of globalization, cross cultural adaptability is a critical success factor for multinational companies. In exploring the cause and effect of cross cultural adaptability, this study found that satisfaction and adaptability are highly correlated. It means if employees/managers can adapt to different cultures, they will fulfill their satisfactions. The Two Factors should be able to explain apart of across cultural adaptability, A T-test analysis shows Thai and Taiwanese cross-cultural adaptability and cross cultural working satisfaction are significantly different. The two-factor theory is improved and the demographics variables is added to explain the Cross cultural adaptability. The Econometric Three- Factor model is built by Shih and Chinerawat with a total of 323 research participants (285 Thai staff and 38 Taiwanese) from three different size of Taiwan companies in Thailand (>8000 staff, <200 staff, <100 staff). The empirical results show three critical factors of cross-cultural adaptability: motivator factors, hygiene factors and demographic factors can be used to explain cause an effect of cross cultural adaptability and cross cultural working satisfaction.

The empirical results show three critical factors of cross-cultural adaptability: motivator factors, hygiene factors and demographic factors and high significance for Model I and Model II at 95.3 and 96.4 % (R square). The empirical results show three critical factors of cross-cultural working satisfaction: motivator factors, hygiene factors and demographic factors and high significance for Model III and Model IV at 95.3 %- 96.1 % (R square).

**Key Words:** Cross cultural adaptability, job satisfaction, two factor theory, three factor model, international human resource management



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# **CHAPTER I. INTRODUCTION**

## **Chapter Overview**

This introductory chapter gives the readers an insight of the study: introduction, the background of the study, the problem statement, the purposes of the research, the research questions, the hypotheses, and the significance of the study, the delimitations and limitations, and the definition of the terms are all addressed, in order to introduce a new point of view about dealing with cross cultural issues and new design and comprehensive focus by the researcher.

## **Introduction**

On facing the process of globalization, Taiwanese investors have expanded their investment in Southeast Asia (Lee, 2003), especially in Thailand, with the volume of capital inflow to Thailand of US\$ 500 million dollars, and keeping increasing at a 15% rate a year (Taiwan Trade Chamber, 2008), thus creating a great number of job opportunities for Thai people (Asia Study Institute, 2005). Diversity management (Lau et al., 2001) issues are emerging and affecting the executive management plan to align and fit to the local people in order to ensure success and to avoid employee frustration due to cultural gap (Elizabeth, 2007; Hofstede, 2000). Satisfaction has a positive effect on individual performance (Selmer, 2000) which directly affects the organization performance and company profit.

The Herzberg's Two Factor Theory (1959) explains satisfaction by Motivation Factors and Hygiene Factors. However, Two Factor Theory cannot explain cross cultural factors when multinational companies cross borders, and it is found out that managers cannot fit the local culture (Bennett et al., 2000; Korn/Ferry, 2007; Littrell, 2007; Pang, 1998; Suutari & Burch, 2001; Wang, 2005). Vice visa, the local staff cannot fit their managers, which causes performance problems. Therefore, demographics factors become

important factors for satisfaction (Dofman, 1998) in multinational companies' performance.

This study wants to improve the original Two Factor theory by building an econometrics model to explore the key factors impacting (Poe, 2002; Porter & Tansky, 2007) cross cultural satisfaction, besides the Motivation and Hygiene factors (Huang, 2005). There are a few papers mentioning about Thai workers' frustration and strikes due to cultural misunderstanding (Ronny & Tuvet, 2007) in Taiwan companies (Thailand Ministry of Labor, 2007; Thailand Trade and Economic Office in Taipei, 2005; Yimprasert, 2000). However, there is no empirical study that has ever explored cross cultural work satisfaction for multinational companies in Thailand, as most of the cases explored American managers in Latin America and China (Gao, 2005). Therefore, this study will bring a contribution to the Thailand and Taiwan case through the use of an econometrics approach (Shih & Chinerawat, 2009) with a two way assessment and the balanced rating scales (CustomerSat Inc., 2008 ; Spreitzer et al., 2005).

### **Purposes of the Study**

There are four major objectives of this study:

First, this study is trying to explore the Demographics factors impacting cross cultural adaptability and cross cultural working satisfaction by improving the Two Factor Theory (Herzberg, 1956) which includes the Motivation factors and Hygiene factors.

Second, this study is trying to explore the significant factors impacting the perception of their counterparts on cross cultural adaptability and satisfaction influenced by Motivation factors, Hygiene factors and Demographic factors.

Third, this study is trying to examine the company size and nationality impact on the level of cross cultural adaptability and cross cultural working satisfaction.

## Testing Model

Model I shows the self-assessment of cross cultural adaptability working satisfaction. It measures the self evaluation of the cross cultural adaptability level. The model can be written as:

$$Y_I = f(X_i) = a_0 + \beta_1 * X_{1i} + \beta_2 * X_{2j} + \beta_3 * X_{3k} + \beta_4 * X_{4l} + \varepsilon$$

Model II shows the cross-assessment of cross cultural adaptability. It measures the attitude/ perception toward their counterparts:

$$Y_{II} = f(X_i) = a_0 + \beta_1 * X_{1i} + \beta_2 * X_{2j} + \beta_3 * X_{3k} + \beta_4 * X_{4l} + \varepsilon$$

Model III shows the self-assessment of cross cultural working satisfaction. It measures the self assessment of their cross cultural working satisfaction.

$$Y_{III} = f(X_i) = a_0 + \Omega_1 * X_{1i} + \Omega_2 * X_{2j} + \Omega_3 * X_{3k} + \Omega_4 * X_{4l} + \varepsilon$$

Model IV shows the cross-assessment of cross cultural working satisfaction. It measures the attitude toward the Taiwanese managers on working satisfaction.

$$Y_{IV} = f(X_i) = a_0 + \eta_1 * X_{1i} + \eta_2 * X_{2j} + \eta_3 * X_{3k} + \eta_4 * X_{4l} + \varepsilon$$

Where the independent variables can be categorized into 4 main groups:

First, Motivation Factors ( $X_i$ ) include Challenge, Recognition, Personal Growth, Achievement and Career Advancement.

Second, Hygiene Factors ( $X_j$ ) include Job Security, Status, Pay Competitiveness, Fringe Benefits, Safety, Working Condition, Quality of Supervision and Interpersonal Relations.

Third, Demographic Factors ( $X_k$ ) include Age, Region, Gender, Education, Years of Service, Training Days, Working Hours, Salary Rate and Income Package.

Forth, Dummy variables ( $X_l$ ) includes Nationality and Company Size.

## Questions of the Study

With reference to the research objectives highlighted in the previous section, the research questions are listed by follows:

1. Do Demographics factors, Motivation factors and Hygiene factors impact on the cross cultural adaptability and cross cultural working satisfaction?
2. How do the research participants perceive their counterparts' cross cultural adaptability and cross cultural working satisfaction?
3. Does the Company size and Nationality impact on the level of cross cultural adaptability and cross cultural working satisfaction?

## Hypotheses

Eight Hypotheses will be tested in this full thesis by the following sequence.

### *Hypothesis 1.1*

The self-assessment of cross cultural adaptability has no correlation with the self-assessment of cross cultural working satisfaction.

$$H_0: \rho_{yIyIII} = 0$$

$$H_1: \rho_{yIyIII} \neq 0$$

### *Hypothesis 1.2*

The cross-assessment of cross cultural adaptability has no correlation with the cross-assessment of cross cultural working satisfaction.

$$H_0: \rho_{yIIyIV} = 0$$

$$H_1: \rho_{yIIyIV} \neq 0$$

### *Hypothesis 2.1*

There is no difference in cross cultural adaptability between Thai and Taiwanese.

$$H_0: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$$

$$H_1: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$$

### *Hypothesis 2.2*

There is no difference in cross cultural working satisfaction between Thai and Taiwanese.

$$H_0: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$$

$$H_1: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$$

### *Hypothesis 3.1*

From Model I self assessment approach, Motivation factors, Hygiene factors, Demographic factors, Nationality and Company size have no significant impact on cross cultural adaptability.

$$H_0: \beta = 0$$

### *Hypothesis 3.2*

From Model II cross assessment approach, Motivation factors, Hygiene factors, Demographic factors, Nationality and Company size have no significant impact on the perception of the counterparts' cross cultural adaptability.

$$H_0: \gamma = 0$$

### *Hypothesis 3.3*

From Model III self assessment approach, Motivation factors, Hygiene factors, Demographic factors, Nationality and Company size have no significant impact on cross cultural working satisfaction.

$$H_0: \Omega = 0$$

### *Hypothesis 3.4*

From Model IV cross assessment approach, Motivation factors, Hygiene factors, Demographic factors, Nationality and Company size have no significant impact on the perception to the counterparts' cross cultural working satisfaction.

$$H_0 : \eta = 0$$

## **Significance of the Study**

In order to explore significant variables impacting the level of cross cultural adaptability and cross cultural satisfaction, the Econometrical Analysis technique is applied for this study in order to identify significance, to attain a high prediction power and significance levels. Moreover, the 323 participants are used to be the sample.

## **Delimitations and Limitations**

First, the limitations of this study lie in the collecting demographic information with the blinded name questionnaires. Therefore, all given data are assumed to be facts.

There are only 3 companies which participate in this research, and if there were more companies to participate, some other factors might become significant.

Last, the proportion of Thai and Taiwanese samples are significantly different (Thai 285; Taiwanese 38) which might make the summary of results bias to the Thai samples as major representatives.

## **Definition of Terms**

**Cross Cultural Adaptability:** Behavioral, emotional and problem-solving skills that are related to successful cross cultural adaptation (Van, 2008).

**Cross Cultural Working Satisfaction:** The sense of fulfillment and pride felt by people who enjoy their work and do it well in a cross cultural work setting with two nationalities

and cultures (Benet, 2009).

**Motivation Factor:** The factors cause satisfaction and make employees feel that they are appreciated by the company, for instance job challenge, recognition, achievement, growth, etc (Herzberg, 1959).

**Hygiene Factor:** The factors which maintain avoidance of dissatisfaction but do not create satisfaction, or meet to basic needs employees expect to get from work, for instance compensation, benefits, working condition, safety (Herzberg, 1959).

**Demographic Factor:** A statistical view of a population, generally including age, gender, income, schooling, occupation and so on (Entrepreneur, 2009).

**Multinational Company:** Companies seek to reduce their costs as much as possible. The prospect of a foreign company setting up in a country where labor is cheap is attractive both for the company and a host country's government. The foreign managers work with the local people to achieve their goals (Wikipedia, 2009).



## **CHAPTER II. LITERATURE REVIEW**

### **Chapter Overview**

At the beginning of this chapter, we will present the literature relevant to the trend of globalization and diversity in the workplace, also the importance of cross cultural adaptability in coping with cross cultural crash issues.

