A study of the causal relationship between organizational culture of Japanese multinationals in Thailand and Japanese-speaking Thai employees' commitment to the organizations

By
Valaya Jaivisarn

A Causal Research Report for
MS 7601 Thesis
Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Management

November 2009
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A STUDY OF THE CAUSAL RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE OF JAPANESE MULTINATIONALS IN THAILAND AND JAPANESE-SPEAKING THAI EMPLOYEES' ORGANIZATIONAL COMMITMENT

Researcher/Author: Miss Valaya Jaivisarn; Advisor: Asst.Prof. Dr. Krisda Tanchaisak; Degree: Master of Science in Management; School: School of Business Administration; Year: 2009.

ABSTRACT

The objectives of this study were to define organizational culture of Japanese multinationals in Thailand from the perspective of Japanese-speaking Thai employees, then to study the level of organizational commitment of Japanese-speaking Thai employees working for Japanese multinationals in Thailand. The causal relationship between perceived organizational culture of Japanese multinational in Thailand and organizational commitment among Japanese-speaking Thai employees was examined as well as difference between genders of Japanese-speaking Thai employees upon the degree of organizational commitment.

This is a causal research with survey questionnaire. The population is Japanese-speaking Thai employees working in Japanese companies in Thailand. The data were collected from snowball sampling method and completed by self-administered questionnaire and email methods. The data were analyzed using multiple regression analysis. Comments from respondents were discussed.

The research results were as follows:

1) The majority respondents of this research were female Japanese-speaking Thai employees. The largest age group of respondents was between 27-31 yrs. The length of job service with current employers was mostly in 0-3 yrs.
2) From descriptive of statistics, it was found that (1) perceived organizational culture of Japanese organizations in Thailand was passive-defensive type; (2) there was the highest mean in affective organizational commitment.
3) On relationship between organizational culture and organizational commitment, it was found that (1) constructive and passive-defensive organizational culture influenced the level of organizational commitment of Japanese-speaking Thai employees
4) On difference between genders upon level of organizational commitment, it was found that Japanese-speaking Thai male employees had higher mean than female in level of organizational commitment

Keywords: Japanese organizational culture, organizational commitment and Japanese-speaking Thai employees
ACKNOWLEDGEMENT

First of all, knowledge and success of this research cannot be achieved without guidance and support from my advisor, Asst.Prof.Dr.Krisda Tanchaisak.

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Special thanks to D.T. who is my inspiration. I overcame tiredness and worries every time I read words of encouragement given, particularly in the latest email.

Most of all, I am heartily thankful to my dearest mother and father who always love and believe in me. Words are not enough to explain how much I am proud to be your daughter.

Miss Valaya Jaivisarn
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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Introduction

Nowadays Japanese companies perform the internationalization strategies to expand their business; therefore adjustment to local cultures is unavoidable. In Thailand, data from Japanese Chamber of Commerce (JCC), Bangkok, shows that in 2007, Japan is Thailand’s largest trading partner, ranking in the top for import (20% or 28,400 million US$) and the second (12% or 18,119 million US$) in export (Japanese Chamber of Commerce, 2009).

Due to an increase in investment of Japanese business in Thailand, number of Thai employees engaged in Japanese companies has been continuously increased, especially those who have Japanese language proficiency combined with skills related to the job. The figure shows that the numbers of Thai employees in JCC member companies (1,292 companies as of April 2008 from estimated total number of 1,609 Japanese companies in Thailand) are approximately 519,000. The 361,000 of these are employed in 635 Japanese manufacturers in Thailand and the rest are in other industries and businesses such as logistic firms, trading companies and finance and insurance (Japanese Chamber of Commerce, 2008). Thai employees have positive reputation for gratefulness and loyalty. Also, Thai employees are polite and flexible at work.

Thai people have continuously studied about Japan, its language and culture. The number of Thai students enrolled in courses in Japan is also increasing (Japan Students Service Organization; JASSO, 2008). Japan External Trade Organization or JETRO (2007) stated that there are numbers of Thai human resources who have
Japanese language skills; however, there is a shortage problem to find Thai candidates who have Japanese proficiency to fulfill in job positions, especially interpreters and language specialists (JETRO; Newswit, 2007). Many Japanese multinationals have spent budget for recruitment process, especially in hiring employment agencies’ services.

1.2 Background of the Study

Organizational culture is the shared values, beliefs, and language that create a common identity and sense of community. Sheridan (1992) and Denison (2004) stated that in the United States, the companies with people-friendly cultures saved $6 million in average for human resources expenses because of lower turnover rates. Loyalty of the practitioners to the organizations is an important source of motivation for employees and effective productivity (Brown, 1998).

Japanese companies are renowned to have strong culture with Japanese management style. The strategies with collaborative basis are performed. Japanese business is based on long-term group achievements and commitment to the organizations (Brown, 1998). Consequently, it is common for Japanese managers to tell personnel recruiters that the most important quality they want in administrative or junior executive staff members is a “good attitude” (March, 1992). The reason is that the employees with good attitude tend to concur with meekness, and are flexible for Japanese-style organizational culture.

Japanese organizational culture is somehow rooted from national culture and behavior of the Japanese. Then, organizational culture of the Japanese companies, both inside and outside Japan, can be categorized as high-context culture. Yoshimura and Anderson (1997) expressed that even the business expertise can face the
difficulties in communication or clear conclusion of business discussion since the Japanese are unwilling to state their real thoughts and feelings, which is one of the differences in Japanese business behavior.

Japanese business behavior affects the colleagues and subordinates because many Japanese expatriates do not believe in the ability and honesty of local employees that they may take advantage of the companies and provide short-term service to the organizations (March, 1992).

The Japanese’s ethnocentric organizational culture might also impact organizational commitment of Thai employees. Thai employees who feel that Japanese expatriate managers do not trust their subordinates’ capabilities may be dissatisfied. However, there are other positive Japanese organizational cultures that build loyalty and long-term commitment of the practitioners such as appropriate trainings, benefits and compensation, and management strategies during economic regression that avoid the lay-off.

Brown (1998) stated that normally the candidates have predisposition to accept organizational culture of their desired employers. Focusing on Japanese multinationals in Thailand and their Japanese-speaking employees who work close to Japanese managers and Japanese staffs as the coordinators or interpreters serving as a “bridge” between Japanese expatriates’ side and local workers’ side, there are Japanese-speaking Thai employees who are able to adapt themselves to meet the corporate culture and management style that build loyalty and organizational commitment. Some Japanese-speaking Thai employees have found after entered the companies that their characteristics are misfit. The organizational culture is different from some employees’ beliefs or expectations because the real culture and language conducted in the offices are different from those taught in the language classrooms.
Therefore the level of satisfaction, loyalty and even constraints from working in Japanese firms of Japanese-speaking Thai employees are persistently discussed if the level of satisfaction and commitment are high or vacillating.

Focusing on working behavior, Thai employees are loose at work with low intention to do overtime work or to continue on working until late. The Japanese stands on the opposite side for these topics. March (1992) stated that a major complaint has been that Japanese managers dislike to change to employment practices that are different from those which they were able, legally, to practice in Japan. For example, Japanese employees do not leave the office before their supervisors, and Japanese managers dedicate their time for working in the office until late.

Since working styles and organizational culture of the Japanese are differences in many aspects from Thais, this research will study on perceived organizational culture, specifically how organizational culture in Japanese multinationals perceived by Japanese-speaking Thai employees affects the organizational commitment of the Japanese-speaking Thai employees themselves.

This study will also concern the differences in gender of the respondents. March (1992) stated that Japanese companies are masculine. Masculine organizations emphasize on achievement with hard-working strategy, they have decisive code of conducts and assertive advancement plan. Japanese multinationals in Thailand with masculine characteristics thus may match working style of male employees. They may adversely affect organizational commitment and job satisfaction of female employees because female employees may prefer to scope on feelings in compromise work climate.
1.3 Problem Statement

This study attempts to answer the problem: “Does Japanese organizational culture has a cause-effect relationship with commitment to the organizations of Japanese-speaking Thai employees working for Japanese companies in Thailand?”

The surveys questionnaire was conducted concerning the following research questions:

1) What are the perceptions of organizational culture of Japanese companies in Thailand from Japanese-speaking Thai employees’ viewpoint?

2) How do perceived organizational cultures of Japanese multinationals in Thailand influence organizational commitment of Japanese-speaking Thai employees working in Japanese organizations?

3) What is the level of commitment to the organizations of Japanese-speaking Thai employees?

4) What is the difference between genders of Japanese-speaking Thai employees over the organizational commitment?

1.4 Research Objectives

The objectives of this research are:

1. To study organizational culture of Japanese multinationals in Thailand from the perception of Japanese-speaking Thai employees.

2. To study the current situation of organizational commitment of Japanese-speaking Thai employees working for Japanese multinationals in Thailand.

3. To examine the cause-effect relationship between overall perceived organizational culture of Japanese multinationals in Thailand and organizational commitment among Japanese-speaking Thai employees.
4. To examine the cause-effect relationship between perceived organizational culture of Japanese multinationals in Thailand (constructive culture) and organizational commitment among Japanese-speaking Thai employees.

5. To examine the cause-effect relationship between perceived organizational culture of Japanese multinationals in Thailand (passive-defensive culture) and organizational commitment among Japanese-speaking Thai employees.

6. To examine the cause-effect relationship between perceived organizational culture of Japanese multinationals in Thailand (aggressive-defensive culture) and organizational commitment among Japanese-speaking Thai employees.

7. To determine the difference between genders of Japanese-speaking Thai employees over the organizational commitment.

**Research Variables**

The variables of the study are perceived organizational culture in Japanese multinationals in Thailand and Japanese-speaking Thai employees' commitment to the organizations as the independent variable and dependent variable respectively. This study focuses on the cause-effect relationship between perceived organizational culture and organizational commitment of Japanese-speaking Thai employees; therefore, to reduce the factors, such as communication problem between the employees and Japanese expatriates in the organizations, and work distance between non-Japanese speaking employees who do not have to work or to report their duties closely to the Japanese managers and Japanese manager themselves, which is likely to interfere in the research, the control variable is assigned. The control variable is that the population of the study must be Thai employees working in Japanese multinationals in Thailand who have Japanese language proficiency. The scope of the research also covers only population with this criterion. However, the competency is
regardless of age, gender and institution where individual learnt the Japanese language from.

1.5 **Significance of the study**

Most previous researches, e.g. Goldman (1994), Sammapan (1996), Bhappu (2000), Vanasin (2004), Pudelko and Mendenhall (2007), concerned the cross-cultural management, differences between Japanese and Western working styles, Japanese organizations in Thailand or personnel in managerial level of Japanese companies. This study narrowed the topic to emphasize on Japanese organizational culture and organizational commitment of the profoundly important human resources in the companies; the Japanese-speaking Thai employees. The study can help understanding more about the problem because there are only a few researches in this area.

This study can also be helpful for graduates who intend to enter the Japanese companies to have more understanding about unique organizational culture of the Japanese. Moreover, this study provides some recommendations and suggestion about the problem; therefore it can be utilized as a source for further researches concerning cross-cultural management and strategies, organizational commitment of Thai employees either Japanese-speaking staffs or non-Japanese speaking staffs, orientation for organizational culture comprehension and language training in multinational companies, etc.

1.6 **Scope of the Study**

This study presents the contents on current situation of Japanese organizational culture in Thailand from the perception of their employees and the employees’ commitment in Japanese multinationals.
The population of this study is Japanese-speaking Thai employees working in Japanese companies in Thailand. The researcher scoped on this population because the population is likely to have the least language and communication barriers against Japanese managers and colleagues in the workplace since the population has proficiency in Japanese language. The population also has the levels of comprehension about Japanese culture from education background. This research excluded those who do not understand Japanese language because they may have less background regarded Japanese culture, also their duties may not require them to interact directly with Japanese managers and Japanese staffs in the organizations.

1.7 Limitation

National cultural differences may influence the shape of organizational culture (Brown, 1998); however, this study covers only styles and management of organizational culture of Japanese multinationals in Thailand from Japanese-speaking Thai employees' perceptions. The contents related to history of Japanese culture or any cultural aspects beyond those set in the workplace, business and current styles of Japanese cross-cultural management are not indicated.

This research was conducted in the specific period time. Research findings may be varied from previous and further studies. The respondents are Japanese-speaking Thai employees working for Japanese organizations in Thailand. The respondents participated in this research from survey method with questionnaire. The research results from other studies with other criteria of respondents and other period of time may be different from this study.
1.8 Definition of Terms

**Attitude survey:** A survey that seeks input from employees to determine their feelings about topics such as the work they perform, their supervisor, their work environment, flexibility in the workplace, opportunities for advancement, training and development opportunities, and the firm's compensation system (Mondy, 2005, p 499).

**Bias:** The tendency to allow individual differences such as age, race, and sex to affect the appraisal ratings employees receive (Dessler, 2008, p 643).

**Collectivist culture:** Culture that emphasizes duty and loyalty to collective goals and achievements (Kreitner, 2007, p 103).

**Comparative management:** The study of how organizational behavior and management practices differ across cultures (Kreitner, 2007, p 106).

**Competencies:** Demonstrable characteristics of a person, including knowledge, skills, and behaviors, that enable performance (Dessler, 2008, p 644).

**Employment agency:** An organization that helps firm recruits employees and at the same time aids individuals in their attempt to locate jobs (Mondy, 2005, p 501).

**Ethnocentric attitude:** View that assumes the home country's personnel and ways of doing things are best (Kreitner, 2007, p 97).

**Expatriates (expats):** Noncitizens of the countries in which they are working (Dessler, 2008, p 645).

**Globalization:** The tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad (Dessler, 2008, p 645).

**High-context culture:** Cultures in which nonverbal and situational messages convey primary meaning (Kreitner, 2007, p102).
Host-country national (HCN): An employee who is a citizen of the country where the subsidiary is located (Mondy, 2005, p 502).

Multinational corporation (MNC): A firm that is based in one country (the parent or home country) and produces goods or provides services in one or more foreign countries (host countries) (Mondy, 2005, p 504).

Organizational commitment: Strength of the feeling of responsibility that an employee has towards the mission of the organization (Thomas Murcko, BusinessDictionary, 2009).

Organizational culture: Shared values, beliefs, and language that create a common identity and sense of community (Kreitner, 2007, p 270).

Organizational fit: Management’s perception of the degree to which the prospective employee will fit in with the firm’s culture or value system (Mondy, 2005, p 504).


Seniority: The length of time that an employee has worked in various capacities with the firm (Mondy, 2005, p 506).

Turnover: Number of employees hired to replace those who left or were fired during a 12 month period (Thomas Murcko, BusinessDictionary, 2009).

The next chapter is the review of literatures related to theories of organizational culture in general as well as in Japanese subsidiaries abroad and impacts to employees’ organizational commitment. The following chapters are concerned the research methodology, statistic analysis for relationship of the variables, findings, results and conclusion of the research problem.
CHAPTER 2

LITERATURE REVIEW

This chapter is the literature review on organizational culture, both of the
generalities and the focus of culture in Japanese companies in Thailand, and
organizational commitment influenced by the culture of the companies.

2.1 Organizational Culture

2.1.1 Definition and Theories of Organizational Culture

Current organizational culture literatures root from those in 1980s, and
emphasize on strategic importance of organizational culture (Denison, Haaland and
Goelzer, 2004). Culture is claimed to be a major impact on organizational and
management behaviors as well as the strategy formulation in particular (Byles,
Aupperle and Arogyaswamy, 1991). Hofstede (1980) introduced the four dimensions
of national culture; (1) Individualism-Collectivism, (2) Power distance, (3)
Uncertainty avoidance and (4) Masculinity-Femininity. Hofstede later added the fifth
cultural dimension “Long term-Short term orientation”. These five dimensions
influence the culture and differences at organization level, because organizations are
nested within countries, organizations interact with their national level environment;
the countries, and culture is a social fact and a property of organizations (Parker,
2002). Culture supports in shaping a company’s values about profitability, satisfaction
of both employees and customers, innovation and leadership styles (Byles, Aupperle
and Arogyaswamy, 1991). Then, to explore the organizational culture, Fischer,
Ferreira, Assmar, Redford and Harb (2005) recommended referring to theories
concerning both national and organizational culture as the guidelines.
There are various definitions of culture defined by theories. Parker (2002) defined the word ‘culture’ as the reflection to policy and acknowledgement of people in the community who use it, and thus the word does not have the definite meaning. Culture is a complex phenomenon, and is a collective programming of the mind (Hofstede, 1980) that distinguishes the members of one group from another.

This study focuses on organizational culture that, in general, reflects the practices and classification systems of people who work in each organization. The organizational culture consists of a set of symbols, ceremonies, and myths that communicate the underlying values and beliefs of that organization to its employees (Ouchi, 1981). Parker (2002) defined organizational culture as the representation of what the organization should be doing with whom to be the person in-charge, and who does what work for which goals. Corresponding to Parker (2002), definition of organizational culture from Fischer et al. (2005) is that organizational culture is the way things are done in an organization, and members have shared organizational beliefs, norms and values that are expressed in organizational behaviors and practices. The other definition of organizational culture defined by Denison and Mishra (1995) is that organizational culture is the assumptions, shared beliefs and practices from subparts into a whole, the organization. Marcoulides and Heck (1993) stated that organizational culture is a system of socio-cultural functioning of strategies and practices of the organization that members aware of, it includes organizational value system and collective beliefs of each member working in the organization.

According to the definitions, organizational culture means the internal ‘shared’ issues such as norms, beliefs, history, stories, strategies and practices rooted from the previous events of a company for the member to perceive. Muratbekova-Touron (2005) stated that past events shared within an organization make members
understand the present situation, and the future can be prepared for from the previous experiences. Table 1 shows the definitions from theorists and researchers about organizational culture.

