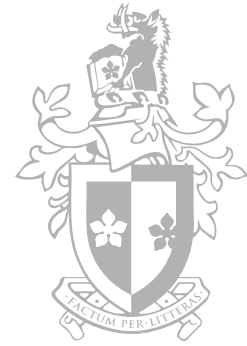**Swinburne University of Technology**

Australian Graduate School of Entrepreneurship

Learning Through Experience

Foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values

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Declaration

This thesis contains no material which has been accepted for the award to the candidate of any other degree or diploma, except where due reference is made in the text of the examinable outcome. To the best of the candidate's knowledge contains no material previously published or written by another person except where due reference is made in the text of the examinable outcome and where the work is based on joint research or publications, discloses the relative contributions of the respective workers or authors.

Litmixay Phandanouvong

Abstract

Thailand's economic growth and national development has characterised the country as an emerging dragon since the end of the Asian financial crisis in 1998. It became one of East Asia's major economic performers for the period 2002-2005. Thailand has undergone a major economic transformation and has attracted continual foreign investment due to the implementation of more relaxed foreign direct investment policies as opposed to restricting foreign investor participation. Presently, the building construction sector is experiencing steady growth and the majority of foreign MNEs and SMEs in Thailand are reaping financial benefits.

Businesses exist for the purpose of making profit. The difference in businesses in Asia (Thailand) and the West is the manner in which they conduct themselves. The socio-cultural work environment between Western and Eastern organisations is unique such that they are both affected by shared values and beliefs in the countries of operation. This research addresses the need to understanding the influence of Thai socio-cultural milieu on foreign firm strategic decision making to achieve competitive advantage and benefits. The ability to do business in Thailand requires an understanding of Thai people and the way they conduct business affairs. It is about internalization and co-alignment. Hence, the research title, 'foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values'.

There is a lack of study that investigates the alignment of foreign firm strategic intent and Thai values. Research objectives were set in that regard to allow conducting the research within the specific context that addressed the topic area of strategy-culture fit.

To investigate the interrelationship/alignment of foreign firm strategic intent with Thai social and cultural values, survey questionnaire items were developed to help understand and identify the significance of the interrelationship. The survey questionnaire was designed to target participants within randomly selected companies operating in Thailand's building industry covering construction and building services. One hundred (100) usable

questionnaires were returned, equivalent to approximately 45% return rate which was considered a reasonable return rate.

SPSS software program version 15.0 was used to conduct statistical analysis on the collected data. Data analysis involved Descriptive and Frequency, Pearson correlation coefficient, Phi and Cramers V, Chi-square and Crosstabulation, Independent t-test and Factor analysis to explore relationships among variables.

The statistical analysis demonstrated that an alignment exists between foreign firm strategic intent and Thailand's social and cultural aspects. The general alignment of company strategic intent and Thai social and cultural aspects was mainly 'harmonious' in more than half the companies.

In light of the findings of the research, limitations, future research directions, shortcomings and recommendations are also discussed. Further research needs to be conducted to evaluate and establish the better understanding of Thai values where the ratio of males to female is 50:50.

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PART I.

INTRODUCTION AND BACKGROUND

Chapter 1
INTRODUCTION

1.1 Introduction

Technological development and information transfer across nations have given businesses the opportunity to compete on a global scale. The technological sophistication has eroded boundaries creating a *borderless world* such that competing internationally only requires compliance and negotiation with the host country (Adair 2003, Fisher & Hartel 2003). The mass media has portrayed an economic shift toward Southeast Asia. Countries in this region are and will be the engines of growth for the world economy for the next few decades. This economic shift will undoubtedly impact on the socio-cultural environment but to what extent is yet fully unknown. The growth and development of countries like Thailand will depend on the needs of the country and its willingness to accommodate the strategic intent of the foreign business enterprises. It has been well documented (Barkema, Bell & Pennings 1996, Lasserre & Probert 1998) that foreign small-medium (SMEs) and multinational enterprises (MNEs) have difficulties in accessing and succeeding in different cultural milieus. There is substantial literature (Barkema & Pennings 1996) highlighting the differences between Western society and Eastern society in many areas. It is of no surprise that the two societies have on a business level approached one another with diplomacy and caution. There is always business opportunity for foreigners to profit in Southeast Asia. It is a matter of understanding and accepting the rules of the game within this region or the host country and responding effectively to the multiple-cultures in which they operate.

Businesses exist for the purpose of making profit. The difference between businesses in Asia and the West is the manner in which they conduct themselves. The socio-cultural work environments between Western and Eastern organisations are unique such that they are both affected by shared values and beliefs (Hofstede 1980, Komin 1990). The socio-cultural values impact on motivation, organisational processes, and managerial actions. This implies that organisational effectiveness is socio-culturally influenced. High paternalism, holism, and conformity characterize Thai businesses. There have been

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numerous studies (Redding 1987, Runglertkrengkrai & Engkaninan 1987, Komin 1990, Leppert 1992) on Thai organisations and Thai managerial styles. More attention needs to be given to the influence of Thai culture on foreign managerial behavior. Hence, Western business concepts in Thai business environment need to be further explored. The ability to do business in Thailand requires an understanding of Thai people and the way they conduct business affairs. It is about *internalization* and *co-alignment*.