The second part of the chapter presents the Two Factor Theory, which is the theoretical framework representing human resources management's implications impacting the cross cultural adaptability and cross cultural working satisfaction in an organization.

The third part introduces a specific case regarding the Thai and Taiwanese workers cross cultural issues cases.

The last part of the chapter mentions the methodology of assessment and statistic application and a quantitative approach as follows:

On facing globalization Taiwan has addressed its own strengths on networking in Asia and Europe and advanced technology and high tech manufacturing to invest in other countries which are having cheaper prices for resources and there are the needs of consumption on Taiwan high technology products to distribute (Paul & Hsu, 2003).

As it has been shown in Taiwan National Economic Policy 2008, Taiwan Government aimed to be the major sourcing and producing link between Asia and Western countries. Thailand was also the one of the Taiwanese's destination for running operations with the competitiveness of Thailand taxing policy for investors and the labor cost. (Taiwan Chamber, 2008). As we have seen, an increase in Taiwan capital investment in Thailand is continuously promoted both from the Taiwan government and Thailand one. In this year there has been an announcement concerning the fact that the Taiwan stock exchange market targeted 10 large businesses, around 100 medium companies, also 5,000 small companies to register their business in Taiwan Stock Exchange to gain more capital for expanding investments Thailand. The amount of capital inflow to Thailand during 2007/2008 reached US\$ 500 million. This expansion in Thailand has created a large amount of job opportunities for the Thai people (WTO, 2005)

and it becomes an origin of cross cultural work opportunities between the Taiwanese and Thai people.

As the diversity in workplace management becomes an important issue in management (Lau et al., 2001), the management should be aware of the differences between Thai and Taiwanese cultures in order to facilitate a mutual adjustment in all the dimensions of cross cultural gaps (Hofstede, 2001) i.e. Power Distance Index (PDI) Individualism (IDV) Masculinity (MAS) Long-Term Orientation (LTO) in order to make a best fit between the two groups of employees.

To fit to each other, the international skills are required for overseas managers according to the model of Engle et al. (2001), which describes the global competency cube covering three planes of global competencies (a product plane, a functional plane, cultural plane). This study used American VS Latin American as a sample of the study. This research results highlight an importance of international skills training and development as a critical success factor.

The failure of cross cultural adjustment for expatriate managers was believed to be the cause of failure of expatriate assignments (Selmer, 2000). It was congruent with the study of Weldon (2007) which surveyed the specific needs effective leadership skills of expatriates in China. It was found that fostering collaboration, building a strong team and an atmosphere of trust and dignity, celebrating the accomplishments of individuals and the team were important factors in building the success of American managers in China. This result was consistent with the study about international managers of Feng and Pearson in 1999 which found that interpersonal relation skills, cultural stress management, host country language skills, survival language, political system, home country culture were important to the success of International managers.

Another interesting point of the study of Weldon was that the definition of teamwork of the Chinese staff was different from that of Americans. The word “teamwork” in Chinese meant working separately, as one person did one assignment and forwarded their job to next step colleague in the same team, and the staffs were waiting for a supervisor’s order as one way communication.

The importance of adjustment well across cultural working was repeated in the Korn/Ferry (2007) - Expat executive research surveying about expatriate failure. The

study identified the lack of local cultural fit in China, family issues and unclear goal settings; this finding was the same as in the study of Bennett et al. (2000).

The finding is consistent with the study of Ronny and Tuvet (2007), which stated the rationale of this study as “Poor cross-cultural adaptability and gap of adjustment led to misunderstanding and distrust in organization.” And, in 2001, Li found that the local language ability was the cause of failure; Wang’s study about expatriate failure in 2005 due to culture and his research also supports Li’s findings. The emotional intelligence was first introduced by Coleman 1995.

With reference to the study of Vance & Paik (2002), it was found that standard managerial competencies training for US managers assigned to jobs in Mexico or Indonesia were the same despite the fact that those Expatriate managers were assigned to different places. In 2007, Guerin conducted a survey about the failure of American managers in China, and it was found that American managers gained cross-cultural training but it became almost useless in the real situation in China; this was consistent with the research result of Selmer (1997), which stated that the subordinates assessed that their American managers’ leadership skills were significantly different from those effective Hong-Kong Chinese bosses. The study of Gao (2005) also addressed the specific skills rather than general important skills when working overseas. The self – assessment and concealing the name of research participants were used in the study about the willingness of learning and adjustment to make samples feel comfortable to answer the truth (Shim & Paprock, 2002). Therefore, this blind questionnaire method would be applied to this thesis study to get real and complete information.

In the early stage of globalization most studies mentioned the common skills that were required in working across the cultures. Afterwards, the globalization trends were expanded all around the world. A group of researchers (Spreitzer et al., 2005) had testified to the differences of 6 dimensions of transformational leadership compared among nationality. It was found that ideal high leadership style boss of Taiwanese and American was significantly different. This study was applied to a 180 degree assessment of as a two ways assessment which later will be integrated to our research study in assessing Thai and Taiwanese. This study also found out the interesting behavior of

Asian research participants which tend to rate the 3 point – scales which was the middle point bias.

After mentioning general international skills or internal leadership levels, the ability to adjust to the other culture was developed and called cross cultural adaptability. This ability has many ways to assess and one of quantitative test was developed to assess cross cultural adaptability, it was called Cross Cultural Adaptability Inventory or “CCAI” (Kelley & Meyers, 1995). This test was composed of a 50 item-long test which cover the dimensions of cross cultural abilities.

Beside, the quantitative and rating scales assessment tests, an essay type test was used to study the cultural intelligence of expatriates in the recruitment and selection process (Ascalon, 2006). However, this kind of assessment was a cognitive test because perceiving cross-cultural adaptability; it did not mean that persons really had that ability. Therefore, for this thesis study, a rating scale of adaptability will be applied.

In order to develop the Econometric model to see the factors driving cross cultural adaptability, the Two Factor Theory of Herzberg (1968) was chosen after reviewing the study of Dorfman (1998) which found the correlation between international skills to fit host culture of International managers and the satisfaction of staff. So, if the research could prove that the Two Factor Theory, Hygiene and Motivation Factors drive satisfaction levels of the staff, it might be also impacted by the cross cultural adaptability and international skills.

To increase the value of this thesis study, the 3<sup>rd</sup> Factor was added to the Two Factor Theory, the Demographics of respondents. The rationale of bringing the demographics of the staff into question was the finding that training hours increased international managers’ skills to fit local cultures (Littrell, 2007). The Demographics were added to ethnicity /nationality, time working and knowing each other in the company, training records, language proficiency from the study of Pang in 1998. Pang conducted the empirical research about misunderstanding Chinese philosophy, which causes distrust. This research identified the independent factors to which might impact cross-cultural adaptability such as training records, activities records, language abilities and ethnicity (nationality), time knowing supervisors and their performance, chances to communicate with expatriate bosses.

The other demographics covered to age, gender, years of experiences and salary rate, also the working hours a day due to this research would blind the name of the respondents. Therefore demographics factors were set as the category variables to classify the group of the staff as Gao did in 2005.

In order to ensure the assessment of Two Factors Theory (hygiene and motivation factor) and the additional factor covers all certain aspects, the definition of each element was used to develop questionnaires as below:

- Motivation Factors
  - Challenging work (Challenging staff ability)
  - Recognition (Rewarding good performance)
  - Personal growth (Room for skills growth)
  - Achievement (Chance to create success)
  - Career Advancement (Promotion)
- Hygiene Factors
  - Job security (Confidence)
  - Status (Respect)
  - Salary (Attractiveness)
  - Fringe benefits (Food, Beverages, Healthcare)
  - Safety
  - Working condition
  - Quality of supervision
  - Interpersonal Relation

To reconfirm, the terms and definitions of the original Two Factor Theory and Demographic factors were completely included. Therefore, the researcher had reviewed Thai and Taiwanese labor cases to identify additional factors create a big frustration between Thai and Taiwanese at work by studying the Thai labor strike case in the Southern Taiwan (Thailand's Ministry of Labor, 2005). The strike case came from poor human resources management, working condition and rules and regulations of Thai workers in Taiwan. The workers said that they were forced to work for long hours and felt disrespected; this is identical with the report of Thailand Trade and Economic Office in Taipei (TTEOT) in 2005, where Kaohsiung Rapid Transit Corporation (KRTC) stated that causes of issues were rules and regulations of Taiwan office. In her study on "Taiwan" shoes' makers: Thai workers in 2000, Yimprasert conducted a qualitative research about Thai workers labor issues in terms of human resources management issues

e.g. compensation, benefits, working environment, overtimes and cultural differences.

*“For culture differences, Thai workers felt the most frustrated about beverages; as Yimprasert quoted “We have many problems with drinking water as in Taiwan they like to drink hot tea, but Thai people are used to drinking cold drinks.”*

(Yimprasert, 2000:2)

At this literature review stage, the researcher had already had the guideline for the setting model, independent variables of cross cultural adaptability by developing Two Factor Theory to be Three Factor Theory from adding the Demographic factor to the study, cross assessment approach, blinded questionnaires. Another one point was needed to fix from previous research was mid-point rating bias of Asian people.

Therefore, marketing survey methodology was applied to solve this problem. From the review, there were several types of rating scales both odd and even items as the table 2.1 has shown below:

Table 2.1.  
*Marketing survey rating scales*

<b>Rating Type</b>	<b>Balanced - No Midpoint</b>	<b>Balanced - Midpoint</b>	<b>Unbalanced - No Midpoint</b>	<b>Unbalanced - Midpoint</b>
<b>1</b>	Completely dissatisfied	Completely dissatisfied	Completely dissatisfied	Completely dissatisfied
<b>2</b>	Somewhat dissatisfied	Somewhat dissatisfied	Somewhat dissatisfied	Somewhat dissatisfied
<b>3</b>	Somewhat satisfied	Neither satisfied nor dissatisfied	Slightly satisfied	Neither satisfied nor dissatisfied
<b>4</b>	Completely satisfied	Somewhat satisfied	Somewhat satisfied	Slightly satisfied
<b>5</b>		Completely satisfied	Completely satisfied	Somewhat satisfied
<b>6</b>				Completely satisfied

*Source:* CustomerSat, Inc., 2008.

In the marketing survey technique, there was a study named “ The Mid-Point on a Rating Scale: Is it Desirable?” (Garland, 1991), which found that the presence or absence of a mid-point on an importance scale produces distortions in the results obtained at 0.05 significant level which shown the Asian midpoint bias (Spreitzer et al., 2005). As in similar findings, rating bias distortion studied by Culpepper and Zimmerman (2006) mentioned about the distortion of answering middle points. This measurement distortion - if unrecognized- leads to a number of other methodological problems such as (1) failure to capture variable relationships assessed with correlation techniques such as regression, (2) false positive or false negative results in difference tests comparing cultures on some attribute, and (3) the distortion of factor-analytic results used to examine the reliability and validity of scales that are thought to exhibit a “midpoint bias” when confronted with a statement with which one must indicate some measure of agreement or disagreement on five-point or seven-point scale.