**Table 1: Summary of organizational culture’s definition**

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<tr>
<td>Robert Kreitner (2007)</td>
<td>Organizational culture is the collection of shared (stated or implied) beliefs, values, rituals, stories, myths, and specialized language that foster a feeling of community among organization members.</td>
</tr>
<tr>
<td>Linda Smircich (1983)</td>
<td>Organizational culture is what organizations are, not what they have.</td>
</tr>
<tr>
<td>Martin Parker (2002)</td>
<td>Organizational culture is a continuing process of articulating contested versions of what the organization should be doing, who it should be responsible to and who does what work for what reward.</td>
</tr>
<tr>
<td>S.P. Robbins (1996)</td>
<td>Organizational culture is a system of shared valued meaning held by members that distinguishes the organization from other organizations.</td>
</tr>
<tr>
<td>Harvey and Brown (1996)</td>
<td>Organizational culture is a system of shared meaning including language, dress, patterns of behavior, value system, feeling, attitudes, interaction and collective norms of the members as the accepted pattern of behavior.</td>
</tr>
<tr>
<td>Ouchi (1981)</td>
<td>The organizational culture consists of a set of symbols, ceremonies, and myths that communicate the underlying values and beliefs of that organization to its employees.</td>
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Almost every organization has some core values that are shared across the entire organization. The stated shared values in combination with fundamental assumptions, behavioral norms and actual patterns of behavior are the elements of organizational culture (Chatman and Jehn, 1994). The organizational culture in each company is influences by its human resource systems, policies and practices (Brown, 1998). The practices of an organization serve as the variables at an organization level that are closely influenced by and related to organizational culture.

An organization is supported by its culture in adapting to the external environment, and integrating internal processes to ensure the capacity to continue surviving and adapting in the industries (Byels et al., 1991). Organizations with strong
cultures thus are those organizations that can develop their cultures well until the culture effect the changes in their performance through the developed cultures.

Forming organizational culture is influenced by the business environment. Shape of a culture in large companies is different from their smaller counterparts. It is not necessary that organizations with similar nature of business and national culture will have any cultural commonalities (Brown, 1998). Therefore, each organization's culture is unique; however there are some similar aspects (Parker, 2002). For example, every company has a purpose to teach their culture to the new members as the correct way to perceive and follow (Schein, 1985). The newcomers follow the pattern of their organizational culture as the way to participation in organization as well as to socialize themselves into the company. The shared issues such as attitudes, beliefs and ethics from previous events and senior members conveyed to the new members in an organization form its organizational culture (Marcoulides and Heck, 1993) as well as structure and purpose, climate and individual beliefs that shape the organizational culture. If the members' shared values, changeability, strategically appropriate practices value leadership and membership at all levels, the organizational culture can be more effective (Kotter and Heskett, 1992; Brown, 1998).

Organizational cultures are also similar to each others in term of their characteristics and dimensions. There are six characteristics that most organizational culture exhibit (Kreitner, 2007); collective, emotionally charged, historically based, inherently symbolic, dynamic and inherently fuzzy. Chatman and Jehn (1994) drew the Organizational Culture Profile (OCP) to identify the seven dimensions of organizational culture which are innovation, stability, respecting of people, outcome orientation, detail orientation, team orientation and aggressive tactic. Marcoulides and Heck (1993) described that construction of organization's culture is combined by
organizational structure or purpose (OS), organizational values (OV), task of an organization (TO), organizational climate (OC) and employee attitudes about their work (AT). The dimensions are the latent variables that create three domains (or ‘subsystems’) of organizational culture; socio-cultural system, organizational beliefs and individual beliefs, from the study of Allaire and Firsirotu (1984).

(1) Socio-cultural system; this aspect is consisted of perceived formulation of organizational structures, strategies, policies and practices. The socio-cultural system can show the management theory of the organization toward its goals with the appropriate tasks that must be conducted to meet the goals (Mackenzie, 1986; Marcoulides and Heck, 1993).

(2) Organizational beliefs and ideologies of the organization; this is a symbolic behaviors that leaders in an organization attempt to clarify values and to define the purposes of the organization. By developing this aspect, it may act as a powerful function of organizational management.

(3) Individual beliefs; this aspect includes collective individuals’ experiences, goals, beliefs system and personalities of the members in an organization.

Cook and Lafferty (1987) introduced the Organizational Culture Inventory (OCI) to measure and analyze the scale of organizational culture. The OCI identifies shared values serving as a guideline for members in an organization on how to interact among members in the group. OCI divides the organizational culture into 3 general groups which are constructive culture, passive-defensive culture and aggressive-defensive culture. The prototype of effective cultures is the constructive styles that encourage members to communicate among each other to pursue self’s and organization’s goals.
Passive-defensive style can be explained as the culture that members tend to protect their own status, and aggressive-defensive style is a culture that members feel that they must interact to each other in the way that will not turn to be threats to their job security (Graphical illustration of the 3 styles of OCI can be viewed in the appendix section).

After the organization constructed its culture, only the appropriate one encourages employees to have beliefs that they are performing worthwhile jobs, and feelings of belongings (Brown, 1998). The members follow the patterns of their organization's cultures, not their own behaviors; therefore to participate in organization is to accept limitations of individual's freedom and action (Parker, 2002). For example, members in collective organizations are bounded with strong relationship in groups, not individual, and the organizations can protect each member in exchange for the loyalty given to the organizations by the members (Brown, 1998).

Although members in the same organization share core values and accept the culture, individuals are different from one's behavior, beliefs, purposes, attitude and else. There are conflicts and uncertainty in every organization, but each of them is able to structure its own world through culture's metaphors, stories and history (Brown, 1998). Parker (2002) stated that studying organizational culture thus covers the recognizing of internal fracture of the organization and members' fractures that are different from each other, especially the organizational culture in the companies and their subsidiaries located in the other regions. Denison et al. (2004) claimed that there are very few studies concerned a comparison of the effectiveness of organizations across countries that could be linked to organizations' cultural differences.
2.1.2 Role and Effectiveness of Organizational Culture

Understanding the contents of similarities, differences and constraints in culture is essential for organizational effectiveness. Brown (1998) stated that organizational culture plays an important role in shaping the social identities of the organizations. Culture has an important effect to the performance of an organization as well as individual satisfaction (Whitehill, 1993). It is found to be able to measure the organizational culture, and organizational culture is related to important outcomes of the organization (Denison and Mishra, 1995). Organizational culture is thus likely to develop and to have positive impact on performance of an organization.

Hofstede, Neuijen, Daval, D. & Sanders (1990) cited that organizational culture is holistic and socially constructed by its members, so the latter study of Marcoulides and Heck in 1993 revealed that some visible aspects of the holistic and social construction of organizational culture have influences on the performance of an organization. Information about organizational culture can be a significant feature in defining the level of productivity of an organization (Marcoulides and Heck, 1993), and it has an impact on the achievement of the company.

The employee well-being, productivity and fulfillment can also be viewed from the culture. Chatman and Jehn (1994) suggested that when members of an organization understand the role and content of their organizational culture, they easily perform work styles and positive attitudes. Employees who know well about the job and career path within an organization have more job satisfaction, and are more easily socialize into the prevailing culture. Therefore, organizations with higher levels of employee involvement are more effective (Denison and Mishra, 1995). For example, when levels of involvement and participation are high, the senses of ownership and responsibility are built, and the performance enhancement is created as
well as employee’s organizational commitment (Brown, 1998). In addition, Chatman and Jehn (1994) cited that organizational culture can create pride in membership and loyalty among organization’s members. The linkage ensures that the members have their objectives corresponding to organization’s objectives. The ill-structured organizational culture, then, lead to lower commitment and less willingness among employees to do their jobs correctly and pay attention to details (Chatman and Jehn, 1994).

Brown (1998) also cited about this fact that organizational culture is one of the factors building motivation of the employees and effectiveness of organizations by its four features which are involvement, consistency, adaptability and mission. These features are identified as cultural traits that impact the performance of an organization. Denison et al. (2004) stated that traits of mission and consistency can predict the profitability while adaptability and involvement predict the innovation, and adaptability combining with mission predict the sale growth.

Normally, in stable situations, a strong culture can provide vision and direction that give firms distinctive advantages (Byles et al., 1991). Denison et al. (2004) found that the link between organizational culture and effectiveness appears to be strong and consistent. Organizations also tend to be effective because they have ‘strong’ cultures that are highly consistent, well coordinated, and well integrated. However, highly consistent cultures are often being the most resistant to change and adaptation.

Brown (1998) argued the relationship between organizational culture and its performance is not always being positive. For example, weak cultures may be shaped by high performing companies and strong cultures may be possessed by companies that are not so effective. The thing that matters is the formation and structure of the
culture since the loss in motivation and effectiveness caused by poor structure of organizational culture (Denison and Mishra, 1995).

2.1.3 Related studies: Organizational Culture

Managing the organizational culture

Organizational culture has a positive and measurable effect on a company’s performance, so it requires qualified management strategies to maintain the effectiveness and good changes. Brown (1998) suggested that organizational culture management requires people who are familiar with the organization and its culture, and who think that they would fit in the culture. Together with the right team, the right approach of the study on organization’s culture and its management is necessary. Marcoulides and Heck (1993) stated that until present there is no either real identification of what comprise an effective organizational culture, or explicit empirical evidence for the leaders in a company to increase time and energy devoted to develop a particular type of organizational culture. Further concept of organizational culture can be studied and, then, managed seriously through the adopted systematic approach that enables researchers to identify the dimensions and variables that are amenable to empirical measurement and hypothesis testing.

While the leaders of the organizations seek the management strategies to reach the ideal future culture, they should not pace it in opposition to the current organizational culture, but the management should apply them together (Muratbekova-Touron, 2005). Chatman and Jehn (1994) cited that rather than attempting to establish unique cultures, organizations should consider the benefits of learning the cultures of successful players in their industries. Companies that are able to identify the cultural characteristics of the largest players in their industries may be better able to adopt those characteristics.
The preferred characteristics of organizational culture are innovation, stability, outcome orientation, easygoing, attention to detail and team orientation. According to team-oriented theme, Fischer et al. (2005) suggested that in an organization with a strong team focus and an emphasis on support and helping, employees will be more likely to help others beyond their individual task requirements.

Organizational culture, technology and industry

In the industry, large organizations seem to form more sectional cultures, while the small group with the same experiences is more likely that common culture will be formed (Byles et al., 1991), and the older organizations with shared stories are more likely to have a unique culture than younger ones. Accordingly, organizational culture of the organizations experienced in technology as well as in background of industry growth can also be related to the culture among firms in the same industry.

The organization’s culture interacts with the industry since the content of organizational culture reflects the industry characteristics, history and current events in the industry is considered to be helpful for describing the nature of organizational culture, and the industry growth affects organizational culture. For example, in a particular situation, leaders in an organization have to change the culture with increase in risk taking, proper changes and innovation to increase industry growth. The increase in industry growth should be concerned because, referred to Chatman and Jehn (1994), the companies with cultures more explicitly emphasize elements corresponding to the demand and industry growth will be the better performers in their industries.

For the technology, Chatman and Jehn (1994) stated about the roles of organizational culture and technology that if an organizational culture reflects the way things are done in an organization, technology then defines what is being done.
Organizational culture in multinational companies

Organizational culture is influenced by national culture in some aspect. Organizational culture and practices are thought to act as mediator between national culture and work attitudes and behavior (Fischer et al., 2005). Most companies do not freeze their business by operating only in their countries. Nowadays, companies perform the globalization strategy to expand their business opportunities. Denison et al. (2004) stated that theory of organizational culture can be utilized in many regions to find the results that highlight similarities and differences across regions. Although there can be a common perspective on organizational culture in multinational corporations, the practices of an organization with a culturally diverse workforce are less strongly influenced by national culture compared with less diverse in culture differences organizations. On the other hand, the effect of socio-cultural variables on organizational practices is stronger in indigenous organizations than in multinational organizations.

2.2 Japanese Organizations; the cultures and management

This section will review the literatures about Japanese organizations, their organizational cultures followed by Japanese management styles. The last subsection (2.2.4) will focus on Japanese multinationals in Thailand.

2.2.1 Organizational culture in Japanese companies

Based on the verbal and nonverbal communication, organizational culture can be sorted into two main diversity; High-context culture and Low-context culture. Asian cultures are categorized to be the high-context culture. Opposite to low-context culture, the nonverbal messages are much more important and being used than the
verbal communication in high-context culture. Members in high-context cultures do not obviously express about things (Kreitner, 2007).

Kreitner (2007) also stated for other sources of cultural diversity that divided culture into individualism versus collectivism. The collectivist cultures are defined as cultures that emphasize duty and loyalty to group’s accomplishments.

Ouchi (1981) stated that Japanese are homogenous with respect to race, history, language, religion, and culture. Impacts from collectivism and homogenous national culture root in Japanese organizations for the structure, practices, policies and management. For example, Japanese philosophy and national culture are influenced by Buddhist and Confucian traditions for group orientation and non-confrontational behaviors (Goldman, 1994).

In details, organizational culture of each company depends on its business, industry and history as well as the whole shared values, beliefs and practices. The Japanese organizations’ cultures, in terms of mission, business goal and strategy, then may contain differences and their own uniqueness; however organizational cultures of Japanese companies share the similar overall structure, characteristics and core value corresponding to their national level environment – Japan and her policies. Japanese organizations’ cultures rank in the same cluster; the high-context cultures and collectivism. For example, Japanese businesspeople do not feel that they need to explain every detail to their business partners or coworkers (Kato, 1992).

March (1992) stated that the national policy of Japan is to be single cultural, monolingual and one race; homogeneity and vertical structure (Kato, 1992). The Japanese identified people in the world as “Japanese” and “the others” (or gaijin). The history and policy shape the collectivist and ethnocentric cultures in Japanese organizations. At deeper level, the collective culture in a Japanese organization comes
with “Paternalism” or family atmosphere. The employees are bounded into a single group, and work as they are members of the company family.

There are high degrees of vertical relationship and differentiation than the horizontal correlation among Japanese organizations’ members (Lincoln, Hanada and Olsen, 1981). The status of the members in Japanese organizations can be divided vertically into three groups; the seniors (sempai), the juniors (kohai) and the equals or coworkers (dohai) (Kato, 1992). Japanese managers have paternalistic relationship with younger staffs, and the seniors (sempai) teach the junior colleagues and subordinates (kohai), in turn they receive the respect (Nonaka and Johansson, 1985).

After socialized themselves into an organization or a group, and adapted to the corporate culture, the Japanese then understood the importance of company spirit and goals. The Japanese work for their group, and individual’s success is measured by the group’s success accomplished by all members in the work group. As well as the mistakes, they also are handled under the entire group’s responsibility. The leaders often serve as the representatives for the actions of their subordinates (Kato, 1992). These are the significant foundations for building the Japanese’s remarkable loyalty and dedication to the company (Whitehill, 1993). The foundations then correspond to one of the main points of the Japanese organizational culture; collectivism and group-orientation.

A large number of Japanese compare the office as a home, so they spend long working hours there with frequency of overtime or weekend work (March, 1992). Accordingly, Whitehill (1993) cited that one of the most fundamental characteristics in Japanese organization’s culture is the strong willingness of the managers and employees to integrate personal and work sectors of their lives. The Japanese organizational culture takes a paternalistic posture toward employees and their
families, so the culture in the companies affects personal factors. For example, Japanese superiors give advice to their subordinates on highly personal matters as a decision to marry. The subordinates act with respectful manners to the supervisors even outside the workplace (Lincoln et al., 1981).

Thus the characteristics of organizational culture in Japanese firms are homogeneous, ethnocentric and collectivism under the paternalistic administration and high-context cultural communication.

2.2.2 Japanese Organizations and Japanese Management

The basic of Japanese management explicitly formed in ancient events during Tokugawa’s era. During that time, the Japanese were prohibited from having “any” contact with the foreigners. For example, foreign missionaries were socially judged as the competitors with different thoughts and trends from abroad. Therefore, Japan maintained the country with one race and one language. This strategy made the strong identity and loyalty to the nation and groups among the Japanese. The national identity and basic characteristics of Tokugawa way then serve as an important element of Japanese management today.

Whitehill (1993) explained that the basic value of Japanese management includes the “Kazokushugi” or familism (paternalism) such as notion of lifetime employment, focusing on individual’s length of service and total commitment and loyalty to one’s group like one’s own family. The ‘family’ under the same roof, or kinship, philosophy of the Japanese builds an institutional logic for Japanese corporate networks and Japanese management practices (Bhappu, 2000). For example Japanese companies always have intention that the new recruited members will adapt themselves to work collaboratively and will stay with the company for their entire
working lifetime (Whitehill, 1993). And members in the group work collectively to pursue the group accomplishments, not for the individual’s.

The stated ‘lifetime employment’ is one of the five key terms of Japanese management which are; (1) lifetime employment, (2) seniority-based for remuneration and promotions, (3) decision-making based on consensus or majority, (4) organizational unions and (5) Total Quality Control (TQC) (Whitehill, 1993).

**Lifetime employment**

The Japanese companies count on their members for lifetime service and contributions. Japanese companies look for new employees who are able to work with existing members of a group, and to teach the new generations in the future (Whitehill, 1993).

During the employment, the companies provide many trainings focusing on on-the-job training (OJT) and learning-by-doing. Similar to business investment, an organization invests in their employees’ skills with anticipation for the loyalty and long-term stay with the company in return since the trained skills are useful and specific to the duties assigned for the employees, so they can perform challenging job for interesting reward, fairness and humane treatment (Ouchi, 1981).

As stated, the employees are expected to work for the entire of their working lifetime. Even at the retirement age (55 and 60 year-old), many Japanese employees are considered to be able to work for the company or for its subsidiaries. Employees between the ages of 55 and 60 may be offered the contract of moving from the parent company to the positions of long-run but smaller operation units. After the service at the subcontractors is terminated, the employees are often being offered for part-time consulting job for another two years.
Job positions and Rank

Japanese companies divide the top management from the employees. The top management means only members of the board of directors, and everyone apart from the board of directors is an employee. Japanese managerial teams are protected by the companies from stakeholder’s pressures. It allows the manager to “make a decision based on long-term company interest, free from the narrow self-interest of owners” (Ishihara, 1983: 6-7; Whitehill, 1993).

Referred to the ranking in Japanese companies drawn by Whitehill (1993), Table 2 shows the standard of employee rank in a large number of Japanese companies.