Thai businesses, government, and monarchy have a role in the development of the nation and its people. This is illustrated in the King Bhumibol *National Development Projects* based on self-sufficiency. For example, one project is in the area of agriculture. Agriculture plays a key role in Thailand's social structure and is closely linked to national identity. In the context of businesses making contributions to national development, the Thai government has changed from state enterprise to free-enterprise capitalism to promote competition, provide opportunity, and achieve economic growth (Bureau of East Asian and Pacific Affairs 2005).

Thailand is known as the *Land of Opportunity* as well as the *Land of Smiles*. The Thai smile, a part of the Thai personality, is a good representation of Thai people. The Thai smile functions as a means of smooth and polite presentation of one's self. Thai society is built up on personal relationships and not on principles or law. It is for this reason that the social and cultural fabric of Thailand has never seriously weakened despite contact with Western society (Kulick & Wilson 1992). Buddhism unifies Thai people. Buddhism contributes to many facets of how Thais behave as well as how they conduct business. Thais can be complex and misinterpreted by Westerners during business negotiations. It is in the interest of multinational enterprises to identify Thai values and how they may impact on organisational culture that is tied to corporate performance (Gordon & DiTomaso 1992, Gomez-Mejia & Palich 1997). Thailand is the land of opportunity where one should understand and respect its culture and social ideology. This is known as *third culture* phenomenon, which involves bridging of two cultures (Graen & Hui 1996).

Multinational enterprises seldom *go it alone* when entering Southeast Asian markets which are culturally, socially, and politically sensitive. Market entry strategies such as joint venture used by foreign firms are an initiative in understanding how the game is played in Southeast Asia. Most importantly, these alternative entry strategies revolve on *strategic alignment* to ensure mutual business agreements and obligations between the host country and the foreign firm (Luo 1998, 1999). Doing business internationally is about relating to host country national and organisational culture. Corporate strategies must be designed to address key areas such as culture, communication, and values (Ulijn et al. 2000). It is about foreign firms being *socially responsible*. There is no point in a having a global strategy that lacks a *relationship* or *match* to the environmental conditions of that host country (Porter 1985, 1990, Lasserre & Schutte 1999). A corporate strategy that disregards such *alignment* misunderstands the dynamics of global competition (Hamel & Prahalad 1989, Lasserre & Probert 1998).

The literature on culture and strategy is extensive. There is substantial research in social and cultural values (Hofstede 1976, 1980, 1993, 1997) and corporate strategy (Hamel & Prahalad 1989, Porter 1985, 1990). Combining the literature in the aforementioned areas, researchers have investigated the impact of national and organisational culture on corporate strategy (Shrivastava 1985, Kogut & Singh 1988, Ross 1999, Hennart & Larimo 1998, Markoczy 2000, Chien Shih & Chu 2005). Little attention has been given to business and strategy, in particular the *fit* between cultural and social values and corporate strategy to a specific nation such as Thailand. The majority of the existing research (Lasserre 1995, Lasserre & Probert 1998, Lasserre & Schutte 1999, Muenjohn 2001) utilizes the Hofstede cultural dimensions together with Porter's strategy typology to explain *fit, alignment* or *relationship* between the two. Researchers (Komin 1978, 1989, 1990, Budhwar & Sparrow 2002) argue that the samples presented by Hofstede (1980) are not representative of their respective countries. There is an opportunity to further understand Thailand's cultural and social values (Wichiencharoen 1976, Komin 1978, 1989, 1990, Runglertkrengkrai & Engkaninan 1987, Supatra 1998, Sriussadaporn-Charoenngam & Jablin 1999) and their *relationship* to corporate strategy.

It is now suggested that further research is required to understand Thai cultural and social values in response to the existing literature that presents conflicting views. The literature on the *relationship* between culture and strategy is substantial but few researches have specifically applied this to Thailand. The present investigator argues that the existing literature on strategy-culture fit contains shortfalls and is not representative to specific countries like Thailand. Thailand is a country that is socially, culturally, and politically strong in breadth and depth. Undoubtedly Thai social and cultural values do have an influence on foreign firm strategy and *vice versa*. This research is designed to demonstrate that there is such a *relationship, alignment* or *fit*. The present research is hoped to help Westerners understand the subtleties and intricacy of Thai behavior to effectively communicate and negotiate, as there is more to the *Thai smile*.

The strategic intent relates to the foreign firms (small, medium, and multinational enterprises) pursuance of certain long-term strategic objectives in the competitive environment. Foreign firms concentrate its strategic actions on achieving that objective by utilizing internal resources, capabilities and core competencies. The concept of strategic intent encompasses an active management process that provides a sense of direction and conveys a sense of destiny to the company's employees. Section 3.2 of Chapter 3 provides a literature review on strategic intent. The strategic intent of foreign firms may include (1) increasing revenue, (2) to reduce manufacturing cost, and (3) to participate in Thailand's environmental development projects.