To prevent the central bias tendency, therefore, this research will apply no-midpoint scales with total 6-points scales to reduce the midpoint bias which make the data repeat only 3 points scales. In order to avoid the over answering from existing feeling, the 6 rating scales is used for respondents’ convenience – those who want to answer with the midpoint and do not want to take sides can answer 3 or 4 which are still far from the 5 and 6 points, which state strong opinions as the point scales definition as table 2.2.

Table 2.2.  
*Rating scales in thesis*

<b>Points Rating</b>	<b>Adaptability Item Scales</b>	<b>Satisfaction Item Scales</b>
<b>1</b>	Extremely disagree	Extremely dissatisfied
<b>2</b>	Very disagree	Very dissatisfied
<b>3</b>	Somewhat disagree	Somewhat dissatisfied
<b>4</b>	Somewhat agree	Somewhat satisfied
<b>5</b>	Very agree	Very satisfied
<b>6</b>	Extremely agree	Extremely satisfied



## **CHAPTER III.METHODOLOGY**

### **Chapter Overview**

This chapter contains two parts. First, it presents the research framework and model, second, the research procedure and method which covers population and sampling, data and resources.

This chapter introduces an improvement to the original Two Factor Theory developed by Herzberg which explains satisfaction by adding Demographic factors in Three Factor Model developed by Shih and Chinerawat in 2009 with impact on cross cultural adaptability and cross cultural working satisfaction.

### **Research Framework**

In order to intensively explain cross cultural adaptability, the original theory is needed to be as base for the framework. In this study, the Two Factor Theory defines as set of independent variables into 2 categories which are Motivation factors and Hygiene factors which originally used to explain satisfaction level of people in the workplace. Demographic factors are added to explain unexplored factors the potentially impact people's behaviors in cross cultural situation.

Besides, using self assessment cross cultural working satisfaction and cross cultural adaptability t, the cross assessment is applied in order to understand the impact of the attitude and perception people on their counterparts.

Knowing the causes of cross cultural adaptability and satisfaction and causes of perception to the counterparts will create mutual adjustment in cross cultural environment.

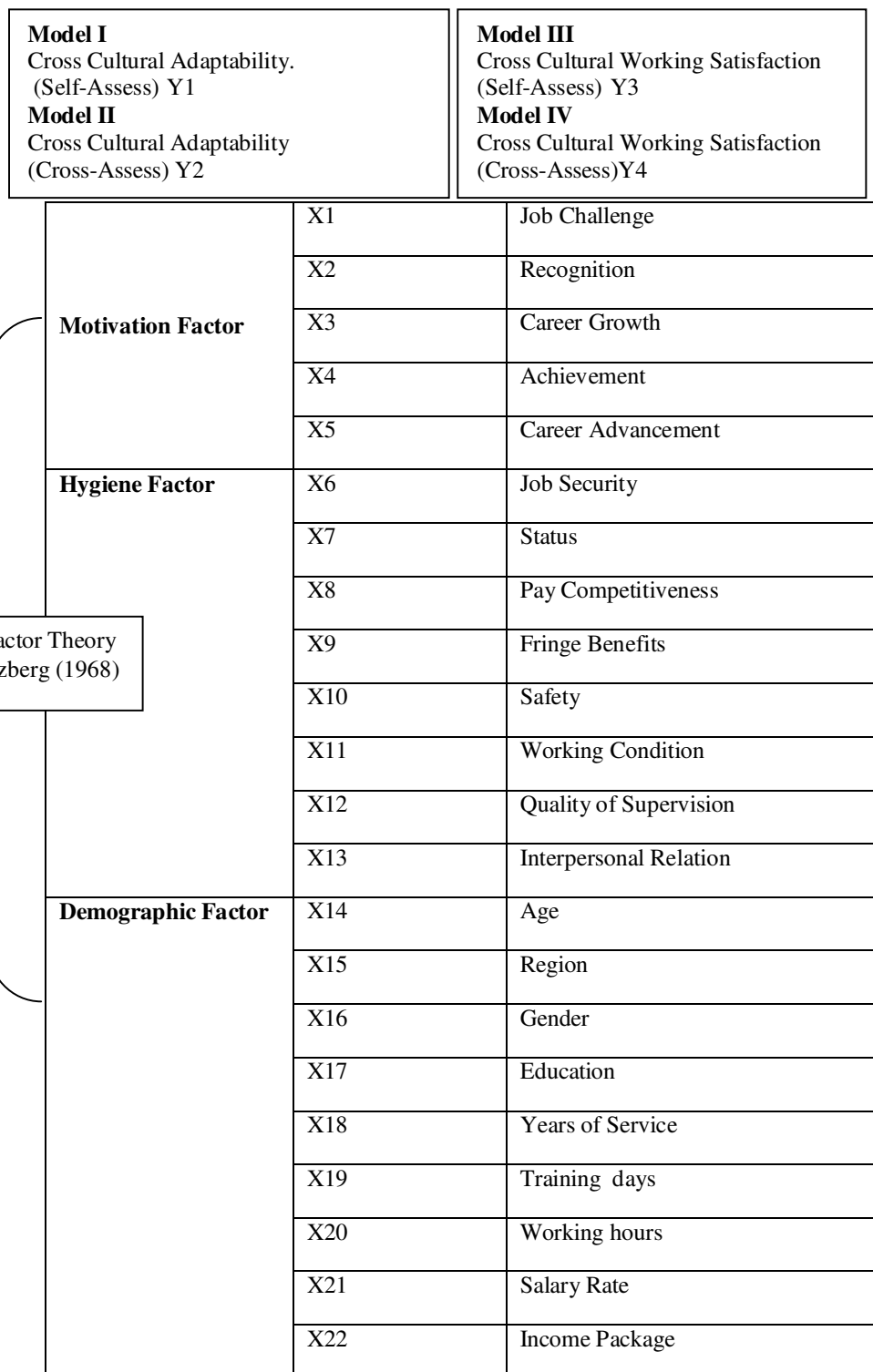


Figure 3.1. The Research Framework

Model I aims to measure cross cultural adaptability, represented by self assessment scores that people perceive themselves.

$$Y_I = f(X_i) = a_0 + \beta_1 * X_{1i} + \beta_2 * X_{2j} + \beta_3 * X_{3k} + \beta_4 * X_{4l} + \varepsilon$$

Model II aims to measure perception to their counterparts cross cultural adaptability.

$$Y_{II} = f(X_i) = a_0 + \omega_1 * X_{1i} + \omega_2 * X_{2j} + \omega_3 * X_{3k} + \omega_4 * X_{4l} + \varepsilon$$

Model III aims to measure cross cultural working satisfaction, represented by self assessment scores that people perceive themselves.

$$Y_{III} = f(X_i) = a_0 + \Omega_1 * X_{1i} + \Omega_2 * X_{2j} + \Omega_3 * X_{3k} + \Omega_4 * X_{4l} + \varepsilon$$

Model IV aims to measure perception to their counterparts cross cultural working satisfaction.

$$Y_{IV} = f(X_i) = a_0 + \eta_1 * X_{1i} + \eta_2 * X_{2j} + \eta_3 * X_{3k} + \eta_4 * X_{4l} + \varepsilon$$

Where the independent variables which are applied to test these four models can be categorized into 4 main groups:

First, Motivation Factors ( $X_i$ ) includes Challenge, Recognition, Personal growth, Achievement, Career Advancement.

Second, Hygiene Factors ( $X_j$ ) includes Job security, Status, Pay competitiveness, Fringe benefits, Safety, Working condition, Quality of supervision, Interpersonal Relations.

Third, Demographic Factors ( $X_k$ ) includes Age, Region, Gender, Education, Years of service, Training days, Working hours, Salary rate, Income package.

Forth, Dummy variables ( $X_l$ ) includes Nationalities and Company sizes.

In the data analysis, a stepwise variable selection will be used, the backward

elimination process.

In the backward elimination process, we derive formulas for fit measures of resultant models when one variable is removed successively from  $x_1$  to  $x_n$  in current model, starting with full model and then eliminating at each variable whose deletion will cause the residual sum of squares to increase the least.

In the backwards elimination procedure, we proceed as follows: fit the maximum model, examine the p-values and eliminate the variable with the highest p-value if it is greater than a pre-specified level, and to re-compute regression equation for the reduced model. The process is repeated until the variable with the highest p-value is below the criterion value.

## **Researches Procedure and Method**

### **Population and Sampling**

There are 285 Thai participants and 38 Taiwanese participants from three Taiwan multinational companies based in Thailand.

*Company A* is the large size electronic manufacturing with more than 8,400 Thai staff and more than 50 Taiwanese managers.

*Company B* is the brand named toys and gifts producers /exporter with more than 180 Thai local staff and 4 Taiwanese managers.

*Company C* is the gas and modern home kitchen design and producers with more than 90 Thai workers, and 4 Taiwanese managers.

### **Data and Resources**

There are 285 Thai staff and 38 Taiwanese managers from 3 Taiwan multinational companies based in Thailand. Company A is an electronic manufacturer with more than 8,000 Thai staff and over 50 Taiwanese managers. Company B is the toys and gifts producer with more than 180 Thai local staff and 4 Taiwanese managers. Company C is the gas and modern home kitchen design producers with more than 90 Thai workers, and 5 Taiwanese managers.

### **Questionnaire**

The questionnaire has 26 items with the balanced 6 rating scale. The questionnaire was translated to three languages. The bilingual Chinese- English language questionnaire is developed for the Taiwanese managers; the Thai language questionnaire is developed for the Thai staff.

The questionnaires were done by experts and peer reviewed for the validity of the questions to the original theory definitions. Then, 10 Thai staff and 3 Taiwanese were tested to answer this questionnaire.

Totally 600 questionnaires were distributed to the research participants. Only 323

questionnaires were completed. The data are on-site collected by the researcher from June to December 2008 and the report noted in Table 3.1.

Table 3.1.  
*Research participants*

<b>Amount of research participants</b>	<b>Company</b>			<b>Total</b>
	<b>A</b>	<b>B</b>	<b>C</b>	
Thai	117	102	66	285
% of total	36.6%	34.6%	22.4%	93.6%
Taiwanese	29	4	5	38
% of total	4.9%	0.7%	0.8%	6.4%
Grand total	146	106	71	323
% of Grand total	41.5%	35.3%	23.2%	100.0%

*Source:* Shih & Chinerawat, Thesis data collection, December 2008.