**Table 2: Internal rank of Japanese company**

<table>
<thead>
<tr>
<th>Level</th>
<th>Titles (English)</th>
<th>Titles (Japanese)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>Chairman</td>
<td>Kaicho</td>
</tr>
<tr>
<td></td>
<td>President</td>
<td>Shacho</td>
</tr>
<tr>
<td></td>
<td>Vice president</td>
<td>Fuku shacho</td>
</tr>
<tr>
<td></td>
<td>Senior managing director</td>
<td>Senmu torishimariyaku</td>
</tr>
<tr>
<td></td>
<td>Managing directors</td>
<td>Jomu torishihmariyaku</td>
</tr>
<tr>
<td></td>
<td>Directors</td>
<td>Torishimariyaku</td>
</tr>
<tr>
<td>Employees</td>
<td>General manager</td>
<td>Bucho</td>
</tr>
<tr>
<td></td>
<td>(Division of department head)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deputy general manager</td>
<td>Bucho dairi</td>
</tr>
<tr>
<td></td>
<td>Section chief</td>
<td>Kacho</td>
</tr>
<tr>
<td></td>
<td>Deputy section chief</td>
<td>Kacho dairi</td>
</tr>
<tr>
<td></td>
<td>Subsection chief</td>
<td>Kakaricho</td>
</tr>
<tr>
<td></td>
<td>Foreman</td>
<td>Hancho</td>
</tr>
<tr>
<td></td>
<td>Ordinary employee</td>
<td>Hirashain</td>
</tr>
</tbody>
</table>

**Source:** Whitehill (1993): *Japanese Management*

However, the organizational positions and job titles are not the indicator for clear duties of each employee. Japanese companies have little formal differentiation of occupational roles (Lincoln et al., 1981). Each of the employees shares completely responsibility for all tasks (Ouchi, 1981). Employees in Japanese companies have vague job assignments since everyone works to serve the entire group. Therefore, it is
not difficult to cover for an absent employee because the other employees also understand the job information and detail of the duties (Nonaka and Johansson, 1985).

**Seniority**

Career advancement in Japanese organization, in comparison with American companies, is quite slow (Whitehill, 1993). Nonaka and Johansson (1985) confirmed that the standard practice of the employee’s career advancement as well as wages and rewards are based on seniority in the company. For example, the senior officers turned into new managers are those who have passed through many experiences and business functions over the years. The seniors are able to be relied on for their commitment, beliefs in the companies; they also are able to express the company history and stories to the younger generations (Ouchi, 1981).

**Decision-making**

Decision-making authority in Japanese companies depends on consensus of the members with the middle level managers play the mediation roles. The managers are in between the shareholders and the employees in the company (Whitehill, 1993). Although it requires time to complete the entire process of decision-making, the quality of decision-making from the consensual group process is proved to be sufficient (Nonaka and Johansson, 1985). Figure 1 shows the illustration of Japanese decision-making cycle. The first 4 steps are the initial stage to make a proposal of the idea. The first draft of the idea then presented to persons in-charge and those who are interested in for the discussions. The proposal now is prepared and circulated within the organization, and people suggest their comments in the margin. The circulation can be repeated to reach the most certain consensus, and people in top management level such as the board of director make the final decisions in the meeting (March, 1992).
Figure 1: Japanese Style Decision-Making Cycle

Source: The Japanese Style Decision-Making Cycle (March, 1992)
Organization's union

Japanese organizations protect their members by creating the union with the philosophy of one union for one organization. The fairness of workforce and employee's feedback are managed by the union members who are the representative for every employee in the companies.

Total Quality Control (TQC)

TQC drives force of innovation, changes and manufacturing development for more effective productivity. The process of TQC is based on the Quality Cycle (QC or also known as quality control). The word “quality” means the quality of everything from the quality of product, the “total quality” such as services, customer care, working life, manpower and image to the policy management (Fujimoto, 1991). The famous approach conducting the QC in Japanese companies is the Plan-Do-Check-Action (PDCA) cycle to cover every job done in the organization with every member of organization participated (Imai, 2005).

Current situation and future change

At present, Japanese companies confront with the new situations both inside Japan and internationally. The older generation is still being traditional Japanese, but the new generations tend to have more individual freedom. Whitehill (1993) explained that, currently, Japanese business policies and management is adapted to a modern pace. To be more effective and corresponding to the new era, Japanese companies have to draw new models and perspectives (Pudelko and Mendenhall, 2007).

The important changes suggested by Pudelko and Mendenhall (2007) are that Japanese companies should consider for more short-term results or profit of the organizations than the (long-term) market share orientation. Japanese organizations
should also open themselves more toward expertise from the outside. For example, there are many improved in performance Japanese companies that engaged in acquisitions to inject outside expertise in specific strategies and technologies into the entire organizations.

The lifetime employment philosophy is still strong; however, many large Japanese enterprises such as Toyota, Matsushita and Canon are all ending their seniority systems to increase more opportunities to their employees (Pudelko and Mendenhall, 2007).

2.2.3 Related studies: Japanization in the workplace

The success in economic, business with high productivity influences Japanese to have high level of national pride and powerful consensus on national goals. Herbig and Milam (1994) analyzed that Japan is not prohibit the penetration of new ideas; however the Japanese are considered to be ethnocentric, and they hardly open themselves to accept the foreigners. They believe that the non-Japanese do not understand them or hold the same attitude with them, and they rarely rely on the non-Japanese. In the office, the Japanese are more likely to keep the know-how or technology among themselves than spread out to the local staffs since they cannot make as high productivity as the Japanese do. Therefore, the Japanese manage the work climate with models and control systems that lead members of the organizations toward the same way. For example, March (1992) stated that Japanese oversea operation centers “Japanize”, or structure the operations in Japanese way. Local employees are cultivated with the company’s history and success in Japan, and are made to be committed to a long-term membership philosophy of the Japanese corporate family. McDonald (2003) expressed that Japanese organizations expect the core workers to fulfill and to ‘fit’ themselves within the organizations and to be
implanted by strong sense of pride from working with the companies. And during the long-term service of each employee, Japanese companies concern and are very sensitive about their employees' social reputations (Yoshimura and Anderson, 1997). Accordingly, models formed by the organizations to meet the group norms, rules or expectations are necessary for the Japanese since they are more likely to avoid the public embarrassment. Japanese employees work under a tight rules and culture of their organizations such as the idea of focusing on long-term result. They keep reviewing the appropriate patterns that persons in the same position should be doing without personal desires.

Many successful Japanese executives from large organizations such as Akio Morita of Sony or Konosuke Matsushita of Matsushita Corporation wrote and published their roads to the achievement, and the smaller counterparts imitated the principles and models (Yoshimura and Anderson, 1997). Most of Japanese organizations conduct the similar internal social controls and business principles. The models or controls can be changed or adapted, and the employees can vanish from the strict pattern of behavior, only when the organizational expectations are changed. For example, there may be a big change after a new manager with different ideas took over the position.

The Japanese expatriates also maintain the Japanese lifestyles and manners abroad. For example, there is a “Japanese area” that the Japanese expatriates lives and stick together in the host countries, and they do not mix the group members with the locals. Japanese expatriates still think and act following the models and principles like the Japanese do in their country. To loosen the model or typical Japanese style and let the foreigners as well as their idea penetrate too much in the organizations may impact the Japan’s economic success (Herbig and Milam, 1994). For example, many
Japanese-owned companies are reluctant to have non-Japanese in their top executive ranks.

2.2.4 Japanese Multinationals in Thailand

“When any company invests abroad, establishes offices or factories in another country, employs local staff or local managers, it is entitled to be called a multinational company” (March, 1992).

March (1992) defined that multinationals operating oversea is unlike the monocultural organization such as their own headquarter offices in home countries. Multinationals are more unstable with conflicts and differences in language and communication as well as cultural issues. In the multinational organizations, the cross-cultural management and communication often accompanied with incomprehensible or incommunicable problems. Nonaka and Johansson (1985) suggested that the multinational companies confront the complex uncertain factors for the communication, culture, economic and politic issues in the host countries.

From the viewpoint of Japanese business, Japanese organizations employ foreign staffs to enhance effectively internalization strategy of the companies. The main purposes of hiring the foreign staffs for oversea tasks of Japanese organizations are (1) language and communication skills since local staffs definitely speak the language of host countries, (2) any other international-related purposes (March, 1992). To the Japanese managers, those foreign staffs are not similar to regular staffs, the Japanese employees.

Nature of most Japanese multinationals derives from the culture managed in the parent offices. Japanese organizational cultures profoundly maintained in the multinationals are collectivism and paternalistic values, long-term commitment and
job security principles. The management roles are kept for the Japanese managers assigned duties from the parent companies in Japan. Most Japanese multinationals in Thailand also rely on managers from Japan.

Japanese managers are considered to have less active in socializing with the local staffs by at least learning English or language of the host countries. They aware of the problems but they hardly improve the communications (March, 1992). Therefore the local staffs may feel like they are the second-class citizen when working in Japanese companies (Herbig and Milam, 1994). When there are a large numbers of Japanese expatriates in the multinationals, the distance between local staffs and the Japanese staffs are more obvious. However, many large Japanese companies in Thailand are managing the significant change on their organizational culture and management. For example, Toyota Motor Thailand (TMT) had performed the completely Japanese model under the supervision of Japanese managerial team during the first era; 1962-1980. Afterward, TMT enhanced more opportunity to local staffs with transfer and training of technology, the know-how and authority, then TMT was considered to be “one of the most successful Toyota operations outside Japan” (Fujimoto, 1991).

Sammapan (1996) cited that Japanese subsidiaries in Thailand are still at the early stage. Japanese multinationals should apply new model for human resource policy since there are some mismatch points with Thai employees. For example, Japanese organizations do not have the precise or clear job description (JD) while there is a need for it in Thailand. Japanese management assumes the need of clear-cut job description reflects the lack of teamwork spirit to achieve group-oriented goals. Accordingly, Japanese executives and Japanese expatriates in Japanese companies in Thailand feel that Thai people are more likely to be close to westernizing than the
Japanese. Furthermore, Japanese multinational conducting the same accountability concept as in Japan flaws the system in operations abroad. The concept aims to willingly apologize and accept the incidents as the responsibility of the entire organizations, but it provides insufficient explanation for the reasons or one’s behavior (Yoshimura and Anderson, 1997).

2.3 Organizational Commitment

2.3.1 Definition of Organizational Commitment

Organizational commitment can be defined as individual’s identification and involvement in an organization (Mowday, Porter & Steers, 1982; Gelade, Dobson and Gilbert, 2006). It is a linkage binds psychologically an individual with his/her organization, and has negative relationship with intention to leave. Fedor, Caldwell and Herold (2006) conceptualized commitment as employee’s attachment to the entire organization, and committed employees have strong intention to work through organization’s objectives with positive viewpoints about their organization. Correspondingly, Ito and Brotheridge (2005) stated that long-term commitment is a form that represents the relationship between an individual and his or her organization.

Gelade et al. (2006) stated that commitment of an employee to an organization can be affected by many factors in the organization, both individual level and organizational level, such as personal perception of alternative employment opportunities, organizational culture and levels of sale achievement.

Cohen (1993) defined that a desire of individuals to remain with their employing organization is organizational commitment. And level of the commitment can be affected by the availability of attractive alternatives. Therefore, senior employees tend to have higher level of company-orientation with less intention to
leave than the new employees. The organizational commitment of employees in later career stage is more stable with desire to selling down in an organization, and difficulties in finding new opportunities decreases.

Commitment to the organization is consisted of the three-components (Allen and Meyer, 1990); affective commitment, continuance commitment and normative commitment (Gelade et al., 2006). Affective committed employees are those who stay with their organizations because they want to. There is employees’ emotional attachment in affective organizational commitment. Continuance committed employees scrutinize pros and cons of their stay with the organizations, if they stay it because they have to. The costs of leaving the organization are too high for the employees to leave the organization. For example, employees whose degrees of organizational commitment are low may not leave the companies because of structural bonds, few alternatives and desire for job stability (Cohen, 1993). Normative committed employees respect their feelings toward their superiors and employers, and they stay with the organizations because they feel that they ought to. There is employees’ feeling of obligation to the organization as the main characteristic of normative organizational commitment.

Level of organizational commitment can be enhanced when individuals realize that their commitment remain competitive and essential to organizational performance (Fedor et al., 2006).

2.3.2 Related studies: Commitment affected by organizational culture

Since culture in the workplace relates to overall performance of an organization, the organization’s culture can either decrease or excite the level of employees’ actions for the company’s benefit as well as the degree of organizational commitment (Doran, Haddad and Chow, 2003). Ingersoll, Krisch, Merk and Lightfoot
(2000) suggested that individual’s commitment level is associated with job satisfaction, strategic orientation and organizational culture. Organizational culture interacts with a desire to maintain membership in the organization; the commitment since organizational culture and organizational commitment are significant elements of the social system of the organization. Cultures that make employees feel worthwhile to work for the group goals are likely to benefit the employees’ organizational commitment. For example, individuals who are more satisfied with their jobs are also more satisfied with their lives, and then they are less likely to leave their organizations (Kirkman and Shapiro, 2001).

Goodman, Zammuto and Gifford (2001) referred to Harris & Mossoholder’s (1996) statement that there is an impact from culture to a person’s organizational commitment. Culture also affects one’s standpoint in an organization such as commitment, motivation and satisfaction. From previous studies, organizational culture and internal environment of an organization influences each other. Goodman et al. (2001) also examined the relationship between organizational culture and quality of work life that in despite of hierarchical cultural, there is a positive relationship between corporate culture and commitment to the organization as well as job satisfaction. Several firms were unsuccessful in making changes regardless an organization’s culture. Therefore, Human Resources department should manage the corporate culture to help building up the work atmosphere where the employees can work effectively and be committed in.

Goodman et al. (2001) present their examined result as the four essential cultural orientations that are relative to performance:

1. Hierarchical Culture operates formal work environment where there are erect communications and formal regulations as the main characteristic.
Group Culture focuses on interrelationship, organizational involvement and horizontal communication, but less in formal systems.

Rational Culture emphasizes on achievement in business outcomes by conducting the centralized decision making and formal control systems.

Developmental Culture values the informal coordination and horizontal, as appeared in Group Cultural, and focuses on growth and changes.

By focusing on group cultural elements, the traditional organization development is able to build more satisfaction for individuals (Mirvis, 1988; Goodman et al., 2001). Besides, the findings signified the positive relationship between the group culture and organizational commitment with negative relationship to the intent to turnover that is positively related to the hierarchical cultural values. Therefore, cultures with higher effectiveness generally emphasize on the group values and employees' level of organizational commitment.

2.3.3 Organizational commitment and working styles of Thai employees

Pornpitakpan (1999) compared Thai culture to Japanese cultures for their similarities since the two cultures are influenced by Buddhism. Thai and Japanese cultures are categorized to be collectivistic (Hofstede, 1980; Pornpitakpan, 1999), and members have mindset to fit themselves with the others. Thai and Japanese people live in the cultures that emphasize the social concord with purpose to preserve interpersonal relationships, and the members are able to be influenced by other people in the groups. Members of each Thai and Japanese cultures are bound as in the same family to share the same values and to build loyalty to the groups (Andrews and Chompusri, 2001).

Thai work style is influenced by many dimensions of Thai culture. As the Japanese, Thai culture is a world of hierarchy (Imai, 2005). For example, the
communication in the organizations is based on seniority level, and during the conversations, age, gender and social status are also respectfully considered for the appropriate words and manners (Pornpitarakpan, 1999) for preventing of face in interpersonal relationships (Maneerat, 2003).

Thai employees can be seen as a group. Maneerat (2003) examined that Thai workforce has collective concern as they consider the companies’ benefit in the decision-making process. However, the level of organization-orientation and collectivism is lower than the Japanese. Rather than organization-oriented characteristic, Andrews and Chompusri (2001) defined that Thai employees display informal work style with process-orientation.

Thai employees have relationship-driven with soft social manners with avoidance from losing face characteristics (Andrew and Chompusri, 2001), but in business world Thai employees are more individualistic than the Japanese staffs. For example, Thai employee’s identification is shaped by his or her supervisor’s structure and characteristic. Thai employee’s identification in an organization is based more on superior-subordinate relationship than formed by the organization culture itself (Maneerat, 2003). Superior-subordinate relationship represents in making final decision of work. Thai employees may participate in decision-making process; however it is finalized by the personnel in the higher positions. Apart from face-saving, individuals accept the decision, and do not fight against the decided issues in public to receive the re-consideration because of the ‘kreng jai’ characteristic. Andrews and Chompusri (2001) defined Thai original character of ‘kreng jai’ as the intention to abstain from traumatic words and situations.

In comparison to the Japanese employees, Thai staffs do not usually work long after normal business hours because they do not feel the necessity of sacrifice
personal life to corporate achievement as much as the Japanese do. And the decision-making system involved less people is more appropriate among Thai employees (Sammapan, 2006).

Thai work characteristics have some disadvantages such as lack of forward planning (Andrews and Chompusri, 2001), negative attitude on job relocation (Imai, 2005) and problem in time management (Whitehill, 1993). Imai (2005) stated that Thai employees have low degree of job preparation or scheduling in prior to the assigned tasks, and when the conflicts or mistakes occurred; Thai employees have less skill in accountability and willingness to apologize without excuse or finding persons who did the mistakes.

Thai employees are being evaluated for their personalities and success in career path from their exertion at work (Maneerat, 2003). Dedication to work and high level of individual's diligence are expected to create vertical outcomes. Differ from promotion in career life, job relocation may create uncomfortable and dissatisfy feelings to Thai managers and employees since the employees have negative attitude of relocation as the demotion of the employees whose performance are poor (Imai, 2005). Andrews and Chompusri (2001) suggested that Thai employees have strong feelings of gratitude and grateful (bunkhun). World of gratitude in Thai culture characteristic (Imai, 2005) may commit the persons to the other individuals in the work team more than to the entire organization. After a period of service in a team, the thankfulness and indebtedness build the cycle of mutual trust and respect, so Thai employees may think in advance that they cannot fit in new work group after the relocation, and there may be difficulties in co-operating and communication with new supervisors and colleagues.
Thai employees have positive reputation for honesty and loyalty, the length of service is not as lifetime long as the Japanese do. For example, Thai employees in Japanese organizations in Thailand may obtained the history and successful stories of the companies from job orientation; however, they do not feel as they are part of the organizations because of the incomprehensive knowledge about the real origin place and practices, unclear perception on companies’ mission and vision, finding internal challenges and cultures in the organizations (Imai, 2005).