Thailand is unique among the countries of Southeast Asia in its long heritage of national independence, cultural uniqueness and political system. Chapter 4 provides a literature review on Thailand social and cultural values. Traditional social structures, values and behavior patterns influence Thailand's administrative system such that the national development projects and foreign investment policies/foreign ownership laws are designed to improve the country's economy and provide progress for the Thai people. They are designed not to fracture the working classes of Thailand and marginalized the poor. The *Alien Business Law* of 1972 (also known as National Executive Council Decree 281) defines the areas in which foreigners can operate. Section 4.2.6 of Chapter 4 provides a

political and business overview. Foreign firms must negotiate and interact with industry and the Thai administrative system in order to achieve sustained competitiveness. Thai social and cultural aspects are important in considering the strategic intent of foreign firm strategic intent. Section 3.4.1 of Chapter 3 provides the relationship between corporate strategic intent and Thai social and cultural values. Thailand's social, legal and administrative systems can be a hindrance or add further restrictions to foreign firm investment, operation and competitive advantage. Hence, the importance of '*Foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values*'.

Religion is one of the most central and influential institutions in a culture. Buddhism has been the main driving force in Thai cultural development. Section 4.2 of Chapter 4 explores Thailand's social and cultural milieu in light of the major historical events and background to the current situation of the country. Thailand's customs and heritage has survived external influences and continues to be protected to ensure harmony and stability. Thai cultural heritage has demonstrated over centuries its ability to *bend without breaking*. Traditional culture and social values will continue to play an important role in guiding Thailand to prosperity. The Royal Thai government continues to improve policies in which its people and country will benefit without loosing the *Thainess*. The Royal Thai Government have multiple roles and objectives within the notion of promoting human dignity, such that individuals have the ability to access and use policies to advance their value preferences thus improve the quality of life experienced by the community. Thais seek to enhance the quality of their lives through the pursuit of Power, Enlightenment, Wealth, Well-being, Skill, Affection, Respect, and Rectitude.

Foreign direct investments (FDI) have been the underlying driver of industrialisation in Thailand and are key drivers of urban development in the country. Foreign firms (small, medium, and multinational enterprises) need to become involved in local planning and management processes whilst willing to adapt to local governments due to the company's impact on social and economic conditions and environmental sustainability. The Royal Thai Government wants to improve the environmental conditions to enhance the human values. Foreign firms must include Thai social and cultural aspects into the company's

strategy as Thais have a sincere concern about socioeconomic changes and environmental degradation. The Thai value system may impact on a foreign firm's strategic choice as well as government development policies that are not aligned with Thai social and cultural aspects. Thais are self-reliant and self-sufficient, live in harmony with the natural environment and are contented with their cultures, identities and lifestyles. Thai people do not want to become alienated from their culture and from each other. Thais have a very strong sense of national identity and adherence to traditional values and community. Thai society values smooth interaction and the avoidance of overt conflict, which can be achieved when '*everybody knows their place and behaves accordingly*'. The growth and development of Thailand will depend on the needs of the country and its willingness to accommodate the strategic intent of the foreign business enterprises.

The Thai culture continues to perplex foreigners. Western cultures find Thai values difficult to understand which have caused some irritation and misunderstanding. Hence, it is not surprising that foreign firm's have difficulties in accessing and succeeding in different cultural milieus. The ability to do business in Thailand requires an understanding of Thai people and the way they conduct business affairs. It is about *internalization* and *co-alignment*. There is a lack of studies that investigates the alignment of foreign firm strategic intent and Thai values. The unique study investigates the alignment/interrelationship between strategic intent and Thai socio-cultural values in Thailand's building construction sector. The findings from this research and comparative results with previous studies may further demonstrate the existence and importance of an alignment/interrelationship between strategy and host country socio-cultural values. Section 8.8 of Chapter 8 provides recommendations for foreign firms operating in Thailand, the Thai government and Thai industry. Section 8.11 of Chapter 8 provides implications for practice and theory.

This introductory chapter presents an overall guide to the rationale and organisation for committing to the research. The chapter includes the objectives, benefits and scope of the research with the aim of providing further insight in the topic areas of values, culture, sociology and strategy applicable to Thailand and foreign firms.

1.2   Background of the study

Thailand's social and cultural values can be observed through the rural family way of life and leisure activities. The leisure activities include ceremonies and festival plays that are intimately associated and identified with Buddhism that has contributed much to Thai characteristics, personality and behavior. These fairs and activities include *Bun Bang Fai*, *Candle Procession*, and *Wax Castle Festival*. They serve as the preservation of psychological stability and security of the villages. The festivals also provide opportunity for merit and fun. This highlights the presence of social obligations that are cultural and moral imperative in Thai society. Ceremonies and festivals preserve Thai culture and are the social fabric of village life.

Village life in northeast Thailand is slowly changing due to the emergence of a more complicated social and economic order. The process of change in Thai society will not eliminate the values and obligations that have been inherited but will introduce new concepts in response to modernity. Klausner (1993) states the thread of continuity in rural Thailand often blunts the knife of change where the basic themes persist. The structure of the belief system will continue to remain that is associated with traditional practices. Thailand is very much a unified ritual society that is more evident in rural regions. It is this rural region, northeast Thailand, which generates migrants and contributes to the economic growth of the country. Thailand's immunity to Western colonialism has provided sufficient time for Thais to develop a unique way of life without major interruptions. The money economy and urban middle class and their individualism will continue to challenge the basic culture and customs of community life (Mulder 1992, 1997).