# CHAPTER IV. RESULTS AND FINDINGS

## Chapter Overview

This chapter contains two major sections: descriptive results and empirical results. The empirical results are further subdivided into empirical result I, II, III, and IV. The discussion section is a thorough analysis of the implications from which we provide suggestion for Taiwan investors on managing cross cultural working situations in Thailand, as well as suggestions for further research.

## Part I Descriptive Results

Before presenting the Empirical Results for the 4 models of the thesis, the descriptive statistics will ease the better understanding of overall cross cultural adaptability levels and working satisfaction levels by ascending scales from 1 point scale to 6 points scales.

Table 4.1.  
*Results for descriptive statistic*

<b>Dependent Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Mean SE</b>	<b>Std. Deviation</b>	<b>Variance</b>
<b>Self-Assess Adaptability <math>Y_{\text{Model I}}</math></b>	323	1.00	6.00	4.23	0.06	1.12	1.25
<b>Cross-Assess Adaptability <math>Y_{\text{Model II}}</math></b>	323	1.00	6.00	4.33	0.06	0.98	0.97
<b>Self-Assess Satisfac. <math>Y_{\text{Model III}}</math></b>	323	1.00	6.00	4.00	0.06	1.03	1.06
<b>Cross-Assess Satisfac. <math>Y_{\text{Model IV}}</math></b>	323	1.00	6.00	4.14	0.06	1.00	1.01
<b>Motivation factor</b>							
<b>Challenge</b>	323	1.00	6.00	4.54	0.06	1.11	1.24
<b>Recognition</b>	323	1.00	6.00	4.12	0.06	1.09	1.19

*(Continued)*

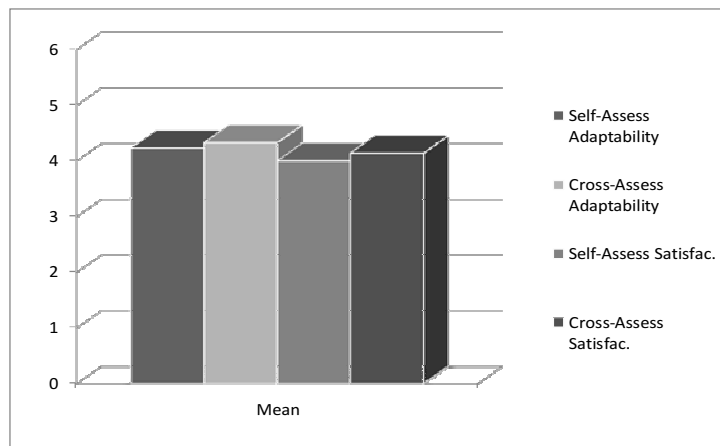
Table 4.1. (Continued)

<b>Dependent Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Mean SE</b>	<b>Std. Deviation</b>	<b>Variance</b>
<b>Growth</b>	323	1.00	6.00	4.80	0.05	0.89	0.79
<b>Advancement</b>	323	1.00	6.00	4.22	0.06	1.14	1.29
<b>Hygiene factor</b>							
<b>Job security</b>	323	1.00	6.00	3.94	0.07	1.23	1.51
<b>Respect status</b>	323	1.00	6.00	4.09	0.06	1.11	1.24
<b>Pay competitiveness</b>	323	1.00	6.00	3.71	0.07	1.29	1.66
<b>Benefits</b>	323	1.00	6.00	3.76	0.07	1.31	1.72
<b>Safety</b>	323	1.00	6.00	4.02	0.07	1.26	1.58
<b>Working Condition</b>	323	1.00	6.00	4.21	0.07	1.19	1.41
<b>Supervision</b>	323	1.00	6.00	4.27	0.07	1.17	1.37
<b>Relationship</b>	323	1.00	6.00	4.92	0.05	0.84	0.71
<b>Demographic factor</b>							
<b>Age</b>	323	18.00	58.00	33.57	0.41	7.41	54.98
<b>Education</b>	323	0.00	24.00	11.35	0.29	5.25	27.58
<b>Year of service</b>	323	0.10	35.00	6.40	0.31	5.54	30.65
<b>Training</b>	323	0.00	120.00	5.80	0.94	16.98	288.35
<b>Working hour</b>	323	8.00	16.00	8.64	0.07	1.27	1.61

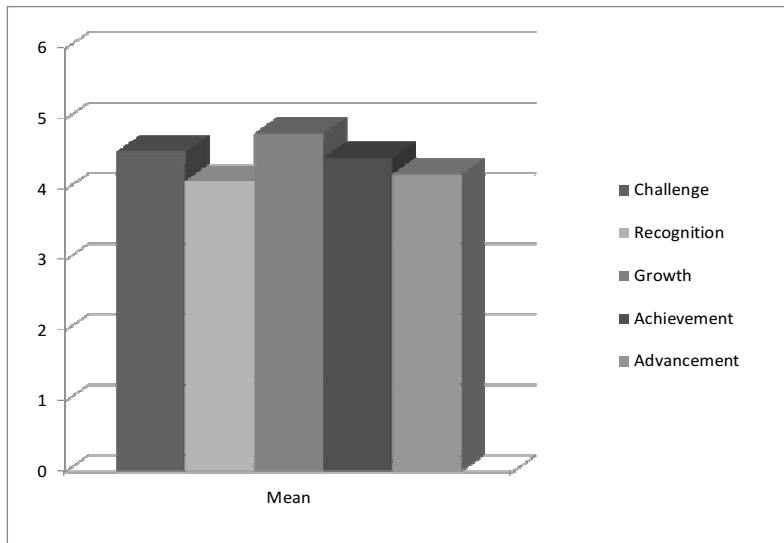
*Note:* Region, Gender, Salary Rate, Income Package are string/category variables which are excluded in this calculation

*Source :* Shih & Chinerawat, Thesis data collection, December 2008.

Table 4.1. shows that the means of cross cultural adaptability and cross cultural working satisfaction from self-assessment are lower than the means of cross-assessment. It means that people assume that their counterparts are better adapted and more satisfied than them. However, the standard deviation of self assessment is higher than the cross assessment, which it means the people's self assessment has high variances.

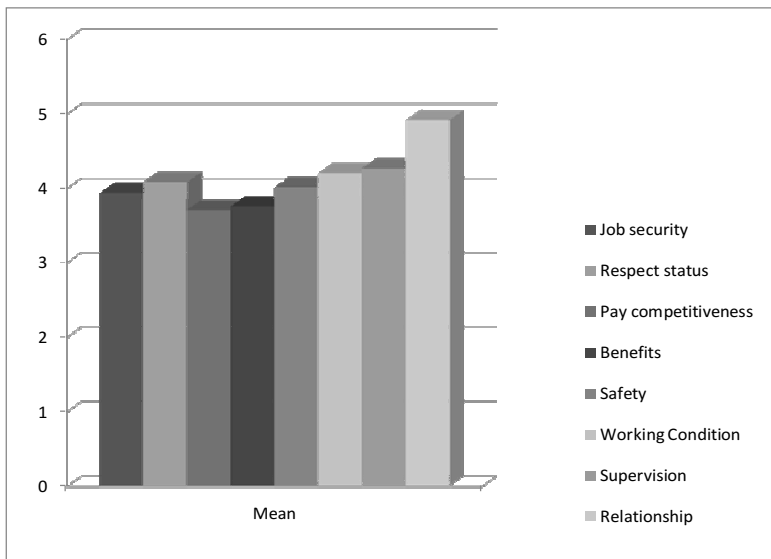


*Figure 4.1.* The level of cross cultural adaptability and cross cultural working satisfaction  
*Source :* Shih & Chinerawat, Thesis data collection, December 2008.



*Figure 4.2. Provided Motivation Factors*  
*Source : Shih & Chinerawat, Thesis data collection, December 2008.*

The above graph shows that the overall employees get good treatment for Motivation Factors from their company. The values of means for motivation factors in descending orders are growth, challenge, achievement, advancement and recognition.



*Figure 4.3. Provided Hygiene Factors*  
*Source: Shih & Chinerawat, Thesis data collection, December 2008.*

The above graph shows that overall employees get good treatment for Hygiene Factors from their company. The values of mean for hygiene factors in descending orders are relation, supervision, working condition, respect/status, safety, job security, benefits, and pay competitiveness.

## Correlation

According to theoretical framework, this study has applied the Two Factor Theory to be the original framework. Thus, the assessment results of cross cultural adaptability and satisfaction should be related, the results from self assessment and cross assessment others should be significant as well. Then, this research can adopt the original theory to improve the econometrical model of cross cultural adaptability and cross cultural working satisfaction.

Table 4.2.

*Correlation between cross cultural adaptability and cross cultural working satisfaction*

Correlation matrix	Y1	Y2	Y3	Y4
<b>Y1</b>	1			
<b>Sig. (2-tailed)</b>				
N	323			
<b>Y2</b>	.353(**)	1		
<b>Sig. (2-tailed)</b>	.000			
N	323	323		
<b>Y3</b>	.529(**)	.354(**)	1	
<b>Sig. (2-tailed)</b>	.000	.000		
N	323	323	323	
<b>Y4</b>	.177(**)	.409(**)	.235(**)	1
<b>Sig. (2-tailed)</b>	.001	.000	.000	
N	323	323	323	323

\*\* $p < 0.01$

*Hypothesis 1.1*

H0: The cross cultural adaptability has no correlation to the cross cultural working satisfaction.

$$H_0: \rho_{yIyIII} = 0$$

H1: The cross cultural adaptability has correlation to the cross cultural working satisfaction.

$$H_1: \rho_{yIyIII} \neq 0$$

The null hypothesis is rejected, and the alternative hypothesis that cross-cultural adaptability (self-assessment) and satisfaction (self-assessment) are highly related at 1% significant level is accepted. Therefore, this study can adopt the independent variables from Two Factor Theory of Herzberg to be apart of all dependent variables to explain variance of cross cultural adaptability from self –assessment approach.

*Hypothesis 1.2*

H0: The cross cultural adaptability has no correlation to the cross cultural working satisfaction.

$$H_0: \rho_{yIIyIV} = 0$$

H1: The cross cultural adaptability has correlation to the cross cultural working satisfaction.

$$H_1: \rho_{yIIyIV} \neq 0$$

The null hypothesis is rejected, and the alternative hypothesis that cross-cultural adaptability (assessment the other side) and satisfaction (assessment the other side) are highly related at 1% significant level is accepted. Therefore, this study can adopt the independent variables from Two Factor Theory of Herzberg to be a part of all dependent variables to explain variance of cross cultural adaptability from cross assessing the counterparts' approach.

### T-Test Significant Difference

Analyzing more the difference of the means among Taiwanese and Thai participants, a T-test shows that the self assessment scores of cross cultural adaptability (Model I) and cross cultural working satisfaction (Model III) from self-assessment approaches are significant different and the empirical results are show in Table 4.3.