2.3.4 Organizational Commitment and Gender

In the past two decades, research on impact of gender to the organizational commitment has received quite less attention than it deserves (Chieh-Peng, Chou-Kang and Sheng-Wuu, 2009). Chumir (1982) stated that previous argument proposing female have symptoms of low commitment; such as absenteeism, high turnover rate and discontinued intention to stay with one’s organization (Vertz, 1985), is may be inaccurate. Vertz (1985) added that men and women have similarity for level of organizational commitment, however in managerial level, female managers are perceived to have less organizational commitment than male managers.

Male managers consider themselves as masculine and athletic, while female managers perceive themselves as femininity workforce, they also have more non-traditional perspective about women’s roles in employment than male managers (Vertz, 1985). Chieh-Peng, Chou-Kang and Sheng-Wuu (2009) defined that feminine traits are the characteristics of caring for others, compromising and negotiating when there are conflicts. Meanwhile, male need material and money success, and male tend to use force to resolve conflict.

Comparing to other variables, an individual’s sex does not affect commitment. For example, major variables influences job commitment for both sexes includes sex
role conflict, satisfaction of needs (financial motivation, for instance), marital status and commitment to one’s own work. The stereotype concerning working male and female contains belief that society expects men for their commitment and ability to drive the work, but women do not receive such push (Chumir, 1982). Therefore, women may be considered to have low organizational commitment because they leave one organization to another for more opportunity and higher degree of sufficient satisfaction of needs from sex inequity, not just because they are female (Chumir, 1982).

2.4 Research Framework

2.4.1 Conceptual Framework

The conceptual framework shows the graphical framework of the independent variables; organizational culture of Japanese multinationals in Thailand and gender of the research population, and dependent variable; organizational commitment of Japanese speaking Thai employees. The research conceptual framework can be viewed in the Figure 2.

**Figure 2:** Conceptual framework

*Independent Variables*

- Perceived Organizational Culture
  1. Constructive Culture
  2. Passive-defensive Culture
  3. Aggressive-defensive Culture

*Dependent Variable*

- Level of Organizational Commitment
- Gender
  - Male
  - Female
2.4.2 Research Hypothesis

$H_01$: Overall organizational culture of Japanese multinationals in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

$H_a1$: Overall organizational culture of Japanese multinationals in Thailand influences organizational commitment among Japanese-speaking Thai employees.

$H_02$: Organizational culture of Japanese multinationals (Constructive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

$H_a2$: Organizational culture of Japanese multinationals (Constructive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.

$H_03$: Organizational culture of Japanese multinationals (Passive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

$H_a3$: Organizational culture of Japanese multinationals (Passive-defensive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.

$H_04$: Organizational culture of Japanese multinationals (Aggressive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

$H_a4$: Organizational culture of Japanese multinationals (Aggressive-defensive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.
H₀₅: There is no difference between genders in term of organizational commitment of Japanese-speaking Thai employees.

Hₐ₅: There is difference between genders in term of organizational commitment of Japanese-speaking Thai employees.

2.4.3 Concept and Operationalization of Variables

Table 3: Concept and Operationalization of Variables

<table>
<thead>
<tr>
<th>Name</th>
<th>Concept</th>
<th>Operationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gender</td>
<td>Gender of individuals is defined from their</td>
<td>Gender of the participants is specified by the gender received since the time they</td>
</tr>
<tr>
<td></td>
<td>biological sex since they were born.</td>
<td>were born. Gender is generated into 1) Male and 2) Female.</td>
</tr>
<tr>
<td>2. Organizational culture of Japanese multinational in Thailand (independent variable)</td>
<td>Shared values, beliefs and practices that is built within the Japanese organizations operate their business in Thailand according to the perception of the research participants.</td>
<td>Organizational Culture Inventory (OCI) was utilized to measure the independent variable; organizational culture of Japanese organizations in Thailand. The OCI is the measurement developed by Cooke and Lafferty (1983) as the 120 items instrument that classified organizational culture into 12 styles. The totals of 12 styles are classified into 3 general types of culture; constructive, passive-defensive and aggressive-defensive.</td>
</tr>
<tr>
<td>3. Organizational commitment of Japanese-speaking Thai employees (dependent variable)</td>
<td>The strength of the feeling of responsibility to work, and intention to stay with the organization of the Japanese-speaking Thai employees working for Japanese multinationals in Thailand.</td>
<td>The organizational commitment was scaled by using the Three-components of Commitment (Meyer and Allen, 1991). The three-components are affective commitment, continuance commitment and normative commitment.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>4. Japanese language proficiency (control variable)</td>
<td>Four areas of skills in Japanese language (speaking, listening, writing and reading)</td>
<td>Japanese language capability roles as the control variable of this study. The researcher used the initial questions in the survey questionnaire to screen for the matched participants.</td>
</tr>
<tr>
<td>5. Japanese multinationals in Thailand</td>
<td>Japanese-owned or Japanese-Thai joint-venture organizations and/or companies founded in Thailand with association from head offices in Japan.</td>
<td>The researcher used the initial questions from Part 1 in survey questionnaire to screen the respondents working in Japanese multinationals in Thailand out from those who work in any other business company that does not receive the managerial policies from head office in Japan.</td>
</tr>
</tbody>
</table>
CHAPTER 3
RESEARCH METHODOLOGY

This chapter describes the method and details of this causal research. The details consist of 1) Research design; 2) Target population and sample; 3) Research instrument; 4) Pretest; 5) Collection of data; and 6) Proposed data processing and analysis.

3.1 Research Design

This study is a causal research with correlation of independent and dependent variables in design. This research determines the cause-effect relationship between organizational culture and organizational commitment in the specific type of organization and participants of the study. Gender of the participants of the study was concerned since it is very likely to affect the statistical relationship of the variables. The study’s primary data were conducted via a survey questionnaire completed at the particular period of time by the respondents with the specific criteria to the research’s scope of population.

3.2 Target Population and Sample

The target population of this study is Japanese-speaking Thai full-time employees working in Japanese companies in Thailand. There are approximately 519,000 Thai employees working in Japanese organizations that are members of JCC, however, specific number of Japanese-speaking Thai employees cannot be determined.

To sample from the target population, the snowball sampling method was utilized with the researcher at the central position of this study. By snowball sampling
method, respondents are identified by earlier participants in the study. For the sample size, this study referred to Yamane’s (1967) table of sample size (Table 3.1) with reliability at 95%. This study specified error at 5%, the sample size of the study is consisted of 400 participants since the number of research population is greater than 100,000.

**Table 3.1**: Taro Yamane’s (1967) Table of Sample Size (Sample size for ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P= .5.)

<table>
<thead>
<tr>
<th>Size of Population</th>
<th>Sample Size (n) for Precision (e) of:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>±3%</td>
</tr>
<tr>
<td>500</td>
<td>a 222</td>
</tr>
<tr>
<td>600</td>
<td>a 240</td>
</tr>
<tr>
<td>700</td>
<td>a 255</td>
</tr>
<tr>
<td>800</td>
<td>a 267</td>
</tr>
<tr>
<td>900</td>
<td>a 277</td>
</tr>
<tr>
<td>1,000</td>
<td>a 286</td>
</tr>
<tr>
<td>2,000</td>
<td>714</td>
</tr>
<tr>
<td>3,000</td>
<td>811</td>
</tr>
<tr>
<td>4,000</td>
<td>870</td>
</tr>
<tr>
<td>5,000</td>
<td>909</td>
</tr>
<tr>
<td>6,000</td>
<td>938</td>
</tr>
<tr>
<td>7,000</td>
<td>959</td>
</tr>
<tr>
<td>8,000</td>
<td>976</td>
</tr>
<tr>
<td>9,000</td>
<td>989</td>
</tr>
<tr>
<td>10,000</td>
<td>1,000</td>
</tr>
<tr>
<td>15,000</td>
<td>1,034</td>
</tr>
<tr>
<td>20,000</td>
<td>1,053</td>
</tr>
<tr>
<td>25,000</td>
<td>1,064</td>
</tr>
<tr>
<td>50,000</td>
<td>1,087</td>
</tr>
<tr>
<td>100,000</td>
<td>1,099</td>
</tr>
<tr>
<td>&gt;100,000</td>
<td>1,111</td>
</tr>
</tbody>
</table>

a = Assumption of normal population is poor (Yamane, 1967). The entire population should be sampled.
3.3 Research Instrument

The researcher selected a survey questionnaire to serve as the research instrument. Each package of questionnaire was completed by self-administered way and by distribution via emails. The questionnaire is divided into four parts; 1) screening questions; 2) organizational culture; operated by developed Organizational Culture Inventory (OCI) to help analyzing the characteristics of the organizational culture; 3) organizational commitment; operated by three-components organizational commitment developed from Meyer and Allen (1991) and Jaros (1997); and 4) Personal data questionnaire. The additional comments filled by the respondents in the questionnaire papers are described in chapter 5.

The researcher measured organizational culture of Japanese multinationals in Thailand by using the Organizational Culture Inventory (OCI) because it is a widely and continually used instrument to measure the organizational culture from its good face validity and clear graphic illustration for the result. According to Cooke and Szumal (1991), OCI is used in variety of different settings, and OCI has strong psychometric underpinning.

For the organizational commitment of Japanese-speaking Thai employees, the three-component model of commitment was used. The model is widely used to depicting employees’ commitment. The three-component model of organizational commitment characterizes thoroughly the mind sets covering an employee’s commitment to the organization (Meyer and Allen, 1991).

All of the respondents completed the Thai version of survey questionnaire. The researcher translated the primarily written English questionnaire into Thai.
description of each part of the questionnaire is presented in the next section, and the full version of Thai and English survey questionnaire can be viewed in the Appendix.

3.3.1 Screening Questions

Part 1 of the survey questionnaire is the screening questions to check if the respondents have the matched criteria to the purpose of the study. Questions in this part are relative to the capability in Japanese language communication, and using of Japanese language at work. All of the questions in this part, including items related to Japanese workforce, are presented only to ensure that the respondents are the Japanese-speaking employees working in Japanese organizations in Thailand.

3.3.2 Organizational Culture

Cook and Lafferty (1987) invented the OCI to be a quantitative instrument with 120 items to scale and categorize types of organizational culture into 12 styles. The totals of 12 styles are used to classify the organizational culture into 3 general types of; constructive, passive-defensive and aggressive-defensive (Ingersoll et al., 2000). Cooked and Szumal (1991) presented the range of validity and internal consistency of OCI instrument at 0.67-0.92. The strength of OCI method comes from its good face of validity, widely used and graphic illustration of results. OCI has a limitation from its length and complexity to complete.

The shorter version of the instrument was applied, tested and retested by the other researchers such as Sekaran (2001), Sirisakdiporn (2005) and Zhi (2008). Sirisakdiporn (2005) conducted a pilot test in Thailand that provided positive reliability results at 0.707, 0.750 and 0.828 for constructive type, passive/defensive and aggressive/defensive respectively.

This study used the shorter version of OCI developed and primitively used in previous studies such as Sirisakdiporn’s (2005) and Zhi’s (2008). The researcher
developed the wording and order of the items for use in this study, the detail is stated in the appendices section. The shorter version consists of 24 items, and each item is rated on a 5-point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree) to investigate the organizational culture as the independent variable of the research.

OCI to scales Organizational Culture into 3 groups which are 1) Constructive culture (items 1, 4, 7, 10, 13, 16, 19 and 22 of Part 2 in the questionnaire); 2) Passive-defensive culture (items 2, 5, 8, 11, 14, 17, 20 and 23 of Part 2 in the questionnaire); and 3) Aggressive-defensive culture (items 3, 6, 9, 12, 15, 18, 21 and 24 of Part 2 in the questionnaire).

The reliability of the present research’s OCI instrument was measured by SPSS for Windows version 16.0. The Cronbach’s alpha of reliability statistic is 0.745 for the OCI questionnaire in Part 2 of this study’s survey questionnaire. Each group of organizational culture categorized in the OCI presents the reliability statistic at 0.678 for constructive culture, 0.693 for passive-defensive culture, and 0.702 for aggressive-defensive culture.

3.3.3 Organizational Commitment

The researcher used Allen and Meyer’s (1990) three-component model of commitment to measure the dependent variable of this study; organizational commitment of Japanese-speaking Thai employees working in Japanese organizations in Thailand. The developed version was introduced and used by Jaros (2007). This study used Jaros (2007) analyzed items of the three-component model of commitment by changing the wording and items’ order (the detail is described in the appendices section).

The three-component model of commitment in this research consists of 18 items rated by 5-point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree).
agree). Each item in the survey questionnaire has significant meaning rooted from Allen and Meyer’s (1990) three-component model of organizational commitment; affective commitment, continuance commitment and normative commitment.

Items concerning the affective commitment are items 1, 4, 7, 10, 13 and 16 of Part 3 in the questionnaire. Continuance commitment is scaled by the items 2, 5, 8, 11, 14 and 17 of Part 3 in the questionnaire, and normative commitment is scaled by the items 3, 6, 9, 12, 15 and 18 of Part 3 in the questionnaire.

The reliability of the present research’s organizational commitment measurement was analyzed by SPSS for Windows version 16.0. The Cronbach’s alpha of reliability statistic is 0.743 for the organizational commitment of this study in Part 3 of the survey questionnaire developed from the three-components of organizational commitment (Meyer and Allen, 1991). Each of the three-components presents the reliability statistics from the pretest at 0.716 for affective commitment, 0.652 for continuance commitment, and 0.708 for normative commitment.

3.3.4 Personal Data Questionnaire

The researcher defined this part of the questionnaire to collect the demographic data of the respondents. The questions are relative to the criteria of the research population such as gender, age and years of service in the organization. The data collected, except the respondents’ gender, was used for statistic record for the research only.

3.4 Pretest

The researcher conducted the pretest of the survey questionnaire on 30 research prospective participants to test the validity and reliability as well as the
participants' comprehension regarded the items in the Thai version questionnaire. The steps of data the pretest were as follows:

- During August 27th, 2009 – September 2nd, 2009, 30 participants had completed the Thai version of survey questionnaire from self-administered method and email channel. The researcher randomly contacted the first group of the pretest respondents (10 people) in person, and asked them to complete the questionnaire by self-administered. They were asked to recommend the other individuals who have the matched criteria. The additional participants (20 people) were contacted via email to complete the questionnaire.

- All the 30 participants personal information was treated confidentially. The completed questionnaires sent by email were received without seeing the names of the respondents.

- The pretest data measured from the completely answered survey questionnaire was conducted by SPSS for Windows version 16.0. The developed OCI questionnaire (Part 2) has Cronbach’s alpha at 0.745 for the reliability. Each group of organizational culture categorized in the OCI presents the reliability statistic at 0.678 for constructive culture, 0.693 for passive-defensive culture, and 0.702 for aggressive-defensive culture. The developed 3-components of commitment (Part 3) have the Cronbach’s alpha for reliability at 0.73. Each of the three-components presents the reliability statistics from the pretest at 0.716 for affective commitment, 0.652 for continuance commitment, and 0.708 for normative commitment.
3.5 **Collection of Data**

The researcher conducted the investigation by survey questionnaire with self-administered as a primary way of collecting raw data for 400 respondents. The researcher requested the respondents to recommend the other matched individuals to participate in this study by both self-administered and email channels. Every research participants completed the Thai version of survey questionnaire.

The basic steps of all data collecting process are listed below:

1. After conducting the pilot test, the researcher had the survey questionnaire completed by self-administer from the respondents in Japanese organizations around business areas in Bangkok and industrial estates. The snowball sampling was used. First, the researcher asked the screening question in person to the respondents. The respondents were voluntary to answer the questionnaire. The researcher requested the respondents to recommend the additional matched individuals to participate in this study. The persons recommended to the researcher were contacted by either self-administered way and/or email channel with the questionnaire attached. The researcher was in the center of this sampling method, and contacted the recommended individuals in person and by emails.

2. By using the self-administered method, the survey questionnaire was filled by the respondent rather than by the researcher. Those whom the researcher contacted via email are partial anonymous. Identity of research respondents are treated with full confidentiality and current research focuses on the completed questionnaire which is more important data source than identity of the respondents.
3. The researcher followed-up and collected the questionnaire distributed via email after two week, and re-contacted those who did not complete questionnaires, and those who did not response to every item of the survey. Information regarded the respondents was not distributed to the third party, the researcher collected the data regardless the research participants' names and any detail beyond the survey questionnaire.

4. The data collected from survey questionnaire was analyzed for the research findings in the following chapter 4. The findings, research results and conclusion are stated in chapter 5 by using SPSS version 16.0 for Windows.

5. The additional information obtained from the questionnaire such as comments and suggestions from the respondents is presented in chapter 5 in the implications. The researcher expects the viewpoints from those comments to be useful information for further research and comprehension between Japanese employers and Thai staffs.

3.6 **Data Processing and Analysis**

For the investigation, the researcher used the SPSS software, version 16.0 to analyze the collected data along with statistical data analysis method such as Regression Analysis and t-test methods.

3.6.1 **Demographic Data**

The demographic data of the respondents collected from the Part 4 of the survey questionnaire were analyzed in frequency and percentage distribution.

Gender was examined in this research since there may be different between gender over the organizational commitment. The researcher used the t-test to determine the degree of significant differences between male and female samples.
3.6.2 Independent Variable and Dependent Variable

Multiple linear regression analysis was utilized in this study to determine the cause-effect relationship between independent variable and dependent variable. The regression analysis was scaled and analyzed by SPSS for Windows program version 16.0.
CHAPTER 4
DATA ANALYSIS AND RESULTS

The collected data of this research obtained from 400 sets of questionnaire completed by self-administered and email method. The research analysis and results are presented in this chapter in two sections; 1) analysis of descriptive statistics, 2) hypotheses testing that defines the cause-effect relationship between perceived organizational culture of Japanese multinationals in Thailand and organizational commitment of Japanese-speaking Thai employees. The analysis was conducted by using SPSS version 16.0 for Windows.