Thailand's economic growth and national development has characterised the country as an emerging dragon (Kulick & Wilson 1992). The mid-1980s and uninterrupted growth in the period 1987 to 1997 put Thailand on the world map as the nation achieved some of the highest growth rates in the world. Thailand's industrialized economy can be attributed to private entrepreneurs and the government's decision to abandon state enterprises to address globalisation. Thailand understands the effects of economic growth on Thai values and has

derived the National Economic and Social Development plan to ensure steady growth so that the country's social structure is not eroded (Kulick & Wilson 1992). This is very much a Buddhist approach as Buddhism stresses simplicity, compromise, and modesty. The government and monarchy have implemented unprecedented efforts in maintaining the agriculture sector that is bound to the national identity. These efforts demonstrate the high level of social and cultural obligations. According to Kulick and Wilson (1992), Thailand has taken the modest path, the Buddhist way, by equally developing agriculture and industry. Thai organisations have yet to fully understand and adopt Western business models of modern industrial corporations. Suehiro (1993) stated that Thai business models are largely based on *affiliation network* and *kinship relation*. The emerging dragon is still under the influence of traditional Buddhist practices. The true industrialized dragon is yet to emerge. It is evident that Thailand will be a major player in the Southeast Asian economy and social development beyond this century.

The present investigators' interest in the fields of culture, strategy, and sociology is attributed to the way Southeast Asians and Westerners conduct business from both a strategic and organisational level. There are many differences in business strategy and practices between the East and West. The present research seeks to understand the underlying reasons for why organisational culture and business strategy between the two regions differ and what their consequences are for the nation and its people. Substantial research has shown that different strategic decisions are made by managers operating in another country as the result of differences in cultural values (Hofstede 1980). The present research thus focuses on foreign firms operating in Thailand. Thailand has been selected due to its economic growth and social and cultural sensitivity, where ninety per cent of the population is Therevada Buddhist and devoted to King Bhumibol.

Thailand is also of great interest to the present investigator as it is no different to Laos, the present investigators' homeland. Northeast Thailand known as *Isan* occupies almost one third of Thailand. The region is one of the most traditional areas of Thailand where old customs have remained unchanged. Isan is noted to be the center of age-old civilization and customs of Thailand dating back to prehistoric times. Thai history suggests that Isan is

strongly influenced by Laotian customs and language. According to many researchers (Mulder 1977, 1992, 1997, Siengthai & Vadhanasindhu 1991) it is the cultural, linguistic, religious and political realm that gives Thailand and Thai people a strong sense of identity. The present investigator sees much of Lao characteristics and values in the Thai person and *vice versa.* It is for this reason that the present investigator has so much attachment and understanding of Thai way of life. The present investigator hopes that Laos, the Nation and its people (including those living abroad) monitor, learn, and observe the effects of industrialisation and modernisation on Thailand, in particular its impact on the country's culture and social fabric. Industrialisation refers to the use of machines to increase production and work efficiency to achieve economic growth; thus, it raises per capita income and the living standards (Komin 1989). Modernisation refers to all the socio-political changes that accompany industrialisation (Komin 1989). As stated by Komin (1989), to see the relationships between social factors and the industrialisation process it is sufficient to observe Thailand's agrarian society attempting to industrialize.

The research is of significance to strategists and foreign multinational enterprises, as it is aimed to clearly identify gaps in existing knowledge on strategy-culture fit applicable to Thailand. It is argued that dominant value orientations in both foreign firm strategy and culture of specific nations need to be understood to address business risk. It is also argued that strong social and cultural societies, *particularistic societies*, are more resistant to business strategies that lack knowledge of the contextual environment of the host country. The research aims to draw out Thailand's most dominant social and cultural values so that they are considered in strategy design. It is strongly suggested that reconciliation is required between host country values and foreign firm strategy for successful investments in Thailand.

There is sufficient literature (Schwartz & Davis 1981, Fombrun1983, Shrivastava 1985, Schneider 1989) to support the research area of strategy-culture fit. There are contradicting voices and contributions of various researchers (Komin 1990, Hofstede 1980) when strategy-culture fit is applied to Thailand. The present research may be of significance and contribute to a better understanding of Thai values in the area of strategy-culture fit.