The negative t-test -4.328 and -4.510 implies that Taiwanese managers (Data Entry Code 1) are more adaptive and satisfied in working with Thais (Data Entry Code 0) than the Thai are from the self-assessment approach. The empirical results show that there is no significant difference of perception/attitude from cross assessment approach.

Table 4.3.  
*T-Test between Thai and Taiwanese*

<b>Dependent Variable</b>	<b>F</b>	<b>Sig.</b>	<b>t</b>	<b>df</b>	<b>Sig. (2-tail)</b>
<b>Model I</b>	3.142	.077	-4.328	321	0.000**
<b>Model II</b>	7.685	.006	0.589	321	.556
<b>Model III</b>	0.302	.583	-4.510	321	0.000**
<b>Model IV</b>	2.658	.104	-1.350	321	0.178

\*\* $p < .01$

### *Hypothesis 2.1*

H<sub>0</sub>: There is no difference in cross cultural adaptability between Thai and Taiwanese

$$H_0: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$$

$$H_1: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$$

### *Testing Result:*

The null hypothesis H<sub>0</sub>:  $\mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$  is rejected, the alternative that H<sub>1</sub>:  $\mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$  which mean the Taiwanese and the Thai are significantly different.

The null hypothesis is rejected, and the alternative hypothesis that Thai and Taiwanese cross cultural adaptability levels are significantly different is accepted. Therefore, in the Empirical result analysis, the regression analysis should be separately run between Thai and Taiwanese.

### *Hypothesis 2.2*

H<sub>0</sub>: There is no difference in cross cultural working satisfaction between Thai and Taiwanese

$$H_0: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$$

$$H_1: \mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$$

### *Testing Result:*

The null hypothesis H<sub>0</sub>:  $\mu_{\text{Thai}} - \mu_{\text{Taiwanese}} = 0$  is rejected, the alternative that H<sub>1</sub>:  $\mu_{\text{Thai}} - \mu_{\text{Taiwanese}} \neq 0$  which mean the Taiwanese and the Thai are significantly different.

The null hypothesis is rejected, and the alternative hypothesis that Thai and Taiwanese cross cultural working satisfaction levels are significantly different is accepted. Therefore, in the Empirical result analysis, the regression analysis should be ran separately between Thai and Taiwanese.

Next, using the backward elimination process, after examining the p-value for the 22 independent variables, and 2 dummy variables representing company A and B, the highest not significant one is eliminated.

## **Part II Empirical Results**

Empirical Results are divided to be 4 Econometric models as follows:

### **Model I: Self-Assessment Cross Cultural Adaptability**

Empirical results for Model IV of the study are shown in Table 4.4. By using the backwards elimination process, after examining the p-value for the 25 independent variables, the highest not significant one is eliminated. It shows the empirical results for cross cultural working satisfaction as a function of Motivation factor variables, Hygiene factor variables, Demographics factor variables, and the Dummy variables for nationality and companies sizes. This process is repeated 14 times, in 14 equations, until all remaining independent variables reach at least the 10 % level of significance. There are 5 major findings for Model I and they are reported as follows:

First, for the parameters for Motivation factors, only 2 of 5 independent variables are significant at 1% level. The value of the parameter of Job Challenge is 0.279 with t-ratio 7.500. The value of the parameter of Recognition is 0.195 with t-ratio 4.633. It means if employees feel that they are having high job challenge and recognition, they will be able to adapt to their counterparts.

Second, for the parameters of Hygiene factors, only 4 of 8 independent variables are significant at 5% level. The value of the parameter of Job Security is 0.125 with t-ratio 3.148. The value of the parameter of Respect is -0.091 with t-ratio -1.918. The value of the parameter of working condition is 0.074 with t-ratio 2.144. The value of the parameter of relationship is 0.179 with t-ratio 4.280.

It means that if companies guarantee employees job security, show respect, improve working condition and build relationships, there will be an increased level of cross cultural adaptability.

Third, for the parameters of Demographic factors, 5 of 9 independent variables are significant at 5%. The value of the parameter of Region is 0.074 with t-ratio 1.843. The value of the parameter of Education is 0.034 with t-ratio 3.760. The value of the parameter of Year of service is -0.022 with t-ratio -2.708. The value of the parameter of

salary is -0.391 with t-ratio -2.511. The value of the parameter of Income package is 0.473 with a t-ratio 3.018.

It means that the Taiwanese should recruit people from Central or East regions because they can adapt to Taiwanese culture easily. The high educational background staff easily adapt to the counterpart culture. One interesting finding is the value of the parameter of the years for service is negative -0.022 with t-ratio -2.708. It means companies should provide special programs for senior staff to encourage their learning the other culture.

Forth, 1 of 3 dummy variables is significant. There is no significant difference for nationalities. The value of the parameter of company B is 0.272 with t-ratio 2.719.

It means that staffs of companies can adapt across Thai Taiwanese very well due to management style.

Fifth, the R square stands at 0.953 after the elimination process; therefore the model can explain 95.3% of the variance in the cross cultural satisfaction from self assessment approach. The null hypothesis is rejected, and the alternative hypothesis is accepted at 10% significance level.

*Hypothesis 3.1:* For Model I self assessment approach, the Motivation factor, Hygiene factor and Demographic factor have no significant impact on self assessment of cross cultural adaptability.

*Result:* The null hypothesis  $H_{0\text{Model I}}: \beta = 0$  is rejected, the alternative that three factors Motivation factor, Hygiene factor, Demographic factor have an impact on cross cultural adaptability from self assessment is accepted  $H_{1\text{ Model I}}: \beta \neq 0$ .

Table 4.4.

*Model I regression analysis of self-assessment the cross cultural adaptability*

<b>Model I</b>		<b>Eq 1</b>		<b>Eq14</b>		
		<b>B</b>	<b>t-ratio</b>	<b>β</b>	<b>t-ratio</b>	
<b>Motivation factor</b>	<b>Challenge</b>	X1	.265	6.344	.279	7.500**
	<b>Recognition</b>	X2	.177	3.979	.195	4.633**
	<b>Growth</b>	X3	.057	.960		
	<b>Achievement</b>	X4	-.023	-.393		
	<b>Advancement</b>	X5	.016	.275		
<b>Hygiene factor</b>	<b>Job security</b>	X6	.111	2.340	.125	3.148**
	<b>Respect status</b>	X7	-.098	-1.893	-.091	-1.918*
	<b>Pay compet.</b>	X8	.016	.385		
	<b>Benefits</b>	X9	.029	.725		
	<b>Safety</b>	X10	-.001	-.032		
	<b>Working Cond.</b>	X11	.045	1.078	.074	2.144*
	<b>Supervision</b>	X12	-.002	-.042		
	<b>Relationship</b>	X13	.154	3.043	.179	4.280**
	<b>Age</b>	X14	-.006	-.807		
	<b>Region</b>	X15	.061	1.409	.074	1.843
<b>Demographic factor</b>	<b>Gender</b>	X16	.105	1.110		
	<b>Education</b>	X17	.032	3.131	.034	3.760**
	<b>Year of service</b>	X18	-.020	-1.999	-.022	-2.708**
	<b>Training</b>	X19	-.001	-.425		
	<b>Working hour</b>	X20	.015	.478		
	<b>Salary Rate</b>	X21	-.361	-2.243	-.391	-2.511*
	<b>Income package</b>	X22	.461	2.847	.473	3.018**
<b>Dummy</b>	<b>Nationality</b>		-.041	-.151		
	<b>Comp. A</b>		-.114	-.806		
	<b>Comp. B</b>		.243	1.795	.272	2.719**
<b>R square</b>			.954		.953	

\* $p < .05$ , \*\* $p < .01$

## **Model II: Cross Assessment of Cross Cultural Adaptability**

Empirical results for Model II of the study are shown in Table 4.5. By using the backward elimination process, this process is repeated 10 times, in 10 equations, until all remaining independent variables reach at least the 10 % level of significance. There are 5 major findings for model II and they are reported as follows:

First, for the parameters for Motivation factors, only 4 of 5 independent variables are significant at 5 % level. The value of the parameter of Challenge is 0.162 with t-ratio 4.633. The value of the parameter of Recognition is 0.077 with t-ratio 2.036. The value of parameter of Achievement is -0.295 with t-ratio -6.089. The value of parameter of advancement is 0.477 with t-ratio 10.064.

It means that employees feel they have high job challenge and recognition. Also, if the employees feel they have grown their skills and have a possibility of career advancement, they will think positively of their foreign colleague. Having achievement in their work has a negative impact on their attitude towards counterparts. The employees who can perform think negative of their foreign colleagues.

Second, for the parameters of Hygiene factors, only 6 of 8 independent variables are significance at 10% level. The value of the parameter of Pay competitiveness is -0.059 with t-ratio -1.697. The value of the parameter of Benefits is 0.064 with t-ratio 1.804. The value of the parameter of Safety is -0.127 with t-ratio -3.307. The value of the parameter of working condition is 0.210 with t-ratio 5.993. The value of the parameter of Supervision is 0.080 with t-ratio 2.270. The value of the parameter of Relationship is 0.088 with t-ratio 1.974.

It means that the employees who gain good benefits, good supervision, optimum working hours and social activities to build relationship think positively of their foreign co-workers.

Third, for the parameters of Demographic factors, 5 of 9 independent variables are significance at 5%. The value of the parameter of Age is 0.013 with t-ratio 2.377. The value of the parameter of Gender is 0.230 with t-ratio 2.863. The value of the parameter of Working hours is 0.065 with t-ratio 2.530. The value of the parameter of the Salary

rate is -0.384 with t-ratio -2.718. The value of the parameter of Income package is 0.358 with t-ratio 2.502.

It means that the aging employees and the female employees as Gao found the same result in 2005 and hard working employees tend to have a positive attitude towards their foreign colleagues adaptability, especially the operational staff that has a very good attitude to foreign superiors.

Forth, 1 of 3 dummy variables is significant. There is no significant difference for nationalities. The value of parameter for Dummy variable company B is 0.215 with t-ratio 2.155. It means employees of company B have a positive attitude regarding their foreign colleagues.

Fifth, R square stands at 0.964 after the elimination process; therefore the model can explain 96.4% of the variance in the cross cultural satisfaction from cross assessment approach. The null hypothesis is rejected, and the alternative hypothesis is accepted at a 5% significant level.

*Hypothesis 3.2:* From Model II cross assessment approach, Motivation factor, Hygiene factor, Demographic factor have no significant impact on the perception to the counterparts cross cultural adaptability.

*Result:* The null hypothesis  $H_{0 \text{ Model I}} : \gamma = 0$  is rejected, the alternative that three factors Motivation factor, Hygiene factor, Demographic factor have impact on cross cultural adaptability from cross assessment are accepted  $H_{1 \text{ Model II}} : \gamma \neq 0$ .

Table 4.5.