4.1 Analysis of Descriptive Statistics

This descriptive analysis refers to the demographic data transformed into the form of percentage and bar charts, descriptive statistics of perceived organizational culture of Japanese multinationals in Thailand and descriptive statistics of organizational commitment of Japanese-speaking Thai employees.

The demographic data refers to gender, age and length of job service of the research respondents.

4.1.1 Gender

Table 4.1: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>115</td>
<td>28.8</td>
<td>28.8</td>
<td>28.8</td>
</tr>
<tr>
<td>Female</td>
<td>285</td>
<td>71.2</td>
<td>71.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Figure 4.1: Gender of Research’s Respondents

Table 4.1 and Figure 4.1 above presents the majority of this study is Japanese-speaking Thai female employees. There are 285 respondents or 71.2 percent for female, and 288 percent for Japanese-speaking Thai male employees or 115 respondents.

4.1.2 Age

Table 4.2: Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>22-26 y/o</td>
<td>108</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
</tr>
<tr>
<td>27-31 y/o</td>
<td>144</td>
<td>36.0</td>
<td>36.0</td>
<td>63.0</td>
</tr>
<tr>
<td>32-36 y/o</td>
<td>88</td>
<td>22.0</td>
<td>22.0</td>
<td>85.0</td>
</tr>
<tr>
<td>37-41 y/o</td>
<td>30</td>
<td>7.5</td>
<td>7.5</td>
<td>92.5</td>
</tr>
<tr>
<td>42 y/o and above</td>
<td>30</td>
<td>7.5</td>
<td>7.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Figure 4.2: Age of Respondents

Table 4.2 and Figure 4.2 show the largest respondents' age group of 27-31 years old which is 36 percent, or 144 respondents, followed by age group 22-26 years old at 27 percent or 108 respondents, age group 32-36 years old at 22 percent or 88 respondents respectively. The minimum percentage at 7.5, or 30 respondents, which is the smallest size are age group 37-41 years old and 42 years old and above.

4.1.3 Service Length

Table 4.3: Service Length in the Organizations

<table>
<thead>
<tr>
<th>Service Length</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 0-3 Years</td>
<td>192</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
</tr>
<tr>
<td>3-5 Years</td>
<td>73</td>
<td>18.2</td>
<td>18.2</td>
<td>66.2</td>
</tr>
<tr>
<td>5-8 Years</td>
<td>59</td>
<td>14.8</td>
<td>14.8</td>
<td>81.0</td>
</tr>
<tr>
<td>8-10 Years</td>
<td>17</td>
<td>4.2</td>
<td>4.2</td>
<td>85.2</td>
</tr>
<tr>
<td>10 Years and above</td>
<td>59</td>
<td>14.8</td>
<td>14.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Figure 4.3: Respondents’ Service Length in the Organizations

Table 4.3 and Figure 4.3 show the length that the respondents work for their current Japanese employers. The largest proportion at 48 percent or 192 respondents are those who work 0-3 years. Respondents work from 3-5 years are 18.2 percent or 73 persons are the second largest followed by service length groups of 5-8 years and 10 years and above that receive the same percentage at 14.8 percent (59 respondents). The smallest number of proportion at 4.2 percent or 17 respondents are those who work from 8-10 years.

4.1.4 Organizational Culture: Analysis of Descriptive Statistics

Constructive Culture

Table 4.4 presents the analysis of descriptive statistics for constructive organizational culture.
Table 4.4: Descriptive Statistics of Constructive Organizational Culture

<table>
<thead>
<tr>
<th>Descriptive Statistics of Constructive Organizational Culture</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall_Constructive_Culture</td>
<td>400</td>
<td>3.46</td>
<td>0.537</td>
</tr>
<tr>
<td>OCI-Item01</td>
<td>400</td>
<td>3.61</td>
<td>0.821</td>
</tr>
<tr>
<td>OCI-Item04</td>
<td>400</td>
<td>3.51</td>
<td>0.813</td>
</tr>
<tr>
<td>OCI-Item07</td>
<td>400</td>
<td>3.34</td>
<td>0.927</td>
</tr>
<tr>
<td>OCI-Item10</td>
<td>400</td>
<td>3.67</td>
<td>0.998</td>
</tr>
<tr>
<td>OCI-Item13</td>
<td>400</td>
<td>3.60</td>
<td>0.976</td>
</tr>
<tr>
<td>OCI-Item16</td>
<td>400</td>
<td>3.32</td>
<td>0.916</td>
</tr>
<tr>
<td>OCI-Item19</td>
<td>400</td>
<td>3.35</td>
<td>0.822</td>
</tr>
<tr>
<td>OCI-Item22</td>
<td>400</td>
<td>3.32</td>
<td>0.846</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>400</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.4 refers to means at 3.61, 3.51, 3.34, 3.67, 3.60, 3.32, 3.35 and 3.32 of items number 1, 4, 7, 10, 13, 16, 19 and 22 of part 2 of the questionnaire that represent the constructive culture type from Organizational Culture Inventory respectively. The average of constructive culture’s means is 3.46.

Passive-defensive Culture

Table 4.5: Descriptive Statistics of Passive-defensive Organizational Culture

<table>
<thead>
<tr>
<th>Descriptive Statistics of Passive-Defensive Organizational Culture</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall_PassiveDefensive_Culture</td>
<td>400</td>
<td>3.67</td>
<td>0.518</td>
</tr>
<tr>
<td>OCI-Item02</td>
<td>400</td>
<td>3.83</td>
<td>1.050</td>
</tr>
<tr>
<td>OCI-Item05</td>
<td>400</td>
<td>3.49</td>
<td>0.931</td>
</tr>
<tr>
<td>OCI-Item08</td>
<td>400</td>
<td>4.17</td>
<td>0.942</td>
</tr>
<tr>
<td>OCI-Item11</td>
<td>400</td>
<td>3.41</td>
<td>1.010</td>
</tr>
<tr>
<td>OCI-Item14</td>
<td>400</td>
<td>3.50</td>
<td>0.945</td>
</tr>
<tr>
<td>OCI-Item17</td>
<td>400</td>
<td>4.07</td>
<td>0.797</td>
</tr>
<tr>
<td>OCI-Item20</td>
<td>400</td>
<td>3.38</td>
<td>1.060</td>
</tr>
<tr>
<td>OCI-Item23</td>
<td>400</td>
<td>3.52</td>
<td>0.878</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>400</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.5 above shows means at 3.83, 3.49, 4.17, 3.41, 3.50, 4.07, 3.38 and 3.52 of items number 2, 5, 8, 11, 14, 17, 20 and 23 of part 2 of the questionnaire that represent the passive-defensive culture type from Organizational Culture Inventory respectively. The average of passive-defensive culture’s means is 3.67.
Aggressive-defensive Culture

Table 4.6: Descriptive Statistics of Aggressive-defensive Organizational Culture

<table>
<thead>
<tr>
<th>Descriptive Statistics of Aggressive-Defensive Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>Overall_AggressiveDefensive_Culture</td>
</tr>
<tr>
<td>OCI-Item03</td>
</tr>
<tr>
<td>OCI-Item06</td>
</tr>
<tr>
<td>OCI-Item09</td>
</tr>
<tr>
<td>OCI-Item12</td>
</tr>
<tr>
<td>OCI-Item15</td>
</tr>
<tr>
<td>OCI-Item18</td>
</tr>
<tr>
<td>OCI-Item21</td>
</tr>
<tr>
<td>OCI-Item24</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
</tr>
</tbody>
</table>

Table 4.6 above shows the mean at 2.73, 2.77, 3.42, 3.79, 2.97, 3.60, 3.26 and 3.38 of items number 3, 6, 9, 12, 15, 18, 21 and 24 of part 2 of the questionnaire that represent the aggressive-defensive culture type from Organizational Culture Inventory. The average of aggressive-defensive culture's means is 3.24.

The average of means and statistic analysis of each organizational culture types present that Japanese-speaking Thai employees perceive organizational culture of Japanese multinationals in Thailand as passive-defensive organizational culture. However, the average among three types of organizational culture in this research is slightly different. There are mixtures of characteristics from all three organizational culture types in Japanese companies in Thailand with highest tendency to be passive-defensive type. For clearer view, the illustration of average of means from all three types of organizational culture is shown below in Figure 4.4.
Figure 4.4: Illustration of Organizational Culture of Japanese Multinationals in Thailand from the Perception of Japanese-speaking Japanese Employees

4.1.5 Organizational Commitment: Analysis of Descriptive Statistics

Table 4.7: Descriptive Statistics of Organizational Commitment

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3C-Item01</td>
<td>400</td>
<td>3.79</td>
<td>.798</td>
</tr>
<tr>
<td>3C-Item02</td>
<td>400</td>
<td>2.85</td>
<td>1.093</td>
</tr>
<tr>
<td>3C-Item03</td>
<td>400</td>
<td>3.59</td>
<td>.830</td>
</tr>
<tr>
<td>3C-Item04</td>
<td>400</td>
<td>3.49</td>
<td>.858</td>
</tr>
<tr>
<td>3C-Item05</td>
<td>400</td>
<td>2.84</td>
<td>1.080</td>
</tr>
<tr>
<td>3C-Item06</td>
<td>400</td>
<td>3.58</td>
<td>.955</td>
</tr>
<tr>
<td>3C-Item07</td>
<td>400</td>
<td>3.35</td>
<td>.888</td>
</tr>
<tr>
<td>3C-Item08</td>
<td>400</td>
<td>3.32</td>
<td>.985</td>
</tr>
<tr>
<td>3C-Item09</td>
<td>400</td>
<td>3.11</td>
<td>.892</td>
</tr>
<tr>
<td>3C-Item10</td>
<td>400</td>
<td>3.71</td>
<td>.879</td>
</tr>
<tr>
<td>3C-Item11</td>
<td>400</td>
<td>2.64</td>
<td>1.069</td>
</tr>
<tr>
<td>3C-Item12</td>
<td>400</td>
<td>3.22</td>
<td>1.009</td>
</tr>
<tr>
<td>3C-Item13</td>
<td>400</td>
<td>3.53</td>
<td>.878</td>
</tr>
<tr>
<td>3C-Item14</td>
<td>400</td>
<td>3.80</td>
<td>.773</td>
</tr>
<tr>
<td>3C-Item15</td>
<td>400</td>
<td>3.71</td>
<td>.903</td>
</tr>
<tr>
<td>3C-Item16</td>
<td>400</td>
<td>3.62</td>
<td>.760</td>
</tr>
<tr>
<td>3C-Item17</td>
<td>400</td>
<td>3.66</td>
<td>.814</td>
</tr>
<tr>
<td>3C-Item18</td>
<td>400</td>
<td>3.55</td>
<td>.877</td>
</tr>
<tr>
<td>Org_Commitment_Affective</td>
<td>400</td>
<td>3.58</td>
<td>.569</td>
</tr>
<tr>
<td>Org_Commitment_Continuance</td>
<td>400</td>
<td>3.18</td>
<td>.493</td>
</tr>
<tr>
<td>Org_Commitment_Normative</td>
<td>400</td>
<td>3.46</td>
<td>.609</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>400</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From Table 4.7, the mean of 3-components of organizational commitment (3C-Item in this table) number 1, 4, 7, 10, 13 and 16, represented the affective organizational commitment, are 3.79, 3.49, 3.35, 3.71, 3.53 and 3.62 respectively.

For continuance organizational commitment represented by 3C-Item number 2, 5, 8, 11, 14 and 17, means are 2.85, 2.84, 3.32, 2.64, 3.80 and 3.66 respectively.

Normative commitment in part 3’s questionnaire items number 3, 6, 9, 12, 15 and 18 have means at 3.59, 3.58, 3.11, 3.22, 3.71 and 3.55 respectively.

Average of means of affective organizational commitment is 3.58, of continuance organizational commitment is 3.18, and of normative organizational commitment is 3.46. Affective organizational commitment has the highest average score, therefore, from this statistic analysis; overall image of organizational commitment of Japanese-speaking Thai employees is affective organizational commitment.

4.2 Hypothesis Testing

Table 4.8.1, Table 4.8.2, and Table 4.8.3 below is the regression analysis for testing hypothesis 1, 2, 3 and 4. The regression analysis is conducted through SPSS version 16.0 for Windows.

Table 4.8.1: The Regression Analysis between Perceived Organizational Culture of Japanese Multinationals in Thailand and Organizational Commitment of Japanese-speaking Thai employees (Model Summary)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.613*</td>
<td>.376</td>
<td>.371</td>
<td>.35471</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), AggressiveDefensive_Culture, PassiveDefensive_Culture, Constructive_Culture
Table 4.8.2: The Regression Analysis between Perceived Organizational Culture of Japanese Multinationals in Thailand and Organizational Commitment of Japanese-speaking Thai employees (ANOVA Table for Significance)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>29.977</td>
<td>3</td>
<td>9.992</td>
<td>79.418</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>49.825</td>
<td>396</td>
<td>.126</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>79.802</td>
<td>399</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), AggressiveDefensive_Culture, PassiveDefensive_Culture, Constructive_Culture

b. Dependent Variable: Org_Commitment

Table 4.8.3: The Regression Analysis between Perceived Organizational Culture of Japanese Multinationals in Thailand and Organizational Commitment of Japanese-speaking Thai employees (Coefficients Table)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.198</td>
<td>.169</td>
<td>.169</td>
<td>7.051</td>
</tr>
<tr>
<td>Constructive_Culture</td>
<td>.443</td>
<td>.038</td>
<td>.532</td>
<td>11.845</td>
</tr>
<tr>
<td>PassiveDefensive_Culture</td>
<td>.126</td>
<td>.035</td>
<td>.147</td>
<td>3.577</td>
</tr>
<tr>
<td>AggressiveDefensive_Culture</td>
<td>.088</td>
<td>.044</td>
<td>.972</td>
<td>1.541</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Org_Commitment

Hypothesis 1

H₀₁: Overall organizational culture of Japanese multinationals in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.


Referred to Table 4.8.1, there is a moderate relation between overall organizational culture of Japanese multinationals in Thailand and organizational commitment among Japanese-speaking Thai employees. There is a positive affect, i.e., when degree of perceived organizational culture of Japanese organizations in
Thailand increases level of organizational commitment of Japanese-speaking Thai employees also increases. Organizational culture of Japanese companies in Thailand was related to organizational commitment of Japanese-speaking Thai employee in moderate level \((r = .613)\). Independent variable explains 37.6\% of variance in dependent variable \((r^2 = .376)\).

The range scale of regression analysis based on Sekaran (2000) categorizes the range into three levels. The weak relationship has the correlation value less than 0.30. The moderate correlation is in the range between 0.30 – 0.70. The strong relationship has the correlation value more than 0.70.

<table>
<thead>
<tr>
<th>Range of Relationship</th>
<th>Pearson Correlation number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak</td>
<td>Less than 0.30</td>
</tr>
<tr>
<td>Moderate</td>
<td>Between 0.30 to 0.70</td>
</tr>
<tr>
<td>Strong</td>
<td>More than 0.70</td>
</tr>
</tbody>
</table>


Hypothesis 1, the significant level from Table 4.8.2 is less than .05 \((p < .05)\), but the null hypothesis will be rejected at .05 significant level. It means the null hypothesis 1 is rejected; therefore, organizational culture of Japanese multinationals in Thailand influences organizational commitment among Japanese-speaking Thai employees.

Table 4.8.3 presents the beta level. The constructive culture influenced organizational commitment at beta 0.443 \((p < .05)\), the passive-defensive culture influenced at 0.126 \((p < .05)\), and the aggressive-defensive culture did not influence organizational commitment \((p > .05)\). Details in Table 4.8.3 also test the hypothesis 2, 3 and 4 as stated in the following sections.
**Hypothesis 2**

H\textsubscript{0}2: Organizational culture of Japanese multinationals (Constructive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

H\textsubscript{a}2: Organizational culture of Japanese multinationals (Constructive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.

Referred to Table 4.8.3, significant level of constructive organizational culture indicates the value which is less than .05 (p < .05). The null hypothesis will be rejected at .05 significant level. It means null hypothesis 2 is rejected; therefore, constructive organizational culture influences organizational commitment. The influence degree of constructive culture is at beta 0.443.

**Hypothesis 3**

H\textsubscript{0}3: Organizational culture of Japanese multinationals (Passive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

H\textsubscript{a}3: Organizational culture of Japanese multinationals (Passive-defensive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.

Referred to Table 4.8.3, significant level of passive-defensive organizational culture indicates the value which is less than .05 (p < .05). The null hypothesis will be rejected at .05 significant level. It means null hypothesis 3 is rejected; therefore, passive-defensive organizational culture influences organizational commitment. The influence degree of constructive culture is at beta 0.126.
Hypothesis 4

H₄: Organizational culture of Japanese multinationals (Aggressive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.

H₄: Organizational culture of Japanese multinationals (Aggressive-defensive Culture) in Thailand influences organizational commitment among Japanese-speaking Thai employees.

Referring to Table 4.8.3, significant level of aggressive-defensive organizational culture indicates the value which is greater than .05 (p > .05). The null hypothesis will be rejected at .05 significant level. It means the null hypothesis 4 could not be rejected; therefore, aggressive-defensive organizational culture does not influence organizational commitment.

Since null hypotheses 2 and 3 is rejected, and null hypothesis 4 is failed to reject, the researcher further conducted the regression analysis every items of constructive and passive-defensive organizational culture in Table 4.8.4 and Table 4.8.5.