1.3　Rationale of the study

The Southeast Asian region, in particular Thailand, plays an important role in the world's economy. Thailand has slowly recovered from the region's 1997 crisis to become one of East Asia's best economic performers for the period 2002-2005. This has stimulated many researchers (Redding 1987, Rodsutti & Swierczek 2002, Claessens, Djankov, & Lang 2000), including the present investigator, to make a contribution to existing literature as well as gain theoretical and practical understanding of Thailand's culture and values and foreign firms that operate in this country. Thailand, known as *little dragon*, has undergone a major economic transformation since the Asian financial crisis in July 1997 to 1998. The country is now a primary commodity producer and exporter. The economic transformation has allowed foreign investors to contribute significantly to Thailand's industrialisation. This is the result of the Thai government's constructive policy (open door policy) towards investment (Bureau of East Asian and Pacific Affairs 2005). The Thai government encourages foreign investment but notably with some limitations on foreign ownership in many sectors. Foreign investors must take note of investment regulations as a number of regulations restrict their choices. The *Alien Business Law* of 1972 (also known as National Executive Council Decree 281) defines the areas in which foreigners can operate. The following categories are projects that will not be considered (Bureau of East Asian and Pacific Affairs 2005):

- Those that is restricted under Proclamation No 281 of the former Revolutionary Council.
- Those that compete in such a way as to destroy existing domestic businesses.
- Those which hinder the growth of existing domestic businesses or domestic businesses which have not yet been developed.

Researchers in the area of international competition have emphasised the importance of cultural distance. Although there is substantial evidence to suggest that certain host country values and traditions determine the degree of success in overseas investment, few business leaders find it difficult, or are unwilling, to accept, acknowledge, and understand this

concept. This is known as *two culture* phenomenon where business partners may deny or accept cultural differences (Graen & Hui 1996). In China, foreign firms can achieve competitive advantage over their competitors through partnership and cooperation. To further understand partnership and cooperation, one has to understand *guanxi*. Guanxi refers to the concept of drawing on connections in order to secure favors in personal or business relations (Luo 1998). Guanxi binds and creates an exclusive social and business web. Luo (1998) argues that personal connections and loyalties are often more important than organisational affiliations or legal standards. The concept of guanxi persists in many Southeast Asian nations. Thai business societies call this *mithshay* or *pheanthidy*. In Laos, this is referred to as *hacphěng* or *siao*. Mithay, pheanthidy, hacphěng and siao are understood by Lao and Thai people and have the same meaning but are used in different contexts depending on the depth of the relationship. This research highlights how relationships are valued when doing business in Southeast Asian nations like Thailand. To define relationship from the Thai perspective is to understand Thai social and cultural values and the historical events in which the term has derived. Therefore, the research is of paramount importance to foreign ventures endeavoring to prosper in Thailand's market.

Past, present and future researchers, business leaders and governments do, and will continue to, acknowledge the importance of this research area directly and indirectly. As stated in the sections above the research area is of value to individuals, corporations and nations. Individuals, corporations and nations manage themselves differently to a smaller or larger extent. These nominal and systematic differences (Graen & Hui 1996) cannot be neglected as literature suggests that cultural and social ideology is the biggest barrier in doing business in world markets. These differences are manifested in societal settings, local history and cultural heritage. There will always be difficulties in understanding the effective management of partnerships or business relationships with different cultures. Evidence of this is the continual failure of foreign multinational corporations in Southeast Asia due to endogenous factors and exogenous factors (Graen & Hui 1996, Theng & Boon 1996). To illustrate this, the Census and Statistical Department of Hong Kong reported that almost 58,000 corporate entities were dissolved in the year 1997 (http://www.sme.gcn.gov.hk/english/smehk_b.htm). The discontinuance and failure rate of

MNEs and SMEs is very much a global phenomenon. As stated by Kuo (2004) domestic business is unfamiliar with the environment of foreign markets, foreign investment will always encounter cross-cultural, economic and political problems, trading obstacles and industrial competition.

It has been emphasized by researchers and further advised by the Thai government that the strategic intention of foreign firms must align itself with the development goals of the government as well as the nation. The September 2006 military coup advocated that benefits generated by businesses are to 'trickle down to everyone'. It is clear to prospective ventures wishing to operate in Thailand that it is a requirement to review and evaluate business policies from a government level as well as societal level. Businesses will require support from the government and Thai people where strategies are in place to link firms through the value chain system.

Present day Thailand is an open market-orientated economy that welcomes foreign investment for the purpose of promoting economic and social development. It is a complex and multifaceted economy with an ongoing reform strategy that endeavors to align with national and international aspirations. The rapid economic transition in the mid-1980s and post Asian financial crisis has had a social impact. This *money economy* has created new social groups, new lines of conflict, and elitism. The major consequence of economic change is the growing gap between urban and rural incomes and the rich and the poor. Thailand is very much a rural society where two thirds of the population lives outside the urban area. They – the rural society – are the voice of the country. Globalisation has had an impact on ordinary Thais and has fuelled passionate debate on the government's economic model for Thailand. Thais have argued the desire to save the country and its business from foreign control and return to a self-sufficient economy. This self-reliance is often defined in Buddhist terms. The debate resulted in the gathering of about 100,000 protesters at the Royal Plaza in February 2006. Not surprisingly, as predicted by Thai scholars and political observers, Thailand's military with King Bhumibol's support overthrew Prime Minister Thaksin Shinawatra in September 2006 due to growing public criticism of his leadership plundering the Thai economy and subverting democracy. The word *community* is highly

valued by Thais. Community is a term imbued with particular values. Industrialisation has created a unique urban culture that has brought the deterioration of Thai values and there is a call for its rediscovery. The need for rediscovery is visible with the phrase *Kuu chat* [which means or refers to the idea of giving back our country, redeeming our country, or giving us back our patrimony] on headbands of anti-Thaksin protestors. Other statements included "I like you Thaksin but I love my country (much) more, I say from the bottom of my heart", "Thailand is not a Thaksin company", and more harshly directed to Thaksin "get out" (http://2bangkok.com/high.shtml). The present investigator understands and can relate to the protest and the military coup, notably King Bhumibol's intention to protect Thai culture, meaning the rural populace or agriculture sector.