*Model II Regression analysis of cross-assessment the cross cultural adaptability*

<b>Model II</b>			<b>Eq 1</b>		<b>Eq10</b>	
			<b>β</b>	<b>t-ratio</b>	<b>β</b>	<b>t-ratio</b>
<b>Motivation factor</b>	<b>Challenge</b>	X1	.156	4.138	.162	4.633**
	<b>Recognition</b>	X2	.069	1.718	.077	2.036*
	<b>Growth</b>	X3	.024	.453		
	<b>Achievement</b>	X4	-.290	-5.492	-.295	-6.089**
	<b>Advancement</b>	X5	.472	9.244	.477	10.064**
	<b>Job security</b>	X6	-.027	-.624		
	<b>Respect status</b>	X7	-.003	-.058		
	<b>Pay compet.</b>	X8	-.046	-1.231	-.059	-1.697
<b>Hygiene factor</b>	<b>Benefits</b>	X9	.063	1.736	.064	1.804
	<b>Safety</b>	X10	-.120	-2.982	-.127	-3.307**
	<b>Working Cond.</b>	X11	.188	4.989	.210	5.993**
	<b>Supervision</b>	X12	.094	2.500	.080	2.276*
	<b>Relationship</b>	X13	.074	1.618	.088	1.974*
	<b>Age</b>	X14	.015	2.450	.013	2.377*
	<b>Region</b>	X15	.017	.424		
	<b>Gender</b>	X16	.240	2.815	.230	2.863**
<b>Demographic factor</b>	<b>Education</b>	X17	.010	1.081		
	<b>Year of service</b>	X18	.000	-.049		
	<b>Training</b>	X19	-.003	-1.414		
	<b>Working hour</b>	X20	.055	1.904	.065	2.530*
	<b>Salary Rate</b>	X21	-.358	-2.471	-.384	-2.718**
	<b>Income package</b>	X22	.343	2.352	.358	2.502*
	<b>Nationality</b>			-.124	-.505	
<b>Dummy</b>	<b>Comp. A</b>		-.137	-1.079		
	<b>Comp. B</b>		.192	1.577	.215	2.155*
<b>R square</b>			.964		.964	

\* $p < .05$ , \*\* $p < .01$

### **Model III: Self-Assessment Cross Cultural Working Satisfaction**

Empirical results for Model III of the study are shown in Table 4.6. By using the backward elimination process, after examining the p-value for the 25 independent variables, the highest not significant one is eliminated. It shows the empirical results for cross cultural working satisfaction as a function of Motivation factor variables, Hygiene factor variables, Demographics factor variables, and the Dummy variables for nationality and companies sizes. This process is repeated 15 times, in 15 equations, until all remaining independent variables reach at least the 10 % level of significance. There are 5 major findings for Model I and they are reported as follows:

First, for the parameters of Motivation factors, only 2 of 5 independent variables are significant at 1% level. The value of the parameter of Challenge is 0.111 with t-ratio 3.154. The value of the parameter of Recognition is 0.249 with t-ratio 6.536. It means that if employees feel they are having high job challenge and recognition, they will be highly satisfied on cross cultural working.

Second, for the parameters of Hygiene factors, only 2 of 8 independent variables are significant at 5% level. The value of the parameter of Job Security is 0.139 with t-ratio 4.206. The value of the parameter of working conditions is 0.083 with t-ratio 2.487. It means that if companies guarantee their employees job security and provide suitable working condition, the employees will be satisfied in their cross cultural working.

Third, for the parameters of Demographic factors, 5 of 9 independent variables are significant at 10%. The value of the parameter of Gender is 0.144 with t-ratio 1.686. The value of the parameter of Education is 0.021 with t-ratio 2.309. The value of the parameter of Working hours is 0.093 with t-ratio 3.785. The value of the parameter of Income package is 0.069 with t-ratio 3.214. It means that the female staff and high educational background staff are satisfied with working across cultures. The additional incentives for working overtime effectively work for increasing satisfaction. One interesting finding is that the value of the parameter of the years for service is negative - 0.028 with t-ratio -3.370. It means that companies should provide special programs for senior staff to increase their satisfaction.

Forth, 2 of 3 dummy variables are significant. There is no significant difference for nationalities, but the company sizes have significant difference for cross cultural working satisfaction from self assessment. The value of the parameter of company A is 0.235 with t-ratio 1.926 and that of company B is 0.346 with t-ratio 3.189. It means staffs of large companies have higher satisfaction in working in cross cultural settings compared to the small company C.

Fifth, the R square stands at 0.953 after the elimination process; therefore the model can explain 95.3% of the variance in the cross cultural satisfaction from self assessment approach. The null hypothesis is rejected, and the alternative hypothesis is accepted at a 10% significant level.

*Hypothesis 3.3:* From Model III self assessment approach, Motivation factor, Hygiene factor, Demographic factor have no significant impact on cross cultural working satisfaction.

$$H_0 : \Omega = 0$$

*Result:* The null hypothesis  $H_{0\text{Model III}} : \Omega = 0$  is rejected, the alternative that the three factors Motivation factor, Hygiene factor, Demographic factor have impact on cross cultural working satisfaction from self assessment is accepted  $H_{1\text{Model III}} : \Omega \neq 0$ .

Table 4.6.

*Model III regression analysis of self-assessment the cross cultural working satisfaction*

<u>Model III</u>			<u>Eq 1</u>		<u>Eq15</u>	
			$\beta$	t-ratio	$\beta$	t-ratio
<b>Motivation factor</b>	<b>Challenge</b>	X1	.107	2.718	.11	3.15**
	<b>Recognition</b>	X2	.232	5.532	.25	6.54**
	<b>Growth</b>	X3	-.045	-.791		
	<b>Achievement</b>	X4	-.041	-.733		
	<b>Advancement</b>	X5	.053	.984		
	<b>Job security</b>	X6	.105	2.343	.14	4.20**
	<b>Respect status</b>	X7	.061	1.257		
	<b>Pay compet.</b>	X8	-.002	-.041		
	<b>Benefits</b>	X9	-.006	-.145		
	<b>Safety</b>	X10	-.003	-.061		
<b>Hygiene factor</b>	<b>Working Cond.</b>	X11	.072	1.820	.08	2.49*
	<b>Supervision</b>	X12	.002	.048		
	<b>Relationship</b>	X13	.035	.739		

(Continued)

Table 4.6. (Continued)

<b>Model III</b>			<b>Eq 1</b>		<b>Eq15</b>	
			<b>β</b>	<b>t-ratio</b>	<b>β</b>	<b>t-ratio</b>
<b>Demographic factor</b>	<b>Age</b>	X14	.006	.870		
	<b>Region</b>	X15	.026	.635		
	<b>Gender</b>	X16	.118	1.319	.14	1.69
	<b>Education</b>	X17	.022	2.261	.02	2.31*
	<b>Year of service</b>	X18	-.033	-3.527	-.03	-3.37**
	<b>Training</b>	X19	-.001	-.474		
	<b>Working hour</b>	X20	.076	2.523	.09	3.79**
	<b>Salary Rate</b>	X21	-.026	-.170		
	<b>Income package</b>	X22	.090	.586	.07	3.21**
	<b>Nationality</b>			-.035	-.133	
<b>Dummy</b>	<b>Comp. A</b>		.280	2.095	.24	1.93*
	<b>Comp. B</b>		.331	2.589	.35	3.19**
<b>R square</b>			.953		.953	

\* $p < .05$ , \*\* $p < .01$

#### **Model IV: Cross-Assessment of Cross Cultural Working Satisfaction**

Empirical results for Model IV of the study are shown in Table 4.7. . By using the backward elimination process, this process is repeated 14 times, in 14 equations, until all remaining independent variables reach at least the 5 % level of significance. There are 5 major findings for model II and they are reported as follows:

First, for the parameters of Motivation factors, only 3 of 5 independent variables are significant at 1% level. The value of the parameter of Challenge is 0.125 with t-ratio 3.480 with t-ratio 3.154. The value of the parameter of Recognition is 0.249 with t-ratio 6.536. The value of parameter of Growth is 0.132 with t-ratio 3.001. It means that if employees feel that they are having high job challenge and recognition and career growth support, they will perceived their counterparts as satisfied working with them.

Second, for the parameters of Hygiene factors, only 5 of 8 independent variables are significant at 1% level. The value of the parameter of Job Security is 0.101 with t-ratio 2.926. The value of the parameter of Pay competitiveness is 0.152 with t-ratio 4.178. The value of the parameter of Benefits is 0.096 with t-ratio 2.791. The value of the parameter of working condition is 0.142 with t-ratio 4.184. Only one variable has negative impact, the value of the parameter of Safety is -0.144 with t-ratio -3.804. It means that the job security, attractive salary and benefits, suitable working hours and unsafe working conditions in production line make staff perceive their foreign colleagues feel satisfied with joining their team.

Third, for the parameters of Demographic factors, 3 of 9 independent variables are significant at 5%. The value of the parameter of Region is -0.093 with t-ratio -2.435. The value of the parameter of working hours is 0.153 with t-ratio 6.597. One interesting finding is the value of the parameter of the salary rate is negative -0.039 with t-ratio -2.214. It means that even though setting the office in the Center of Thailand makes people adapt to the another culture easier from a self-assessment point of view, but for the cross assessment on cross cultural working satisfaction Thai employees who come from the Central or South of Thailand think that the foreign colleagues are mutually satisfied with working with them compared to the North Eastern staff. This unique

attitude of the people from these regions probably comes from the root culture of North and North Eastern Thailand that people are more self-sufficient and closed to Taiwanese culture. In the same way of salary rate result, the lower salary rate staff has a positive attitude to foreign counterparts, unlike higher level staff. The additional working hours a day for more income makes people think positive about each other.

Forth, 1 of 3 dummy variables is significant. There is no significant difference for nationalities. The value of parameter for Dummy variable company B is 0.592 with t-ratio 6.465 staff/managers perceive their staff as having higher satisfaction compared to staff in the small company C.

Fifth, the R square stands at 0.961 after elimination process; therefore the model can explain 96.1% of the variance in the cross cultural satisfaction from cross-assessment approach. The null hypothesis is rejected, and the alternative hypothesis is accepted at 5% significant level.

*Hypothesis 3.4:* From Model IV cross assessment approach, Motivation factor, Hygiene factor, Demographic factor have no significant impact on the perception to the counterparts cross cultural working satisfaction.

$$H_0 : \eta = 0$$

*Result:* The null hypothesis  $H_{0\text{Model IV}} : \eta = 0$  is rejected, the alternative that three factors Motivation factor, Hygiene factor, Demographic factor have impact on cross cultural working satisfaction from cross assessment are accepted  $H_{1\text{Model IV}} : \eta \neq 0$ .

Table 4.7.