Table 4.8.4: The Regression Analysis Focused on Constructive and Passive-defensive Organizational Culture

<table>
<thead>
<tr>
<th>Model</th>
<th>(Constant)</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.442</td>
<td>.174</td>
<td>.094</td>
<td>8.301</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-1</td>
<td>.051</td>
<td>.025</td>
<td>-1.30</td>
<td>2.054</td>
<td>.041</td>
<td></td>
</tr>
<tr>
<td>OCI-2</td>
<td>-.055</td>
<td>.019</td>
<td>.216</td>
<td>4.672</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-4</td>
<td>.142</td>
<td>.025</td>
<td>.258</td>
<td>5.776</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-5</td>
<td>.104</td>
<td>.022</td>
<td>.216</td>
<td>4.672</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-7</td>
<td>.015</td>
<td>.023</td>
<td>.030</td>
<td>.633</td>
<td>.527</td>
<td></td>
</tr>
<tr>
<td>OCI-8</td>
<td>-.010</td>
<td>.023</td>
<td>.021</td>
<td>4.27</td>
<td>.037</td>
<td></td>
</tr>
<tr>
<td>OCI-10</td>
<td>-.043</td>
<td>.021</td>
<td>-.097</td>
<td>2.989</td>
<td>.005</td>
<td></td>
</tr>
<tr>
<td>OCI-11</td>
<td>.045</td>
<td>.018</td>
<td>.101</td>
<td>2.455</td>
<td>.015</td>
<td></td>
</tr>
<tr>
<td>OCI-13</td>
<td>.009</td>
<td>.019</td>
<td>.019</td>
<td>.460</td>
<td>.646</td>
<td></td>
</tr>
<tr>
<td>OCI-14</td>
<td>.000</td>
<td>.021</td>
<td>.000</td>
<td>1.985</td>
<td>.095</td>
<td></td>
</tr>
<tr>
<td>OCI-16</td>
<td>.016</td>
<td>.023</td>
<td>.034</td>
<td>.706</td>
<td>.481</td>
<td></td>
</tr>
<tr>
<td>OCI-17</td>
<td>.052</td>
<td>.026</td>
<td>.093</td>
<td>1.978</td>
<td>.049</td>
<td></td>
</tr>
<tr>
<td>OCI-19</td>
<td>.156</td>
<td>.025</td>
<td>.286</td>
<td>6.169</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-20</td>
<td>-.038</td>
<td>.019</td>
<td>-.090</td>
<td>1.982</td>
<td>.048</td>
<td></td>
</tr>
<tr>
<td>OCI-22</td>
<td>.096</td>
<td>.024</td>
<td>.181</td>
<td>3.908</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OCI-23</td>
<td>.012</td>
<td>.025</td>
<td>.023</td>
<td>.461</td>
<td>.645</td>
<td></td>
</tr>
</tbody>
</table>

*Dependent Variable: Org_Commitment*
Table 4.8.4 presents the constructive and passive-defensive items in the OCI questionnaire. The OCI-Items with significance less than .05 (p < .05) are item number 1, 4, 10, 19 and 22 which refer to constructive culture, and item number 2, 5, 11, 17 and 20 which refer to passive-defensive culture in the questionnaire. (See Appendix B)

**Hypothesis 5:**

H<sub>0</sub>5: There is no difference between genders in term of organizational commitment of Japanese-speaking Thai employees.

H<sub>a</sub>5: There is difference between genders in term of organizational commitment of Japanese-speaking Thai employees.

The researcher uses the t-Test to test the hypothesis 5; the analysis is in Table 4.9 below.

**Table 4.9: Result of t-Test Analysis for Gender**

**T-Test**

<table>
<thead>
<tr>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org_Commitment</td>
<td>Male</td>
<td>115</td>
<td>3.5116</td>
<td>.42683</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>285</td>
<td>3.3659</td>
<td>.44915</td>
</tr>
</tbody>
</table>

**Independent Samples Test**

<table>
<thead>
<tr>
<th>Levene's Test for Equalities of Variance</th>
<th>t-test for Equality of Means</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal variances assumed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Sig.</td>
<td>t</td>
</tr>
<tr>
<td>Org_Commitment</td>
<td>.109</td>
<td>.741</td>
</tr>
<tr>
<td>Equal variances not assumed</td>
<td>3.043</td>
<td>220.931</td>
</tr>
</tbody>
</table>

Referred to above section of Table 4.9 (Group Statistics), there are 115 male respondents and 285 female respondents. Mean score of male respondents is 3.512, and 3.366 for female respondents. From means, Japanese-speaking Thai male employees have higher level of organizational commitment by 0.146. The significant
level (2-tailed) in lower section of the table (Independent Samples Test) is at 0.003 which is lower than .05 (p < .05). The null hypothesis will be rejected at 0.05. It means null hypothesis 5 is rejected; therefore, there is difference between genders in term of organizational commitment of Japanese-speaking Thai employees.

**Summary of Hypotheses Testing**

**Table 4.10: Summary of hypotheses testing**

<table>
<thead>
<tr>
<th>Hypothesis Statement</th>
<th>Significance</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₀,1: Overall organizational culture of Japanese multinationals in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
<tr>
<td>H₀,2: Organizational culture of Japanese multinationals (Constructive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
<tr>
<td>H₀,3: Organizational culture of Japanese multinationals (Passive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
<tr>
<td>H₀,4: Organizational culture of Japanese multinationals (Aggressive-defensive Culture) in Thailand does not influence organizational commitment among Japanese-speaking Thai employees.</td>
<td>.124</td>
<td>Fail to reject H₀</td>
</tr>
<tr>
<td>H₀,5: There is no difference between gender in term of organizational commitment of Japanese-speaking Thai employees.</td>
<td>.003</td>
<td>Reject H₀</td>
</tr>
</tbody>
</table>
CHAPTER 5
CONCLUSION AND RECOMMENDATIONS

Researcher presents this chapter into five parts which consists of 1) summary of research findings, 2) discussion of research findings, 3) conclusion of the research results, 4) implications, and 5) recommendations. The answers to research questions and additional comments and suggestions stated by the respondents in questionnaire papers are presented in part 5 (implications) of this chapter.

5.1 Summary of Research Findings

This is a causal research to examine the cause-effect relationship between organizational culture of Japanese multinationals in Thailand and organizational commitment of Japanese-speaking Thai employees. The findings are analyzed from data collected by Thai version of survey questionnaire. The researcher distributed and had 400 sets of the questionnaire completed by self-administered and email methods in October, 2009. The analysis was conducted through SPSS version 16.0 for Windows. Summaries of research's respondents and findings are stated below.

5.1.1 Summary of Respondents' Demographic Profile

Gender

There are 400 respondents for this research. Male respondents are 115 or 28.8% of the respondents. Female respondents are 285 or 71.2% of the respondents.

Age

The age group of research respondents from 27-31 years old has the largest number of 144 respondents or 36%. The age group of 22-26 years old is 27% or 108 respondents. The age group of 32-36 years old is 22% or 88 respondents. The age
group of 37-41 years old and age group of 42 years old and above are equal at 7.5% or 30 respondents.

**Service Length**

The largest proportion at 48% or 192 respondents are those who have job service length from 0-3 years. Respondents with service length from 3-5 years are 18.2% or 73 respondents. Respondents with service length from 5-8 years and from 10 years and above are equal at 14.8% or 59 respondents. The smallest number of proportion at 4.2% or 17 respondents are those who work from 8-10 years.

**5.1.2 Summary of Major Findings**

This research used the regression analysis to analyze the cause-effect relationship between organizational culture, which divided into three types; constructive, passive-defensive, and aggressive-defensive organizational culture, and organizational commitment.

From Figure 4.4, perceived organizational culture of Japanese companies in Thailand was characterized as being passive-defensive ($\bar{x} = 3.671$), followed by constructive culture ($\bar{x} = 3.465$) and aggressive-defensive culture ($\bar{x} = 3.240$).

Analysis of descriptive statistics of Japanese-speaking Thai employees’ organizational commitment based on 3-components of organizational commitment presents the affective commitment at the highest level of average 3.518. Average of continuance commitment is 3.184 which is the smallest level, and average of normative commitment is 3.458.

Regression analysis indicates that organizational culture influences the organizational commitment (Table 4.8.2) at significant level less than .05. There is a moderate relationship ($r = .613$) between perceived organizational culture and organizational commitment in this research, and the organizational culture predicts
organizational commitment at 37.6%. Affect between independent variable and dependent variable is positive.

Only constructive and passive-defensive organizational culture influence the organizational commitment at significant level less than .05 (Table 4.8.3). The constructive culture influences the organizational commitment at beta level of 0.443, and passive-defensive culture influences the organizational commitment at beta level of 0.126. The aggressive-defensive culture does not influence the organizational commitment since the significance is .124 which is greater than .05 (p > .05), therefore the null hypothesis 4 is failed to reject.

The t-Test indicates that there is difference between genders over the organizational commitment in this research results. Mean of organizational commitment of male and female respondents are 3.512 and 3.366 respectively. It means Japanese-speaking Thai male employees have higher level of organizational commitment to their Japanese employers.

5.2 Discussion of Research Findings

Results from analysis of descriptive statistics present that organizational culture of Japanese multinationals in Thailand from the perception of Japanese-speaking Thai employees is passive-defensive type. The passive-defensive culture can be explained as the culture with members that tend to focus on and to protect their status by avoiding disputes with other members and superiors. For companies with passive-defensive organizational culture type, there are traditional, conservative and centralized characteristics with many rules, regulations and procedures to be kept and to be followed.
The organizational commitment of Japanese-speaking Thai employees is affective commitment when referred the average received. Affective organizational commitment is the commitment that the employees stay with their organizations because of their own will. Affective commitment developed in organizations with mutually beneficial environment and providence in fulfilling employees’ needs.

Results from regression analysis present that organizational culture influences organizational commitment with positive affect. However, emphasizing on each type of organizational culture, only 2 out of 3 types of culture; the constructive culture and passive-defensive culture, do influence the organizational commitment. The result from Sirisakdiporn’s (2005) also supports moderate relationship of influences from constructive and passive-defensive type of organizational culture.

Refer to this research’s results and significant level in Table 4.8.5, if an organization aims to increase level of the organizational commitment of the employees by developing the organizational culture of the company, the aspects listed below should be prioritized.

- OCI-Item 1(Constructive): Your organization has many reasonable and realistic but challenging goals. (p < .05)
  
The reason this item influences level of organizational commitment is probably because feeling of success and achievement are built. The challenging goals support the capability of the organizations; therefore employees tend to be committed to the successful organizations since there is influence linked from companies with high degree of success to satisfaction of the employees (Griffin, Patterson and West, 2001).

- OCI-Item 2 (Passive-defensive): Members in your organization cannot make any decision without approval from the supervisors. (p < .05)
The reason this item influences level of organizational commitment is probably because the employees desire to participate in decision-making process since they are also members of the organizations. Level of organizational commitment can be increase when employees have the right to make more decisions on some work directions since people often work for organizations that enable them to fully apply their capacity (Kristof, 1996; Montgomery, 1996; Valentine, Godkin and Lucero, 2002).

- OCI-Item 4 (Constructive): Members in your organization believe that they are important to the organization in supporting it toward goals and objectives. (p < .05)

This item also influences level of organizational commitment because feeling of involvement and belonging, which have relationship with identification of the employees to the organizations; affective commitment, (Meyer and Allen, 1991), of the employees is developed as well as fulfillment in job satisfaction from being one of the important factors supporting the organization to reach goals.

- OCI-Item 5 (Passive-defensive): In your organization, members try to keep group harmony, and avoid public arguments and confrontation. (p < .05)

The reason this item influences level of organizational commitment is probably because harmony in work group and work climate with less conflicts decrease pressure and intense among employees in the organizations. Ethical climates and non-violent climates link to organizational commitment (Cullen, Parboteeah and Victor, 2003). Offices with high level of pressure and disputes may impact the degree of job motivation of the employees to work in the organizations.
• OCI-Item 10 (Constructive): Members of your organization are supported to develop themselves, to gain motivation and enjoyment from work, and participate in activities. (p < .05)

The reason this item influences level of organizational commitment is probably because employees can feel that organizations support them, aim to train them to be suitable to moving forward together, and treat them as an importance of the organizations. An organization can provide training to reinforce the employees' behavior and increase understanding regarded company's culture and ethic (Valentine et al., 2002). However, the areas of training and activities should be surveyed among employees to find the aspect that should be firstly improved or performed for higher productivity of the organization and more effective performance of the employees.

• OCI-Item 11 (Passive-defensive): Centralize decision-making system is used in your organization. (p < .05)

The reason this item influences level of organizational commitment is probably because employees in each work departments may want to have their decision and opinion discussed among members in the organization. Commitment to an organization of an employee associates with job challenge and impartial opportunity given (Allen & Meyer, 1990); therefore too strong centralization can cause the internal feeling against the system since employees’ decision and opinion are neglected.

• OCI-Item 17 (Passive-defensive): In your organization, supervisors make the decisions and the subordinates must follow. (p < .05)

The reason this item influences level of organizational commitment is probably because subordinates may feel uncomfortable to be forced to follow their superiors without opportunity to state their own ideas. The level of employees’
organizational commitment can be developed if their ideas are more considered, and work procedures are more flexible. On the other hand, subordinates are likely to follow the decisions of qualified and accredited supervisors since there is an effect of trust in superiors to satisfaction and commitment (Goris, Vaught and Pettit, 2003)

- OCI-Item 19 (Constructive): In your organization, even the members come from different department they have similar perspective. \( p < .05 \)

The reason this item influences level of organizational commitment is probably because it support the positive relationship among employees as a qualified teamwork, and between employees and organizations since every department pursue the same goal for their organizations from increased level of job satisfaction which is one of the factors linking to degree of organizational commitment (Griffin, Patterson and West, 2001).

- OCI-Item 20 (Passive-defensive): In your organization, any member who disobeys the rules and regulations receive the serious penalty. \( p < .05 \)

The employees must be kept acknowledged for penalty standard of the organization. Level of penalty from written warning to termination of service in the organization should be clearly stated and applied in cases (Mondy, 2005). Organizations should investigate each incident before conduct the serious penalty to their employees. The unreasonable and serious penalty punished to an employee affects the other employees’ intention to continue their stay with an organization.

- OCI-Item 22 (Constructive): In your organization, members focus on the satisfaction of the organization as the priority. \( p < .05 \)

The reason this item influences level of organizational commitment is probably because of the unity built among the employees in the organizations. When members strictly perform duties in supporting their organizations as the priority,
organization’s productivity increase; therefore group’s accomplishment can be obtained, and employees themselves can receive satisfaction in their roles to developed level of commitment (Griffin, Patterson and West, 2001). The more intense of organization-orientation and collectivism develop higher organizational commitment (Kirkman and Shapiro, 2001).

Among the OCI-Items listed above, the first group that should be focused and developed consists of the items with the significance at .000; which are items number 4, 5, 19 and 22. All of these 4 items present the positive affect to the organizational commitment; therefore if degree of these aspects increases, level of organizational commitment also increases.

There is difference between genders over the organizational commitment among Japanese-speaking Thai employees. Result from t-Test presents higher organizational commitment level for male respondents. Mean of Japanese-speaking Thai respondents’ organizational commitment is 3.512 and 3.366 for Japanese-speaking Thai female respondents. Mean of male respondents is higher than mean of female respondents by 0.146. Therefore, if an organization aims to increase the level of employees’ organizational commitment, female employees should be focused first to develop their level of commitment. For example, an organization can be more supportive for female employees by conducting job enrichment strategy among female Japanese-speaking Thai employees. The job enrichment covers more responsibilities of employees, the variety of tasks that can be decided and be performed by the individuals, and flexibility to implement the works. Mark, Malcolm and Michael (2001) stated that job enrichment has positive relation to satisfaction of an employee, and the job satisfaction effects the commitment to the organization.
(Clugston, 2000). The organizational commitment of male employees should also be maintained for stable level in the same time.

5.3 Conclusion of Research Results

This research focuses on Japanese multinationals in Thailand and Japanese-speaking Thai employees because number of Japanese head offices in Japan expanding their business in Thailand is increasing. The Japanese-speaking Thai employees are those who work closely and report their duties directly to Japanese managers as well as interact with other Thai staffs in coordinating and interpreting information from Japanese superiors and vice versa.

The research results presents that organizational culture of Japanese organizations in Thailand from the perception of Japanese-speaking Thai employees has mixture of characteristics from three organizational culture types; constructive, passive-defensive and aggressive-defensive culture, with the highest mean for passive-defensive organizational culture.

There is a cause-effect relationship between perceived organizational culture of Japanese multinationals in Thailand and organizational commitment of Japanese-speaking Thai employees working in Japanese companies in Thailand with positive affect. The types of organizational culture that affect the organizational commitment are constructive culture and passive-defensive culture.

There is the highest mean in affective type of organizational commitment from the research. This can be concluded that organizational commitment of Japanese-speaking Thai employees is the affective commitment. The Japanese-speaking Thai employees continue their stay with current Japanese employers from their own will. The affective organizational commitment is built from beneficial work environment
that satisfies and fulfills employees’ needs. Therefore, it can be concluded that, at present, Japanese-speaking Thai employees are committed to their current Japanese employers because of job satisfaction developed and need satisfied in the organizations. Focus on gender issue; Japanese-speaking Thai male employees have higher level of organizational commitment than Japanese-speaking Thai female employees. Japanese-speaking Thai female employees’ level of organizational commitment should be focused to develop, and Japanese-speaking Thai male employees’ level of organizational commitment should be maintained and developed thereafter for higher level of Japanese-speaking Thai employees’ organizational commitment.

5.4 Implications of the Research

5.4.1 Answers to Research Questions

The researcher uses the results of this research to answer the research questions as described below.

1) What are the perceptions of organizational culture of Japanese companies in Thailand from Japanese-speaking Thai employees’ viewpoint?

From the perception of Japanese-speaking Thai employees, the organizational culture of Japanese companies in Thailand tends to be passive-defensive organizational culture because it receives the highest mean from this research. However, Japanese-speaking Thai employees perceive organizational culture of Japanese organizations in Thailand to have mixture of characteristics of three types of organizational culture since the averages of each type are slightly different. There are traditional, conservational and centralized characteristics, including avoidance of
confrontation against supervisors and colleagues as well as many regulations and rules to be followed in passive-defensive type of organizational culture.

2) How do perceived organizational cultures of Japanese multinationals in Thailand influence organizational commitment of Japanese-speaking Thai employees working in Japanese organizations?

Overall, the perceived organizational culture of Japanese multinationals in Thailand influences organizational commitment of Japanese-speaking Thai employees working in Japanese organizations in Thailand with positive affect. It means if degrees of the organizational culture increase, level of organizational commitment also increases.