It is also acknowledged that the September 2006 coup demonstrated that both military and industrial leadership requires same characteristic qualities of wisdom, trust, sincerity, benevolence, courage, and strictness to carry out policies. This is very much a Buddhist approach; hence, the yellow ribbons tied to the military equipment. The relationship between Buddhism (the Sangha) and politics in Thailand is quite unique. From a business perspective, where leaders lack these qualities they will not receive the support of workers. The military coup did receive support from Thai people. Westerners have interpreted the coup as threat to democracy; this highlights the growing need to better understand individuals, societies and nations across the globe.

It is contended that the military coup demonstrated the depth of power and influence of Thai values that need to be noted. It is Southeast Asian values and the present investigators' intimacy with Thai values that has provided the major impetus and inspiration to commit to this research. The intention is to contribute to existing literature and make Thai values under present environmental circumstances available to individuals wanting to further understand the Thai mentality to unlock hidden agendas of Thailand's business culture.

1.4   Objectives of the study

The research investigates the alignment or interrelationship between foreign firm strategic intent and Thailand's social and cultural aspects. It is to provide a social and cultural guide for foreign firms in managing there organisation effectively. This is to be done by addressing the research objectives. For foreign firms to achieve competitive advantage the company's strategic intent must be in harmony with the host country's traditional culture and values. It is such that corporate strategies may have significant impact on the social, economic and environmental aspects of Thailand. The eleven research objective's is mapped in Figure 6.3 Chapter 6 Conceptual framework for the research on the alignment of foreign firm strategic intent and Thailand's social and cultural aspects. Its components are explained in Section 6.3 Chapter 6 Conceptual framework.

The initiation, inspiration, and commitment to this research topic arise from the present investigators' intimacy with Thailand's national objectives in creating a sustainable economic environment in harmony with the country's traditional culture and values. This national objective is very challenging to achieve for the majority of Thais and foreign MNEs and SMEs. There is discontent over the perceived consequences such as inequalities arising from industrialisation. Industrialisation has fuelled debate in Thailand to the extent that it has ignited protest and military coups. As stated by Hewison (2000), rapid processes and change created by liberalization and globalisation have had significant impact for business, government, and ordinary people. The most significant impact of economic insecurity due to globalisation was the 1997 Southeast Asian recession. Industrialisation may be viewed as the catalyst to the transformation of traditional society, in essence the transformation of values and culture. It is also argued that a homogenous and Buddhist nation such as Thailand will immediately resist the restructuring and reengineering of local or agrarian ideologies. It is also argued that the progress and development of Thailand where MNEs and SMEs play a major role must be defined in community terms to make it more meaningful and appropriate. Foreign investors must not ignore or exploit Thailand's rural sector as it represents the core of Thai values and makes up the majority of urban workforce. It is suggested that foreign MNEs and SMEs must align and gain support from

diverse sectors of the Thai population, the middle class in Bangkok, the Thai government, and the rural populace.

In line with the introduction, background and rationale of this study, the research is aimed specifically to:

1. identify certain Thai values that are important to Thai people;
2. ascertain acknowledgement of Thai values in foreign firms;
3. establish and describe differences in social and cultural values between Thailand and the West that can impact on business transactions and relationships;
4. establish Thai values regarded as impacting foreign firms' business transactions and relationships;
5. identify the most common and prevalent strategic intent of foreign firms operating in Thailand;
6. identify the strategic values of foreign firms operating in Thailand;
7. identify the expectations of Thais regarding foreign firms operating in Thailand;
8. identify the strategic intent of foreign firms and their implications for the company and Thai people;
9. identify the evidence of foreign firms wanting continued operations in Thailand;
10. demonstrate any alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects; and
11. develop recommendations for organisations, government, industry, and the research community in Thailand and abroad on relevant aspects of foreign firm strategic intent and Thai social and cultural aspects that may impact on Thailand's economic and social development and foreign firm performance/success.

There is a lack of studies that investigates the alignment of foreign firm strategic intent and Thai values. The achievement of the eleven research objectives would address that paucity. The overall objectives require that a conceptual framework be developed that fulfilled two criteria:

(a)   It should depict relationships/alignment between and among variables associated with foreign firm strategic intent with Thailand's social and cultural aspects in such a way that allowed the achievement of the eleven objectives.

(b)   It should allow the achievement of the eleven objectives to be informed by theory and extant research.