*Model IV regression analysis of cross-assessment the cross cultural working satisfaction*

<b>Model IV</b>			<b>Eq 1</b>		<b>Eq14</b>	
			<b>β</b>	<b>t-ratio</b>	<b>β</b>	<b>t-ratio</b>
<b>Motivation factor</b>	<b>Challenge</b>	X1	.127	3.406	.16	3.48**
	<b>Recognition</b>	X2	.107	2.701	.11	2.86**
	<b>Growth</b>	X3	.160	3.016	.13	3.00**
	<b>Achievement</b>	X4	-.081	-1.545		
	<b>Advancement</b>	X5	.059	1.167		
<b>Hygiene factor</b>	<b>Job security</b>	X6	.114	2.696	.10	2.93**
	<b>Respect status</b>	X7	-.031	-.664		
	<b>Pay compet.</b>	X8	.153	4.092	.15	4.18**
	<b>Benefits</b>	X9	.083	2.305	0.10	2.79**
	<b>Safety</b>	X10	-.155	-3.882	-0.14	-3.80**
	<b>Working Cond.</b>	X11	.142	3.782	0.14	4.18**
	<b>Supervision</b>	X12	.054	1.445		
	<b>Relationship</b>	X13	-.030	-.674		
<b>Demographic factor</b>	<b>Age</b>	X14	.006	1.039		
	<b>Region</b>	X15	-.092	-2.376	-0.09	-2.44*
	<b>Gender</b>	X16	-.029	-.337		
	<b>Education</b>	X17	.011	1.221		
	<b>Year of service</b>	X18	.001	.162		
	<b>Training</b>	X19	-.003	-1.660		
	<b>Working hour</b>	X20	.138	4.831	0.15	6.60**
	<b>Salary Rate</b>	X21	-.190	-1.324	-0.04	-2.21*
	<b>Income package</b>	X22	.100	.691		
	<b>Nationality</b>		.425	1.739		
<b>Dummy</b>	<b>Comp.A</b>		.065	.519		
	<b>Comp.B</b>		.587	4.874	.59	6.47**
<b>R square</b>			.962		.961	

\* $p < .05$ , \*\* $p < .01$

## **CHAPTER V. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions & Discussions**

The empirical results from previous chapters explained the importance of cross cultural adaptability in order to prevent expatriate failure and good operation performance (Selmer, 2000; Weldon, 2007). These are applied to human resources management for Taiwan companies in Thailand in order to improve the level of cross cultural adaptability and cross cultural satisfaction, as well as the attitude toward each other on ability to adapt and the satisfaction of working together.

There was significant correlation between cross cultural adaptability and cross cultural working satisfaction (Dofman, 1998). Therefore, using Two Factor Theory, both Hygiene and Motivation factors as a framework was applicable. Also, the contribution of the paper was by adding demographics factor which led people's behavior in terms of human behavior in psychology and consumer behavior in marketing research fields (Pang, 1998; Gao, 2005; Huang, 2007).

Cross assessment scores illustrated people perceptions and were insignificantly correlated with self assessment scores, therefore, the raw scores of cross assessment could not be applied to judge the other side due to the illustration of judging others. This finding was different from the methodology of Spreitzer et al. in 2005 that applied 180 degrees of assessment to assess cross cultural adaptability level.

The middle point bias was effectively eliminated by using 6 points balanced scales (Customer Sat Inc., 2008) to fix the mid-point bias of Asian people. The data rating by Thai staff repeatedly chosen 3 points out of 5 point-scale means people tend to choose 3 points and there is no significant difference for all respondents as Spreitzer et al. found in 2005.

The research implications of each model are arranged by 3 groups of factors: Motivation factor, Hygiene factor, Demographics and Dummy factors as follows:

The Empirical results of Model I provides three implications for companies to improve the level of cross cultural adaptability of Thai and Taiwanese employees by as

follows: As for Motivation Factors, they did impact on cross cultural adaptability as they did in the job satisfaction of Herzberg Theory in 1968, the company should provide job challenge (0.279) and recognition (0.195). For Hygiene factors, the factors also did impact the cross cultural adaptability as they did explain job satisfaction level as in original theory of Herzberg, the companies should guarantee employees job security (0.125), show respect to each other's beliefs or status (-0.091), improve working conditions (0.074) which is consistent with the study of Yimprasert (2005) that working hours do negative effect Thai workers and provide activities to build personal relationships (0.179) which is congruent with the study of Weldon (2007) that fostering collaboration, building a strong team and an atmosphere of trust and dignity helps improve the success of working across cultures of the Thai and the Taiwanese.

For the Demographics factors, Taiwanese should establish their Manufacturing in Central Thailand (0.074). The high education staff (0.034) should be recruited. Also, companies should provide special programs for long years of service employees (-0.022) which was contrasting with the study of Pang in 1998 and Gao in 2005 that the time of knowing and working in the companies were positively related to the cross cultural adaptability and level of cross cultural adjustment. The low level staff is able to adjust to the counterpart's culture more than those who have high position and high wage rate (-0.391). However, the total income became positive to the adaptability levels, which means that people who gain a high total income from additional working hours were positive to cross cultural adaptability level (0.473); this is different from the research of Asia study and Yimprasert in 2005, which shows that long working hours created negative feeling. The training hours did not show any significant impact in this study unlike the study of Pang in 1998.

Looking at the Dummy variables of companies, it was found that the Nationality factor was insignificantly different between Thai and Taiwanese, unlike the study of Spreitzer et al. in 2005 which use descriptive statistics.

The Empirical results of Model II provide three implications for companies to make their employees have positive attitudes to their counterparts 'cross cultural adaptability. As for both Motivation Factors and Hygiene Factors, they did impact the attitude of the staff to counterparts regarding their adaptability to them, the company

should provide job challenge (0.162) and recognition (0.077), career advancement (0.477), then, the staff will think positively towards their foreign colleagues. Having achievement (-0.295) without recognition creates a negative attitude towards counterparts. For Hygiene factors, the high salary rate and competitive pay (-0.059) and safety environment are inversed to the attitude toward their counterparts. Providing good benefits (0.064), closed supervision (0.080), optimum working hours (0.210), social activities to build relationship (0.088) make people think positively to their foreign co-workers. As for the Demographics factors, aging employees (0.013) and the female employees (0.230), just as the gender has an effect to the cross cultural adjustment in the study of Gao in 2005, hard-working employees (0.065) tend to have a positive attitude towards foreign colleagues' adaptability to them, especially the operational level staff (-0.384) who has a positive attitude to foreign superiors.

The Dummy variables did not show significant differences between Thai and Taiwanese unlike the previous research of Spreitzer et al. in 2005.

The Empirical results of Model III provide three implications for companies to increase the level of cross cultural working satisfaction which confirmed the assumption of Herzberg which believe that Two Factor Theory could be explained by satisfaction at workplace. As for Motivation Factors, the company should provide job challenge (0.111) and a recognition program to their staff (0.249), then, the staff will be highly satisfied in a mixed cultures working environment. For Hygiene factors, the companies should guarantee employees job security (0.139) and provide suitable working hours (0.083) to make them satisfied. As for Demographic factors, the female staff (0.144) and the well educated staff (0.021) are more satisfied. However, the overtime work did positively impact cross cultural working satisfaction unlike original theory of Herzberg (1968), Ministry of Labor (2005) and Yimprasert (2005) because Taiwanese boss provided the additional income (0.069) for overtime work (0.093). And this compensation should be continued in order to create satisfaction. Besides, companies should provide special programs for senior staff (-0.028) who become less satisfied after working together for a while.

In summary, the Empirical results of Model IV provide three implications for companies in order to improve the attitude toward their counterparts regarding the levels

of cross cultural working satisfaction. As for Motivation Factors, the company should provide job challenge (0.125) and recognition (0.249) and career growth support (0.132). For Hygiene factors, the staff wants the job security (0.101), attractive salary (0.152) and benefits (0.096), suitable working hours (0.142) to make them think positively about the fact that their counterparts enjoyed working with them. Unsafe working conditions in the production line make staff perceive their foreign colleagues as satisfied with living with them (-0.144).

For Demographics factors, it implies that Thai employees who come from the Central or Southern of Thailand have less positive attitudes (-0.093) compared to people who come from the North and North Eastern Thailand. Because the North and North Eastern Thailand people have low average income and chance for education, therefore, they appreciate their foreign bosses for giving them the jobs, also the philosophy of people in the North and North Eastern are more self-sufficient. Besides, low salary rate staff (-0.039) has higher satisfaction than high salary staff. The additional working hours a day (0.153) make staff perceive the mutual satisfaction.

For this thesis, three major contributions are achieved. The first contribution is that An Econometric Three Factor Model was built and the empirical results show highly significant demographics variables impact cross cultural adaptability and cross cultural working satisfaction in multinational companies in Thailand i.e. age, gender, training hours, years of services, etc.

The second contribution of this paper is initiating the self assessment and cross assessment approaches. We have seen significant factors having positive impact on counterparts, creating collaboration in workplace.

The third contribution is that there is no significant difference for Dummy variables across nationalities unlike the study of Spreitzer et al. in 2005 which means that Thais have no barrier for Taiwan multinational companies across the border. Taiwanese managers do so in Thailand. However, the Dummy variable for the size of companies does have a significant difference. The larger companies have higher levels of cross cultural adaptability and cross cultural working satisfaction. Thus, the Thailand labor department should provide cross cultural guidance assistance for small size Taiwan companies.

However, the limitations of this study include the amount of the companies and time limitation and failure of getting permission to join this academic research project. If these multinational companies realize the importance of cross cultural adaptability and cross cultural work satisfaction to their employees and company performance, companies will be able to develop human resources management policy to fit the Thai culture, and some hidden factors might become significant if we get more research participants especially samples size of Taiwanese participants.

## **Recommendations**

### **Recommendations for Taiwan Investors**

#### *The Recruitment and Selection*

The Taiwanese should recruit employees from the Central regions of Thailand because they can get along with Taiwanese managers more than those from other regions. For people from North and North Eastern region, they perceived Taiwanese as satisfied in working with them. To the contrary, people from Central or South feel differently.

The Thai females are preferable by Taiwanese managers. The well-educated candidates should be recruited due to their ability to understand the differences of people and feel comfortable to work together. The aging people understand the Taiwanese better.

#### *The Human Resources Management*

The high wage rate is not the most important factor to Thai satisfaction or adaptation to the Taiwanese, compared to non-monetary values i.e. job challenge, recognition, respect. The job security encourages both cross cultural adaptability and cross cultural working satisfaction levels. The incentives for additional works are considered as motivational for increasing the level of cross cultural working satisfaction.

#### *The Human Resources Development*

After long years of service employees should be provided with refreshment training to accelerate the adaptability level, and create a positive attitude to their counterparts.

#### *The Leadership Development*

The large companies have more rooms or activities for Taiwanese to participate than the small company i.e. sport days, meeting, lunch in canteen, exercise. Then, encouraging the internal activities might be helpful for the better adjustment between Taiwanese management and Thai employees.