Scoping on each type of organizational culture, constructive and passive-defensive organizational culture influence the organizational commitment, but there is no affect from aggressive-defensive organizational culture. There are combinations of aspects in constructive and passive-defensive organizational culture. Referred to OCI-Items in the questionnaire (Appendix B) and Table 4.8.5, not every OCI-Item present the positive affect to the organizational commitment. For example, an organization may decrease the degree of OCI-Item number 2, 10 and 20 to increase the level of organizational commitment.

3) What is the level of commitment to the organizations of Japanese-speaking Thai employees?

There is the highest level of organizational commitment of Japanese-speaking Thai employees at affective commitment, followed by normative commitment and continuance commitment respectively. Affective organizational commitment consists of emotional attachment to and involvement in the organizations. It means, currently, Japanese-speaking Thai employees’ motive of remaining with current Japanese
employers come from their own desire because their needs related to job satisfaction are fulfilled.

4) **What is the difference between genders of Japanese-speaking Thai employees over the organizational commitment?**

From total of 400 respondents, there are 115 male respondents and 285 female respondents. In this research, Japanese-speaking Thai male employees present the higher level of organizational commitment than Japanese-speaking Thai female employees. The masculine characteristics of Japanese multinationals in Thailand are likely to match Japanese-speaking Thai male employees' work characteristics more than Japanese-speaking Thai female employees'. Japanese-speaking Thai female employees may expect to have more flexibility and compromise at work, but working in Japanese organizations requires them to be abided by traditional procedures, rigid code of conduct and strict regulations.

5.4.2 **Comments and Suggestions from the Respondents**

There are 11 respondents, from both the same and different Japanese organizations, giving comments and suggestions over the organizational culture of Japanese multinationals in Thailand and the organizational commitment of Japanese-speaking Thai employees. They wrote their opinion in Thai version of survey questionnaires, and the researcher translated in the following section. The information is presented regardless of name of the respondents and the organizations. The researcher wrote the discussions after each comment.
Additional Comments and Suggestions from the Respondents

Comment 1

Organizational Culture of Japanese organizations in Thailand:

My organization is a branch of head office in Japan. Each Japanese executive assigned from head office has different perspectives; therefore each time the managers are relocated, the goals are also differed.

Organizational Commitment of Japanese-speaking Thai employees:

This organization performs a very strong work climate as members are in the same family. It requires length of time for everyone to be promoted based on the seniority system.

Discussion on Comment 1:

- The organization may train their Japanese managers before assign duties to manage the branch in Thailand to find unity of goals and work style. Managers and staffs in every level should follow the same work procedures to complete the company’s mission.
- The comment regarded the organizational commitment present the strong characteristics of Japanese organizations. Japanese employers still expect lifetime employment from their staffs, and the senior employees are prioritizing for job promotion and important roles in the company.

Comment 2

Organizational Culture of Japanese organizations in Thailand:

Members in this organization have to perform everything from the orders of their superiors.

Organizational Commitment of Japanese-speaking Thai employees:
During work, members ought to work effectively by helping each other. Members should not mind to help teams performing work to receive high productivity. When the organization succeeds, members can receive satisfied rewards.

Discussion on Comment 2:

- The organization's culture matches the characteristic of passive-defensive culture. Members in this organization may be able to continue following the orders of the superiors if benefits and high productivity reflect in return.
- Cooperation among employees is likely to be a factor influence the organizational commitment and job motivation as well as rewards from the employers after dedication to work from the employees.

Comment 3

Organizational Culture of Japanese organizations in Thailand:
Participant did not provide information in this regard.

Organizational Commitment of Japanese-speaking Thai employees:

The most valued thing in working in Japanese companies is the opportunity to learn high working standard from the Japanese whose quality of life's standard is ranking in top 5 of the world. I have learned to work and to think professionally that the Japanese always apply in every job level. The ideas can be applied in work routine and daily life as well.

Discussion on Comment 3:

- The respondent has high level of commitment and job satisfaction from working with Japanese multinationals in Thailand. Clear and effective work standard of the organization build employee's positive attitude on the organization.
Comment 4

Organizational Culture of Japanese organizations in Thailand:

In this organization, there is an organizational culture that subordinates have to strictly follow the rules and regulations. The organizations should be more open to the opinions of the subordinates and staffs because nowadays I do not have courage to state any opinion or idea.

Organizational Commitment of Japanese-speaking Thai employees:

If there is more compensation for working harder, I am willing to work more.

Discussion on Comment 4:

- The organization may remain the same rules and regulations, however, ideas and opinions of the employees should be considered for enhancing viewpoint among members from top level to entry level. The employees' job-related needs are not fulfilled since the organization does not open to the staffs' opinions. This can cause feelings of not-belonging a member of the organization and lower intention to stay.

- Japanese-speaking Thai employees are likely to be considered for reasonable compensation package from competency-based pay. They are willing to dedicate more for their organization; however, they expect to receive rewards from their dedication to fulfill needs.

Comment 5

Organizational Culture of Japanese organizations in Thailand:

Japanese multinationals do not listen to the employees' opinion as much as expected.

Organizational Commitment of Japanese-speaking Thai employees:

Participant did not provide information in this regard.
Discussion on Comment 5:

- Japanese managers in the organization are likely to be influenced by strong Japanese organizational culture and management style. The ethnocentric characteristic reflects from this comment. Japanese managers may want to manage the organization following their ideas and processes. The employees should be explained the characteristics of Japanese management. Moreover, Japanese managers themselves should be suggested to listen to the employees’ opinions and to rely more on local staffs’ ability.

Comment 6

Organizational Culture of Japanese organizations in Thailand:

This company is still small, and the working system is not complex. It means the decision-making and working system depend on the executives only.

Organizational Commitment of Japanese-speaking Thai employees:

Participant did not provide information in this regard.

Discussion on Comment 6:

- This company is likely to be in the beginning period of performing business in Thailand. Referred to the comment, during the business commencement in Thailand, Japanese multinationals use Japanese organizational culture and management style for managing subsidiary in Thailand. Japanese executives then have the definite authority in the organization. It can be concluded that Japanese multinationals maintain their Japanese styles and culture even when they are performing business outside Japan.

Comment 7

Organizational Culture of Japanese organizations in Thailand:

Participant did not provide information in this regard.
Organizational Commitment of Japanese-speaking Thai employees:

At work, I do not look at the organization, but I look at my own duties if I already work effectively or not.

Discussion on Comment 7:

• There are many Thai employees including this respondent who focus on self’s success at work. They concern their roles and duties before further look at big image of group’s success.

Comment 8

Organizational Culture of Japanese organizations in Thailand:

I think Japanese organizational culture courage Thai employees to be more active and more enthusiastic. Meanwhile, organization-orientation working style absorbs in Thai employees’ feelings. However, many Thais work by focusing on individuals, not the company.

Organizational Commitment of Japanese-speaking Thai employees:

Organizational commitment of the employees depends on how much the organization protects and gives importance to the employees. I think if an organization treats the employees well, the employees will be more loyal. Besides, the employees will protect their organization if there is any negative rumor or blame.

Discussion on Comment 8:

• Referred to the comment, there are both Thai employees with positive understanding about Japanese organizational culture and those who are use to different type of culture. The company may open orientation or training session to create more understanding regarded its organizational culture.

• From the comment, organizational commitment is created from many factors. Job security, involvement in and feeling of belonging to the organization are
likely to be the main factors in building higher level of organizational commitment. Successful in building these factors leads to successful in developing organizational commitment.

Comment 9

Organizational Culture of Japanese organizations in Thailand:

Participant did not provide information in this regard.

Organizational Commitment of Japanese-speaking Thai employees:

Organizational commitment comes after employees recognized their importance to the organization, or the organization worked all effort to solve the employees’ problem when needed. In contrast, if the organization does not help solving employees’ problems, and judges those employees as the organization’s weaknesses, those employees certainly have negative feelings and low level of organizational commitment.

Discussion on Comment 9:

- The respondent concerns the employees’ expectation that an organization should not ignore its members. The members will lose their organizational commitment, or will have different motive to remain in the organization if they cannot feel that the organization consider them as an important members.

Comment 10

Organizational Culture of Japanese organizations in Thailand:

Major problem of conducting Japanese organizational culture in Thailand may come from the assigned Japanese executives from Japan since they are not open or welcome different culture. They do not learn how to make Thai employees understand and accept the Japanese management and working styles.

Organizational Commitment of Japanese-speaking Thai employees:
From my experience, organizational commitment may depend on policies and capability of the superiors. For example, although employees worked all the effort to maintain profit of the company, the superiors made decisions by neglecting the employees’ opinions and contribution. Afterward, when the company lost the profit or receive unwell affect in return, the employees then lost their commitment and faith in the company.

Discussion on Comment 10:

- Japanese managers with strong Japanese management style are considered to have less will to accept competency of Thai employees. Japanese managers should open for opinion from local staffs as well as attempt to explain why the organization has to be managed by the current procedures.

- Japanese managers of the organization with ethnocentric characteristic seem to overlook the ideas and effort of Thai employees. The organization with strong Japanese organizational culture should reconsider the work system and decision after any lost because ideas from local staffs might be useful and more effective since they are familiar to the business competition in the host country.

**Comment 11**

**Organizational Culture of Japanese organizations in Thailand:**

Nowadays, new generations often state their opinion with high confidence. They also impolitely underestimate the opinions that differ from their own. The previous generation of employees is blamed to have old-fashioned ideas that are not meeting the present world. But, the job experience cannot be obtained within short period of time.

**Organizational Commitment of Japanese-speaking Thai employees:**
Organizational commitment depends on rewards and profit returned to the employees. The employees who love and respect their organization may be found among older generation of employees serving the organization for more than 20 years. Those employees do not concern the returned profit. They are willing to accept some disadvantages or dedicate themselves to the organization without reason.

Discussion on Comment 11:

- Referred to this comment, the organization tends to encourage the employees to express their ideas. The senior Thai employees in this Japanese organization are familiar with Japanese seniority-based culture; therefore the way junior employees state their opinion can be viewed as aggressive or impolite since the younger generations are lack of understanding the value of work experience and the seniors who can guide them to success.

- This comment presents the positive affect between age and organizational commitment. The senior Thai employees are likely to have higher level of organizational commitment and loyalty to the organizations with less concern for benefit or reward in return from the organization to them.

5.5  **Recommendations**

This section consists of two sub-sections 1) Recommendation for Japanese multinationals in Thailand, and 2) Recommendation for further research.

5.5.1  **Recommendation for Japanese Multinationals in Thailand**

From research results, organizational culture of Japanese multinationals in Thailand have majority of characteristics from passive-defensive type. It supports the previous statements such as March’s (1992), Whitehill’s (1993) and Imai’s (2006)
that Japanese organizational culture has traditional and conservative corporate network in offices in Japan and overseas.

Japanese multinationals in Thailand can increase the degree of organizational commitment of Japanese-speaking Thai employees by increasing the characteristics of constructive culture in their organizations’ culture. Constructive organizational culture are conceptualized to be the most effective culture in an organizations from the characteristics of member-orientation and focus on both organizational and personal goals that related to job (Sirisakdiporn, 2005).

If Japanese multinationals in Thailand aim to continue applying their Japanese organizational culture and management styles, they should provide orientations and training sessions to keep the local employees be acknowledged the organization’s culture, values, norms, mission and vision of the organizations. The reasons, strengths and benefits from following the Japanese organizational culture and management styles should be mentioned to local staffs. After the orientations and trainings, it also requires time for local employees to comprehend Japanese corporate culture and working systems that have differences from Thais’ through the actual job performing in the organizations.

The Japanese managers should be trained before be assigned for duties in Thailand. Referred to comments and opinions from research respondents, there are many comments concerned the intense organizational culture and closed-mind of Japanese managers such as comments number 4, 5 and 10. The opinions from Japanese-speaking Thai employees and the other local staffs should be more listened and considered. Japanese-speaking Thai employees are not inferior to the other work teams in the organizations. There may be the least communication conflicts and language problem between Japanese managers and Japanese-speaking Thai
employees, so Japanese managers may discuss with Japanese-speaking Thai employees on how to apply their language proficiency and duties in coordinating between Japanese managers and Thai staffs to help building effective performance of the companies. Therefore, overall level of organizational commitment can be increase in combination of satisfied roles assigned in the offices, compensation packages and supportive work climate in combination.

5.5.2 Recommendation for Further Research

This research is conducted among Japanese-speaking Thai employees working in Japanese organizations in Thailand. Further research may find the perception on organizational culture of Japanese companies in Thailand from non-Japanese-speaking employees in the office and/or the blue collars in Japanese companies or industrial firms for bigger picture of how perceived organizational culture of Japanese multinationals in Thailand relates to organizational commitment of Thai employees. Future research can examine if there is difference over level of organizational commitment among different age groups of the employees. For example from comment number 11 in Table 5.1, the seniors seem to have higher level of organizational commitment. Also, further research can conduct among Japanese expatriates in Thailand for their opinion over performing Japanese organizational culture in Thailand and viewpoint over organizational commitment of Thai employees from the perception of the Japanese managers.
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APPENDICES

Appendix A: Sample Illustration of OCI
Appendix B: Survey Questionnaire
   Appendix B-1: Questionnaire (English)
   Appendix B-2: Questionnaire (Thai)
Appendix C: Original Questionnaire
   Appendix C-1: Description - Developed OCI Questionnaire
   Appendix C-2: Description – Developed 3-component of Commitment
Appendix A: Sample Illustration of OCI

Sample Illustration of Organizational Culture Inventory

QUESTIONNAIRE

This questionnaire is designed as the partial fulfillment of the thesis: "A study of the causal relationship between organizational culture of Japanese multinationals in Thailand and their Japanese-speaking employees' commitment to the organizations" by student from Management graduate program, Assumption University.

The information in this questionnaire is treated confidentially, and is used for academic purpose only. The researcher hopes your full cooperation in responding to all items in this questionnaire.

For inquiry and suggestion, please contact Miss Valaya Jaivisarn (researcher) by phone at 080-550-2735 (mobile), by fax number 02-732-2564 or by email: natto_ottan@yahoo.com

There are 4 sections in this questionnaire:
Part 1: Screening Questions
Part 2: Organizational Culture
Part 3: Organizational Commitment
Part 4: Personal Data Profile

Thank you very much for your time and support in completion this questionnaire. Please answer and complete all of the items listed below.

<table>
<thead>
<tr>
<th>Part 1: Screening Questions</th>
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<tbody>
<tr>
<td>Please answer each question by marking X or ✓ and give correct information about your Japanese language proficiency and experience in Japanese-speaking positions.</td>
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</tbody>
</table>

1. You are able to communicate in Japanese.
   _Yes _No (Please discontinue)

2. Are you currently working for Japanese organization in a Japanese-speaking position?
   _Yes _No (Please discontinue)

3. There are Japanese executives in your organization.
   _Yes _No (Please discontinue)

4. Your organization/company is the subsidiary or affiliated with organization/company headquartered in Japan.
   _Yes _No (Please discontinue)

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<thead>
<tr>
<th>Part 2: Organizational Culture</th>
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<tr>
<td>Items in this part are questions about the characteristics of cultures of your companies or organizations from your viewpoints.</td>
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Please answer each question by marking X or ✓, or making high-light for the best answer in each item from the scale:
1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree

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<tr>
<th>Questions</th>
<th>1</th>
<th>2</th>
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<tr>
<td>1. Your organization has many reasonable and realistic but challenging goals.</td>
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<td>2. Members in your organization cannot make any decision without approval from the supervisors.</td>
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<td>3. Confrontation or opposing idea of other members is the positive practice in your organization to gain status and influence.</td>
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<td>4. Members in your organization believe that they are important to the organization in supporting it toward goals and objectives.</td>
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<td>5. In your organization, members try to keep group harmony, and avoid public arguments and confrontation.</td>
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<td>6. In your organization, members are encouraged to have open disputes or being critical.</td>
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<td>7. Creativity and new ideas are cheered and rewarded in your organization.</td>
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<tr>
<td>8. Your organization has many rules and regulations to be strictly followed.</td>
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<td>9. Members in your organization believe that those who take control of the duties and subordinates are rewarded.</td>
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<tr>
<td>10. Members of your organization are supported to develop themselves, to gain motivation and enjoyment from work, and participate in activities.</td>
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<tr>
<td>11. Centralize decision-making system is used in your organization.</td>
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<tr>
<td>12. In your organization, members value on ranking of authority and position basis.</td>
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<tr>
<td>13. Work-related communication level among members in your organization is high.</td>
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<td>14. Even they disagree with the supervisors, members in your organization normally hide it to please the supervisors.</td>
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<tr>
<td>15. Your organization has high degree of competition and rivalry atmosphere.</td>
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<tr>
<td>16. In your organization, everybody work like they are part of the same family.</td>
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<tr>
<td>17. In your organization, supervisors make the decisions and the subordinates must follow.</td>
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<tr>
<td>18. Members with outstanding performance and differentiation in positive way are rewarded and supported in your organization.</td>
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<tr>
<td>19. In your organization, even the members come from different department, they have similar perspective.</td>
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</table>
### Questions 1 2 3 4 5

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</thead>
<tbody>
<tr>
<td>20. In your organization, any member who disobeys the rules and regulations receive the serious penalty.</td>
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<tr>
<td>21. Members in your organization give their effort and time for the organization's goals and success.</td>
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<tr>
<td>22. In your organization, members focus on the satisfaction of the organization as the priority.</td>
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<tr>
<td>23. In your organization, members keep the group's harmony and are face-saving.</td>
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<tr>
<td>24. Your organization values the hard working and perfectionism.</td>
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Additional comment:

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### Part 3: Organizational Commitment