As mentioned earlier literature does suggest that there must be a fit between host country socio-cultural aspects and foreign firm strategy (Kogut & Singh 1988, Ross 1999, Markoczy 2000). However, to prove that these claims are valid, based on the objectives aforementioned and the extent to which the success of foreign firms relates to the alignment, the following statement needs to be confirmed by the present research; "the stronger the relationship or alignment between *foreign strategic intent* and *Thai social and cultural values* the more the competitive advantages and benefits that could be obtained". This would establish if there was a direct relationship between strategic intent and Thai value alignment at a corporate strategy level and business performance.

This study also provides a practical approach to measuring the relationship/alignment between strategic intent and socio-cultural aspects.

1.5   Benefits of the study

The shortcomings in the research area of strategy-culture fit, more specifically the relationship between foreign firm strategic intent and Thailand's social and cultural aspects, has prompted the present investigator to conduct this study and contribute to filling the gap in strategy-culture fit in a Southeast Asian nation. The research endeavors to examine the proposition that the higher (stronger) the degree of alignment or relationship between

foreign strategic intent and Thai social and cultural values, the greater the benefits and competitive advantages the company and nation obtained. This research thesis will endeavor to contribute to both theory and practice in strategy-culture fit of foreign firms operating in Thailand.

In theoretical terms, it is hoped that the research will:

- make a contribution to the opening and development of a field of research dedicated to the study of foreign corporate strategic intent.
- make a contribution to the additional development of a field of research dedicated to the study of Thailand's social and cultural values in present day environment.
- make a contribution to the very limited existing research into strategy-culture fit applicable to Thailand.
- make a contribution in broadening the area of strategy-culture fit in Thailand under present and future circumstances and environments, by making recommendations to future research undertaking to consider the impact of corporate strategic intent on Thailand's economic and social development and *vice versa*.

In practical terms, the research is expected to:

- contribute to a better understanding of Thai social and cultural values and their implications on corporate decision making;
- create awareness among foreign investors of the importance of compromising and adapting to Thai values with business intentions;
- assist corporate strategists in developing appropriate policies and practices for new and existing foreign firms operating in Thailand;
- provide a social and cultural guide for foreign firms in managing the Thai workforce more effectively; and
- provide recommendations to foreign investors on corporate strategy that improve operating and business performance in Thailand.

The way Thais conduct business is quite unique. It is hoped that this research will be of great benefit to foreign investors wishing to prosper in Thailand and to researchers and observers wanting to understand *Thainess* and the *Thai smile*.

1.6   Scope of the study

The research is limited to foreign firms operating in Bangkok, Thailand. Bangkok has been chosen as it is the major city to which urban people migrate to find work. It is the largest, modernized, and economic center of Thailand, followed by Chiang Mai. Bangkok is home to three-quarters of the nation's factories [domestic and foreign companies] and holds almost a quarter of the total population (Bureau of East Asian and Pacific Affairs 2005). The by-products of industrialisation are most evident in Bangkok. It is home to fifteen million poor, dispossessed peasants, unskilled urban workers and slum dwellers (Kulick & Wilson 1992). Bangkok provides an example of the effects of industrialisation where Thai traditional values and Western ideology and industrial values clash. It is the ideal city to conduct research into this research topic, as it comprises the *old* and the *new* and *mix* between the two. The value system and culture play an important part in molding the Thai attitude within the Bangkok milieu.

The scope of the study restricts the type of foreign firms to be investigated. Foreign investments are to be either from Europe, South America, North America or Asia Pacific, as they are perceived as 'Western nations' in Thailand. Numerous researchers have argued that there are comparable differences between Southeast Asian values and Western values. The research does not discriminate on the length of time those foreign firms operated in Thailand or whether they were MNEs or SMEs.

1.7   Structure of the study

This thesis classified the research discussion into five parts and eight chapters, as shown in Figure 1-1.

Figure 1-1:   **Structure and organisation of the thesis**

Part I. Introduction and background
Chapter 1. Introduction
Chapter 2. Background
Part II. Literature review
Chapter 3. Foreign firm strategic intent and Thailand's social and cultural values
Chapter 4. Thailand social and cultural values
Chapter 5. Corporate social responsibility
Part III. Research design
Chapter 6. Conceptual framework and methodology
Part IV. Research results
Chapter 7. Data analysis – findings and implications
Part V. Conclusions
Chapter 8. Conclusions and recommendations

Source: Author

1.8   Conclusion

This chapter has included the structure of the study to ensure logical flow. The next chapter provides the necessary background in further understanding this research area followed by a literature review, research design, research results, conclusion, and limitations and future research directions.

Chapter 2
BACKGROUND

2.1   Introduction

This research is about Thailand, specifically, Thai cultural values and social values and their impact on foreign corporate strategic intent and *vice versa*. The fabric of Thai values has derived from the Kingdoms that ruled the country for many centuries and their belief in Buddhism. Buddhism is very much a part of Thai people. It has influenced Thai behavior, norms, and communication in the family and social setting and to the extent the business and corporate environment. To understand Thai people and their characteristics requires an understanding of Thailand's history, environment, and makeup.

The present chapter introduces and provides a background to some factors that contribute to the *alignment* or *relationship* of foreign corporate strategic intent with Thai values. It is important that foreign multinational enterprises understand Thailand's national and corporate culture, social systems, and societal characteristics. It is suggested that foreign firms must behave appropriately and properly when doing business with Thais. This will assist the integration of foreign firm strategy with the social and cultural fabric of Thailand. The integration will hopefully reduce misinterpretation and misunderstanding of Thai way of life and work practices.