### **Recommendations for Future Research**

The research should be further developed as a comparison among cross nationalities works, not limited to only Thai and Taiwan i.e. Taiwanese VS Vietnamese, Taiwanese VS Chinese, Taiwanese VS American to testify whether the Three Factors can be used for explaining the cross cultural adaptability. If this happens, it means the Demographics is a critical factor predicting cross cultural adaptability level and cross cultural working satisfaction. The sample size of managers should be more than a hundred in order to compare significant difference between Nationalities. In this research, the sample sizes are unequal. There are only 38 Taiwanese participants compared to the 285 Thais. The dummy variable of nationalities may become significant if there are more Taiwanese participating in the study.

Also, future research should explore deeply why Thai females can adapt to Taiwanese culture very well, why long year of service staff stop adapting after staying in a company for long period of time. The unsafe environment in production line starts to have a positive impact to people's attitude to their counterparts. The Thai junior level employees with low wage rates are better adapted to Taiwanese corporate culture and perceive Taiwanese managers as satisfied working with them.

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## **APPENDIX**

- A. QUESTIONNAIRE English – Chinese Version
- B. QUESTIONNAIRE Thai Version

## APPENDIX A. Questionnaire: English – Chinese Version

### Taiwanese Manager's Questionnaire 臺灣經理問卷

#### Part I Cross-Cultural Adaptability 對不同文化的適應力

**Direction** Please ✓ to rate your opinion as sample below

**說明** 請勾 (X) 爲了估價您的意見，如下：

<b>Cross cultural adaptability and working satisfaction</b>	Extremely Disagree 非常不同意	Very Disagree 很不同意	Somewhat Disagree 不同意	Somewhat Agree 同意	Very Agree 很同意	Extremely Agree 非常同意
1. Do you think you can adapt to Thai culture and people ? 您能適應泰國文化與員工	1	2	3	4	5	6
2. Do you think Thai staff can adapt to Taiwan company culture ? 您認爲所屬的泰國員工能適應台灣的企業文化	1	2	3	4	5	6
3. Do you satisfy working in Thai culture and people ? 總體而言，您個人在泰國文化下與泰國員工一起工作滿意	1	2	3	4	5	6
4. Do you agree Thai staff satisfy working in Taiwan company culture ? 總體而言，您認爲泰國員工對台式的企業文化感到滿意	1	2	3	4	5	6
<b>Motivation Factor 激勵因子</b>						
5. Do you agree that your job is challenging to your ability? 「我的工作具有挑戰性」，這個說法你同意嗎？	1	2	3	4	5	6
6. Do you agree that you are recognized from colleagues when I contribute a lot? 「我在工作上的付出能獲得同事的認同」，這個說法你同意嗎？	1	2	3	4	5	6
7. Do you agree that you have been grown your skills and experience? 「我能在工作上增強本身的技能並且累積經驗」，這個說法你同意嗎？	1	2	3	4	5	6

8. Do you agree that you have chance to achieve at work? 「我在工作上能有所成就」，這個說法你同意嗎?	1	2	3	4	5	6
9. Do you agree that you will have career advancement? 「我將會有升職的機會」，這個說法你同意嗎?	1	2	3	4	5	6
<b>Hygiene Factor 保健因子</b>						
10. Do you agree that you have job security in the future? 「我認為這份工作未來很有保障」，這個說法你同意嗎?	1	2	3	4	5	6
11. Do you agree that you are respected? 「我在工作上有受到應有的尊重」，這個說法你同意嗎?	1	2	3	4	5	6
12. Do you agree that your salary is attractive? 「我的薪水數字對我是有吸引力的」，這個說法你同意嗎?	1	2	3	4	5	6
13. Do you agree that the provided fringe benefits are good? 「公司提供資遣待遇是個好的政策」，這個說法你同意嗎?	1	2	3	4	5	6
14. Do you agree that your environment is safe? 「我的工作環境很安全」，這個說法你同意嗎?	1	2	3	4	5	6
15. Do you agree that your working hours and days are suitable? 「我的工作時數和天數很恰當」，這個說法你同意嗎?	1	2	3	4	5	6
16. Do you agree that your supervisor coaching is good? 「我的主管領導有方」，這個說法你同意嗎?	1	2	3	4	5	6
17. Do you agree that you have good personal relationship with colleagues? 「我和同事們私底下的關係很良好」，這個說法你同意嗎?	1	2	3	4	5	6

**Part II Personal Information 私人資料**

18. Age.....years old                    年齡.....
19. Location in Thailand  North  North East  Central  East  South  
       來自泰國的  北部  東北部  中部  東部  南部
20. Gender 性別  Male 男  Female 女
21. Total years have been spent in school or college (Since Grade1) ..... year(s)  
       總共接受了...年教育 (從國小開始)。
22. Work in this company .....year(s)      在這個公司工作的年資。。。年。
23. Attended training a year around..... day(s)      通過一年訓練。。。天。
24. Average working hours a day .....hrs.每日平均工作時數。。。個小時。
25. Annual salary 年薪  
 <500,000 泰銖     500,000 -1,000,000 泰銖     1,000,001 -1,500,000 泰銖  
 1,500,001 – 2,000,000 泰銖     2,000,001- 3,000,000 泰銖     >3,000,000 泰銖。
26. Total compensation package a year (including annual salary, fringe benefit, bonus, other benefits)  
       總工作待遇 (年收入+資遣待遇+獎金+其他的附加條件)  
 <500,000 泰銖     500,000 -1,000,000 泰銖     1,000,001 -1,500,000 泰銖  
 1,500,001 – 2,000,000 泰銖     2,000,001- 3,000,000 泰銖     >3,000,000 泰銖。

## APPENDIX B. Questionnaire: Thai Version

### แบบสอบถามพนักงานชาวไทย

ผู้วิจัย น.ส.วราลี จิเนรวัด มหาวิทยาลัยศรีนครินทรวิโรฒราชภัฏสุราษฎร์ธานี

#### ตอนที่ 1 ความสามารถในการปรับตัวข้ามวัฒนธรรม

โปรดแสดงมุมมองของท่านในฐานะชาวไทยที่มีต่อชาวต่างชาติในสถานที่ทำงาน

ข้อมูลแบบสอบถามจะไม่ถูกเปิดเผยต่อนายจ้าง

วิธีตอบ โปรดอ่านข้อความทางซ้ายมือ และให้คะแนนระดับความคิดเห็นโดยทั่วไป โดยกาบาทับเลขคะแนน 1 ถึง 6

การปรับตัวข้ามวัฒนธรรมไทยและต่างชาติ	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ค่อนข้างไม่เห็นด้วย	ค่อนข้างเห็นด้วย	เห็นด้วย	เห็นด้วยอย่างยิ่ง
1. คุณ <u>สามารถปรับ</u> เข้ากับวัฒนธรรมแบบต่างชาติและคนต่างชาติ	1	2	3	4	5	6
2. นายชาวต่างชาติ <u>สามารถปรับ</u> เข้ากับคนไทยและวัฒนธรรมแบบไทย	1	2	3	4	5	6
3. คุณ <u>พึงพอใจ</u> กับการทำงานแบบชาวต่างชาติวัฒนธรรมต่างชาติ	1	2	3	4	5	6
4. นายชาวต่างชาติ <u>พึงพอใจ</u> กับการทำงานแบบคนไทยวัฒนธรรมไทย	1	2	3	4	5	6
<b>องค์ประกอบด้านแรงจูงใจ</b>						
5. คุณเห็นด้วยหรือไม่ว่า งานที่ทำท้าทายความสามารถ	1	2	3	4	5	6
6. คุณเห็นด้วยหรือไม่ว่า เพื่อนร่วมงานเห็นความทุ่มเทของคุณ	1	2	3	4	5	6
7. คุณเห็นด้วยหรือไม่ว่า คุณได้รับการพัฒนาทักษะและประสบการณ์ทำงาน	1	2	3	4	5	6
8. คุณเห็นด้วยหรือไม่ว่า คุณมีโอกาสจะประสบความสำเร็จในการทำงาน	1	2	3	4	5	6
9. คุณเห็นด้วยหรือไม่ว่า คุณจะมีความก้าวหน้าในหน้าที่การงาน	1	2	3	4	5	6
<b>องค์ประกอบความเป็นอยู่</b>						
10. คุณเห็นด้วยหรือไม่ว่า คุณมีความมั่นคงด้านการทำงานในอนาคต	1	2	3	4	5	6
11. คุณเห็นด้วยหรือไม่ว่า คุณได้รับความเคารพและให้เกียรติ	1	2	3	4	5	6

12. คุณเห็นด้วยหรือไม่ว่า ค่าจ้างหรือเงินเดือนน่าดึงดูด	1	2	3	4	5	6
13. คุณเห็นด้วยหรือไม่ว่า สวัสดิการ อาทิ น้ำดื่ม อาหาร รักษาพยาบาลดี	1	2	3	4	5	6
14. คุณเห็นด้วยหรือไม่ว่า สภาพแวดล้อมในการทำงานปลอดภัย	1	2	3	4	5	6
15. คุณเห็นด้วยหรือไม่ว่า จำนวนชั่วโมงการทำงานนั้นเหมาะสม	1	2	3	4	5	6
16. คุณเห็นด้วยหรือไม่ว่า หัวหน้างานสอนถ่ายทอดงานดี	1	2	3	4	5	6
17. คุณเห็นด้วยหรือไม่ว่า คุณมีสัมพันธภาพที่ดีกับเพื่อนร่วมงาน	1	2	3	4	5	6

## **ตอนที่ 2 ข้อมูลส่วนตัว**

18. อายุ.....ปี

19. ภูมิลำเนา  ภาคเหนือ  ภาคอีสาน  ภาคกลาง  ภาคตะวันออก  ภาคใต้

20. เพศ  ชาย  หญิง

21. จำนวนปีที่เข้าศึกษาในโรงเรียนหรือวิทยาลัย (ตั้งแต่ป.1) รวมประมาณ.....ปี

22. ทำงานที่บริษัทนี้มาเป็นเวลา .....ปี

23. ได้รับการฝึกอบรมเฉลี่ย .....วัน ต่อปี

24. จำนวนชั่วโมงการทำงาน..... ชั่วโมง ต่อ วัน

25. ฐานเงินเดือน (บาท)

< 6000                       6001-9000                       9001-12000

12001-15000    15,001-18,000    มากกว่า 18,000

26. เงินเดือนรวมรายได้อื่นๆต่อเดือน อาทิ ค่าล่วงเวลา โบนัส ค่าครองชีพ ค่าอาหาร (บาท)

< 6000                       6001-9000                       9001-12000

12001-15000                       15,001-18,000                       มากกว่า 18,000