

## ABSTRACT

This study aims to investigate the impacts of cultural dimensions on Job satisfaction between non managerial Thai and Vietnamese employees who work in the private business sector using six Hofstede's cultural dimensions such as power distance, uncertainty avoidance, collectivism/individualism, masculinity/femininity, long term orientation and indulgence/restraint. In addition, some demographic factors such as gender, income and education groups were used to test the difference in job satisfaction between non managerial Thai and Vietnamese employees.

The study applies descriptive research method that uses the survey questionnaire method to collect the data from correspondents. 460 sets of self-administered questionnaires were distributed to correspondents who are non managerial Thai and Vietnamese employees. Findings showed that most of respondents are female, single, age from 20 to 30 years old, have one to five working years, hold a Bachelor's degree, are office staff/employees, work in the service- trading industry, had less than 15,000 Baht per month for Vietnamese respondents and had from 15,000 to 25,000 Baht per month for Thai respondents.

From hypothesis 1, results of multiple regressions test showed that there is only Indulgence cultural dimension impact positively to job satisfaction of non managerial Thai employees and 16.7 % of job satisfaction is explained by cultural dimension. However, there are four cultural dimensions: Collectivism, Uncertainty avoidance, Masculinity and Long term orientation which impact on job satisfaction of non managerial Vietnamese employees and 24.7 % of job satisfaction is explained by cultural dimension. From hypothesis 1a, there are just three cultural dimensions which have influences on intrinsic job satisfaction of non managerial Thai employees: Collectivism, Long term orientation and Indulgence. And there are just five dimensions such as Collectivism, Uncertainty avoidance, Masculinity, Long term orientation, Indulgence impact on intrinsic job satisfaction of non managerial Vietnamese employees. From hypothesis 1b, there is a significant relationship between cultural dimension and extrinsic job satisfaction of non managerial Thai employees and 9.87 % of extrinsic job satisfaction of non managerial Thai employee is explained by cultural dimension. Only indulgence impacts to extrinsic job satisfaction. And there is a significant relationship between cultural dimension and extrinsic job satisfaction of non managerial Vietnamese employees and 17.62 % of extrinsic job

satisfaction of non managerial Vietnamese employee is explained by cultural dimension. There are only two cultural dimensions which impact to extrinsic job satisfaction: Uncertainty avoidance and Long term orientation. Comparing the two countries, it indicates that cultural dimensions impact on job satisfaction of non managerial Vietnamese employee is greater than on job satisfaction of non managerial Thai employees in the private business sector.

Results from Independent Sample T tests indicated that there is no significant difference in job satisfaction between non managerial Thai and Vietnamese employees in the private business sector. In addition, there is also no significant difference in job satisfaction of non managerial Thai and Vietnamese employees in the private business sector reflected by gender. Results from One way Anova tests with p values in both countries are more than 0.05 indicated that there is no significant difference in job satisfaction of Thai and Vietnamese employees in the private business sector among income groups in hypothesis 4. From hypothesis 5, p value of Thailand is more than 0.05 that means there is no significant difference in job satisfaction of Thai employees in the private business sector among education groups. However, in Vietnam, p value is less than 0.05 that means there is a significant difference in job satisfaction of non managerial Vietnamese employees in the private business sector among education groups.

The findings of this study indicated that Thai managers should pay attention and have appropriate strategies to manage Indulgence, Collectivism, and Long term orientation in order to increase job satisfaction and Vietnamese managers should pay attention on Collectivism, Uncertainty avoidance, Masculinity, Indulgence and Long term orientation to increase job satisfaction in the private business sector.