Part 2 is a set of questions about the organizational commitment. Please answer each question by marking X or √, or making high-light for the best answer in each item from the scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Questions</th>
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</thead>
<tbody>
<tr>
<td>1. You are very happy being an employee of this organization.</td>
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<tr>
<td>2. You worry being in this organization might create you some losses.</td>
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<tr>
<td>3. You have strong sense of indebtedness to this organization because of what it has done for me.</td>
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<td>4. You would recommend to others that your organization is a good place to work.</td>
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<td>5. If you weren't a member of this organization, you would be disappointed from life disruption.</td>
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<td>6. You are loyalty to the organization because of its treatment towards you.</td>
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<td>7. You feel that the problems of the organization are your problems as well.</td>
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<td>8. You think that you have to be loyalty to the organization because you have given much feeling and effort for it.</td>
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<tr>
<td>9. If you left the organization, your colleagues would be disappointed.</td>
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<td>10. In the same type of work and position, you believe you can work well in any organization.</td>
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### Appendix B-1: Questionnaire (English)

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<tbody>
<tr>
<td>11. Being a member in this organization cause you anxiety about what you</td>
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<td>have to lose with the organization.</td>
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<tr>
<td>12. You have loyalty to the organization because many of your self</td>
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<td>values come from the organization's values.</td>
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<td>13. You feel that being a member of this organization is similar to</td>
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<td>being a part of the family.</td>
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<td>14. You concern the future situation of your organization and your</td>
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<td>membership status.</td>
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<td>15. You trust your organization and believe a sense of job security in</td>
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<td>the organization.</td>
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<tr>
<td>16. You feel that you belong to the organization, and help driving the</td>
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<td>organization toward goals.</td>
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<tr>
<td>17. You are willing to work harder to support your organization for</td>
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<td>preventing from lose.</td>
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<td>18. You feel that you should dedicate yourself to this organization</td>
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<td>because you're a member, and it is wrong not to.</td>
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**Additional comment:**

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### Part 4: Personal Data Profile

Please answer each question by marking X or ✓ and give correct information about yourself for the items listed below:

1. Gender
   - Male
   - Female

2. Age
   - Under 22 years
   - 22-26 years
   - 27-31 years
   - 32-36 years
   - 37-41 years
   - 42 years and above

3. Year(s) of work in the organization
   - 0-3 years
   - 3-5 years
   - 5-8 years
   - 8-10 years
   - 10 years and above

***************
THANK YOU VERY MUCH FOR YOUR PARTICIPATION
***************
แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของทิศทางนโยบายของมหาวิทยาลัยกรุงเทพฯ ประจำปี 2555 วิจัยวิกฤติการณ์การส่งเสริมความมั่นคงของไทย ประเทศไทย ที่เกิดจากผลกระทบการเปลี่ยนแปลงของเศรษฐกิจ การมีส่วนร่วมของประชาชน ที่มีผลต่อการส่งเสริมความมั่นคงของไทย ซึ่งมีผลต่อการที่จะได้รับความร่วมมือจากรัฐในการตอบแบบสอบถามนี้อย่างรอบคอบ

ช่วงที่ 1: คำถามเปี่ยมด้น
ช่วงที่ 2: วิจัยวิกฤติการณ์
ช่วงที่ 3: ความมั่นคงของเศรษฐกิจ
ช่วงที่ 4: ข้อมูลส่วนบุคคล

ช่วงที่ 1: คำถามเปี่ยมด้น

โปรดทำเครื่องหมาย X หรือ ✓ เพื่อเลือกข้อมูลที่ถูกต้องที่สุดเกี่ยวกับคดีท่าน

1. ทำตามความคิดเห็นภาษาไทยที่ถูกต้อง
   - ใช่ ไม่ (สังสุกการตอบแบบสอบถาม)

2. ขอแนะนากล่ำาในการที่จะไปใช้ภาษาไทยที่ถูกต้องในการทำแผนที่ให้กับองค์กรของไทย
   - ใช่ ไม่ (สังสุกการตอบแบบสอบถาม)

3. ในองค์กรของท่านมีผู้บริหารที่ได้รับการอุปถัมภ์ในการเรียนรู้ภาษาไทยหรือไม่
   - ใช่ ไม่ (สังสุกการตอบแบบสอบถาม)

4. องค์กรของท่านเป็นส่วนหนึ่งของผู้บริหารในเขตของบริรักษ์สานักงานไทย ในปีที่ผ่านมาหรือไม่
   - ใช่ ไม่ (สังสุกการตอบแบบสอบถาม)
ส่วนที่ 2: วัตถุประสงค์

โปรดติวเข้าสมบูรณ์ X หรือ √ ในช่องคำตอบเพื่อตั้งกับความคิดของท่าน ระดับค่าตอบแย่เป็น 5
ระดับดีมี
1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

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<tbody>
<tr>
<td>1. องค์ประกอบที่มีเป้าหมายปรากฏมากที่สุดที่แตกต่างตามระดับสูง</td>
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<td>2. สมาชิกในองค์ประกอบที่มีความสามารถทำนองค์ประกอบได้</td>
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<td>3. การสื่อสารทรัพยากรที่เหนือกว่าองค์ประกอบในระดับสูง</td>
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<td>4. สมาชิกในองค์ประกอบที่มีความสามารถทำนองค์ประกอบได้</td>
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<td>5. สมาชิกในองค์ประกอบที่มีความสามารถทำนองค์ประกอบในระดับสูง</td>
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<td>6. องค์ประกอบที่มีระดับสูง</td>
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<td>7. ความสามารถขององค์ประกอบที่มีระดับสูง</td>
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<td>8. องค์ประกอบที่มีระดับสูง</td>
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<td>9. สมาชิกในองค์ประกอบที่มีระดับสูง</td>
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<td>10. องค์ประกอบที่มีระดับสูง</td>
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<td>11. องค์ประกอบที่มีระดับสูง</td>
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<td>12. สมาชิกในองค์ประกอบที่มีระดับสูง</td>
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<td>13. สมาชิกในองค์ประกอบที่มีระดับสูง</td>
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<td>14. สมาชิกในองค์ประกอบที่มีระดับสูง</td>
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<td>15. มีการแข่งขัน และบรรยากาศของการแข่งขันในหน้าที่การทำงานกับสุ่มภัยในองค์กรของท่าน</td>
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<td>16. ทุกคนในองค์กรของท่านปฏิบัติงานร่วมกันอย่างเป็นสมาชิกในครอบครัวเดียวกัน</td>
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<td>17. ในองค์กรของท่าน ผู้บังคับบัญชาเป็นส่วนตัวผลิตใจและผู้ใต้บังคับบัญชาต้องปฏิบัติตาม</td>
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<td>18. องค์กรของท่านสนับสนุนส่งเสริมและตอบแทนสมาชิกที่มีผลการทำงานโดยหน้าและแตกต่างจากผู้อื่นในทางที่ดี</td>
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<td>19. แม้จะสังกัดอยู่ต่างแผนกกัน แต่สมาชิกในองค์กรของท่านก็มีทัศนคติและแนวคิดที่คล้ายคลึงกัน</td>
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<td>20. ในองค์กรของท่าน สมาชิกที่ไม่ควรพักภูมิและระเบียบทองค์กรจะได้รับบทลงโทษที่เข้มงวด</td>
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<td>21. สมาชิกในองค์กรของท่านยี่ศักดิ์ศรีและกำลังของตนให้กันเป็นหมายและความเสียใจขององค์กร</td>
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<td>22. สมาชิกในองค์กรของท่านให้ความสนใจต่อความพึงพอใจขององค์กรเป็นสิ่งสำคัญที่สุด</td>
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<td>23. สมาชิกในองค์กรของท่านรักษาความสามัคคีและหน้าที่ทางสังคมของกลุ่มและองค์กร</td>
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<td>24. องค์กรของท่านให้คุณค่าต่อการทำงานหน้ากับความสมบูรณ์แบบ</td>
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1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

ความคิดเห็นและข้อเสนอแนะ:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
ตารางที่ 3: ความยุติพนันต่อองค์กร

โปรดทำเครื่องหมาย X หรือ ✓ ในช่องคำตอบที่ตรงกับความคิดของคุณ ระดับคำตอบแบ่งเป็น 5 ระดับ ดังนี้
1 = ไม่เห็นด้วยอย่างยิ่ง  2 = ไม่เห็นด้วย  3 = ไม่แน่ใจ  4 = เห็นด้วย  5 = เห็นด้วยอย่างยิ่ง

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<tr>
<td>1. ท่านรู้สึกยินดีเป็นอย่างยิ่งที่ได้เป็นพนักงานขององค์กรที่ท่านปฏิบัติงานอยู่นี้</td>
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<td>2. ท่านมีความภักดีต่อการอยู่ที่องค์กรแห่งนี้จะทำให้เกิดการสุจริตยศและสิ่งบางอย่าง หรือเปรียบเสมือนกับการลงทุนที่สุจริตปลาย</td>
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<td>3. ท่านมีความสุขกับองค์กรนี้บุคคลต่อท่านอย่างยิ่งจากสิ่งต่างๆ ที่องค์กรแห่งนี้ได้รับใช้ท่าน</td>
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<td>4. ท่านจะแนะนำบุคคลอื่นว่าองค์กรของท่านเป็นสถานที่ที่น่าทำงาน</td>
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<td>5. หากท่านไม่ได้เป็นพนักงานขององค์กรแห่งนี้ท่านอาจจะรู้สึกผิดหวัง เนื่องจากอาจจะเกิดความอยู่ยากขึ้นในสิ่งที่องค์กรแห่งนี้ได้</td>
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<td>6. ความเชื่อมั่นที่ท่านมีต่อองค์กรแห่งนี้เกิดขึ้นจากสิ่งที่องค์กรปฏิบัติต่อท่าน</td>
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<td>7. ท่านรู้สึกว่าเป็นบุคคลขององค์กรบริษัทไทยเป็นปัญหาของท่านด้วยเช่นกัน</td>
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<td>8. ท่านคิดว่าท่านต้องชี้แจงต่อองค์กรเพราะท่านได้ลงทุนแรงไปกับการท่านในองค์กรแห่งนี้แล้ว</td>
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<td>9. จะมีเพื่อนร่วมงานที่มีคุณวุฒิงานมากกว่าท่านที่ศึกษาสภาพการทำงานเป็นพนักงานในองค์กรแห่งนี้</td>
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<td>10. ท่านเชื่อมั่นว่าท่านสามารถปฏิบัติหน้าที่ได้ไม่ต่างจากอยู่ในองค์กรใดๆ ถึงความสามารถในตำแหน่งเดียวกันที่มีลักษณะเหมือนกัน</td>
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<td>11. การเป็นสมาชิกในองค์กรแห่งนี้ทำให้ท่านเกิดความภักดีจากสิ่งที่ท่านต้องเสียสละให้กับองค์กร</td>
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<td>12. ท่านเชื่อจิตใจองค์กรเพราะคุณค่าในชีวิตของท่านส่วนใหญ่มากจากคุณค่าที่ได้รับจากองค์กรแห่งนี้</td>
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<td>13. ท่านรู้สึกว่าการเป็นพนักงานขององค์กรแห่งนี้เปรียบเสมือนกับการเป็นสมาชิกในครอบครัวเท่ากัน</td>
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<td>14. ท่านได้รับสถานะการเป็นสมาชิกขององค์กรมีสิ่งผลการเป็นพนักงานในองค์กรแห่งนี้ของท่าน</td>
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<td>15. ท่านเชื่อในองค์กรของท่านและเชื่อมั่นในความมั่นคงทางการงานของท่านในองค์กรแห่งนี้</td>
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<td>16. ผู้บริหารใช้ความมั่นใจขององค์กรและเป็นผู้หนึ่งที่ช่วยผลักดันให้</td>
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<td>17. ผู้บริหารจะทำงานหนักขึ้นเพื่อสนับสนุนองค์กรของผู้ทำเพื่อผลสัมฤทธิ์</td>
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<td>ความเสี่ยงมากที่อาจเกิดขึ้นได้</td>
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<td>18. ผู้บริหารใช้ความมั่นใจในองค์กรและใช้ความมั่นใจในสิ่งที่เกิดขึ้นจากผู้ทำ</td>
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<td>ความคิดเห็นและข้อเสนอแนะ:</td>
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**ส่วนที่ 4: ข้อมูลสำนบบคุณ**

โปรดทำเครื่องหมาย X หรือ ✓ เพื่อเลือกข้อมูลที่ถูกต้องที่สุดเกี่ยวกับตัวคุณ

1. เพศ
   - ชาย
   - หญิง

2. อายุ
   - ต่ำกว่า 22 ปี
   - 22-26 ปี
   - 27-31 ปี
   - 32-36 ปี
   - 37-41 ปี
   - 42 ปีและมากกว่า

3. ระยะเวลาที่ปฏิบัติงานในองค์กรแห่งนี้
   - 0-3 ปี
   - 3-5 ปี
   - 5-8 ปี
   - 8-10 ปี
   - 10 ปีและมากกว่า

************

คุณมีความรู้หรือประสบการณ์ที่เกี่ยวข้องในการตอบแบบสอบถามครั้งนี้

************
Appendix C-1: Description - Developed OCI Questionnaire

Shorter Version of Cooke and Lafferty's (1987) OCI

1. In this organization, goals are set to be realistic but challenging.
2. In this organization, member's decisions need to be approved by their superiors.
3. In this organization, members gain status and influence by being critical such as opposing the idea of others.
4. In this organization, members believe that they have a positive impact on goals and objectives.
5. In this organization, members try to avoid conflicts and open disputes.
6. In this organization, confrontation and negativism are rewarded.
7. In this organization, innovation and creativity are encouraged and rewarded.
8. In this organization, there are many rules and regulations to be followed.
9. In this organization, members believe that they will be rewarded for taking charge and controlling subordinates.
10. In this organization, members are encouraged to gain enjoyment from their work, develop themselves, and take on new and interesting activities.
11. In this organization, decisions are made by centralization.
12. In this organization, members value on the basis of the authority in member's position.
13. In this organization, cooperation across apartments of the organizations is actively encouraged.
14. In this organization, members may disagree with superiors but not show it to please supervisors.
15. In this organization, there is high competition and win-lose situations.
16. In this organization, members work like they are part of a team.
17. In this organization, decisions will flow from superiors and subordinates need to follow.
18. In this organization, members are rewarded for outperforming others.
19. In this organization, members from different departments have a common perspective.
20. In this organization, violating rules and regulations will get a person in trouble.
Appendix C-1: Description - Developed OCI Questionnaire

21. In this organization, members dedicate their time for work in order to attain goals.
22. In this organization, members are sensitive to the satisfaction of their work group.
23. In this organization, members try to maintain harmony and face saving.
24. In this organization, perfectionism, persistence, and hard work are valued.

Source: Organizational Culture Inventory (OCI), Sirisakdiporn (2005)

<table>
<thead>
<tr>
<th>Detail of Items Used in This Research</th>
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<tbody>
<tr>
<td>• The researcher has changed the word “In this organization”, at the beginning of each item into “In your organization” and/or “your organization” to press the organization that the respondents are subjected to.</td>
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<td>• The order of each item is set as appeared in the original shorter version.</td>
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<tr>
<td>• Referred to research’s survey questionnaire (Appendix B), wording in sentences of the items have been alternated and/or changed to be more concise and concordant after translated into Thai.</td>
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## Jaros's (2007) Revised Commitment Scale Items

### Affective Commitment

"I am very happy being a member of this organization".

This item is a ‘revision’ of ACS item #1 and should replace it. The remainder of the scale would consist of the original ACS items #2–#7 listed in Appendix B, as they already comport with the recommended item structure.

### Continuance Commitment

It is recommended that the eight original CCS items from Appendix B be replaced with these six newly written items, all of which reflect the ‘high sacrifice’ theme and have affective content:

- "I worry about the loss of investments I have made in this organization".
- "If I wasn’t a member of this organization, I would be sad because my life would be disrupted".
- "I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically".
- "I often feel anxious about what I have to lose with this organization".
- "Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member".
- "I am dedicated to this organization because I fear what I have to lose in it".

### Normative Commitment

It is recommended that the following newly-written items, which reflect the indebted obligation and moral imperative dimensions, replace the original NCS items given in Appendix B.

#### Indebted Obligation Dimension

- "I feel that I owe this organization quite a bit because of what it has done for me”.
- "My organization deserves my loyalty because of its treatment towards me”.
- "I feel I would be letting my co-workers down if I wasn’t a member of this organization".

Appendix C-2: Developed 3-Component of Commitment

Moral Imperative Dimension

“I am loyal to this organization because my values are largely its values”.
“This organization has a mission that I believe in and am committed to”.
“I feel it is ‘morally correct’ to dedicate myself to this organization”.

Original Commitment Scale Items (Allen and Meyer, 1990)

Affective Commitment Scale Items

1. I would be very happy to spend the rest of my career with this organization.
2. I enjoy discussing about my organization with people outside it.
3. I really feel as if this organization’s problems are my own.
4. I think that I could easily become as attached to another organization as I am to this one.(R)
5. I do not feel like ‘part of the family’ at my organization.(R)
6. I do not feel ‘emotionally attached’ to this organization.(R)
7. This organization has a great deal of personal meaning for me.
8. I do not feel a ‘strong’ sense of belonging to my organization.(R)

Continuance Commitment Scale Items

1. I am not afraid of what might happen if I quit my job without having another one lined up.(R)
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much in my life would be disrupted if I decided to leave my organization now.
4. It wouldn’t be too costly for me to leave my organization now.(R)
5. Right now, staying with my organization is a matter of necessity as much as desire.
6. I feel that I have very few options to consider leaving this organization.
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.
Appendix C-2: Developed 3-Component of Commitment

Normative Commitment Scale Items
1. I think that people these days move from company to company too often.
2. I do not believe that a person must always be loyal to his or her organization.(R)
3. Jumping from organization to organization does not seem at all unethical to me.(R)
4. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
6. I was taught to believe in the value of remaining loyal to one organization.
7. Things were better in the days when people stayed in one organization for most of their careers.
8. I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore.(R)

Note: (R) = Reverse-coded item


Detail of Items Used in this Research
- The researcher uses revised items from Jaros’s (2007) study.
- Order of the items were circulated: ACS are items number 1, 4, 7, 10, 13 and 16, CCS are items number 2, 5, 8, 11, 14 and 17, and NCS are items number 3, 6, 9, 12, 15 and 18.
- Referred to research’s survey questionnaire (Appendix B), wording in sentences of the items have been alternated and/or changed to be more concise and concordant after translated into Thai.