2.1.1 Thailand's geography

Thailand occupies the western half of the Indochinese peninsula and the northern two-thirds of the Malay Peninsula in Southeast Asia. The country is situated in the heart of the Southeast Asian mainland which borders the Democratic People's Republic of Laos and the Socialist Republic of the Union of Burma to the north, Democratic Kampuchea (presently Cambodia) and the Gulf of Thailand to the east, the Socialist Republic of the Union of Burma (presently Myanmar) and the Indian Ocean to the west, and Malaysia to the South. The country is divided into four regions with the core population (1) the North (Northern

Thai 19 per cent), (2) the Central Plain, or Chao Phraya River Basin (Central Thai including Bangkok: 34 per cent), (3) the Northeast, or the Korat Plateau (Northeastern Thai: 34 per cent) and the (4) South or Southern Peninsula (Southern Thai: 13 per cent).

2.1.2 Thailand's population

The population of Thailand is approximately 65 million with an annual growth rate of approximately 1.3 per cent. The majority of the population is Thai (89 per cent) and ethnic minorities (11per cent) which the Chinese make up the largest ethnic minority (12 per cent) followed by Malay-Muslims (4 per cent) and Khmer (3 per cent) (Bureau of East Asian and Pacific Affairs 2005). Thailand's population is relatively homogenous, shares a common culture and is mostly rural (69 per cent). Buddhism, the national religion, is the professed faith of 95 per cent of the population. Other religions include Muslim (4-5 per cent) and very few are Christian, Hindu, and Brahmin (Royal Thai Government 1991). Thailand is governed by a constitutional monarchy with a parliamentarian form of government. The official national language, spoken by almost 100 per cent of the population is Thai. It is classified by linguists as belonging to a Chinese-Thai branch of the Sino-Tibetan family (Royal Thai Government 1991).

2.1.3 Thailand – The land of smiles

Thailand is *Prathet Thai*; the word *Thai* means *free* and therefore Thailand means *Land of the Free*. It is a country that is often referred to as '*The Land of Smiles*' reflecting the disposition and culture of its people who are generally easy-going, hospitable and friendly (Browell 2000, Sriussadaporn-Charoenngam & Jablin 1999). Thais are also characterized by their kindness, politeness, fun and peace loving, and pride themselves of being Thai (Sriussadaporn-Charoenngam & Jablin, 1999). Buddhism influences these unique personalities together with their great respect for the Thai monarchy (Browell 2000). The Buddhist rules of behavior known as '*precepts*' established Thai values. The precepts and the behaviors derived from the Perfection's (which include such characteristics as generosity, morality, patience, courage, meditation, wisdom, virtue, energy, truthfulness,

resolution, kindness and an even temper) culminate in individuals not doing evil, cultivating good, and purifying the mind (Browell 2000). Browell (2000) identifies that Buddhism is a way of life in which material possessions are minimized and the ultimate goal is one of creating harmony and peace. According to O'Sullivan and Tajaroensuk (1997) a good Thai and a good Buddhist is the same thing. Thais have a very strong sense of national identity and adherence to traditional values, hence the term, 'The Land of Smiles'.

The Thai culture continues to perplex foreigners. Western cultures find Thai values difficult to understand and identify with (Browell 2000, Kulick & Wilson 1992). Foreigners have found it difficult to interpret the Thai smile, which has caused some irritation and misunderstanding (Cooper 1991, Kulick & Wilson 1992). Smiling is an integral part of Thai personality that is not just for good news or delight; it comes into play when anger, doubt, anxiety or grief is the underlying emotions (Kulick & Wilson 1992). Kulick and Wilson (1992) suggest that the smile as defense mechanism is one tactic in the general Thai strategy for avoiding conflict. Some researchers have identified the Thai smile as a strategy used in economic warfare. To the Thais role-playing and maintaining the external appearance of an orderly relationship are the best techniques for both masking and controlling the insecurity and anxiety (Mulder 1992). This is to further suggest that one's presentation is also the presentation of one's social life. Mulder (1992) states that presentation is deeply important, both socially and psychologically. Thai society tends to accept people at their face value, to recognise the wishes of role players who take their manners and presentation seriously (Mulder 1992). The *Land of Smiles* is a reflection of the acceptance of the reality of self-presentation and the incumbent maintenance of pleasantness even under adverse conditions (Mulder 1992). The *Thai smile* is a good strategy to control situations that give interaction a pleasant façade. Thai people have more than the average human share of pride, sense of independence, and dignity. They cannot easily tolerate the violation of their ego or that of anyone close to them (Kulick & Wilson 1992). For this reason Thais go to some lengths not to cause another person's discomfort or inconvenience, that being the basis in which they can expect similar treatment. Thai society values smooth interaction and the avoidance of overt conflict, which can be achieved when

everybody knows their place and behaves accordingly. Polite smiles and polite speech facilitate the interaction in which individuals flow past each other without hindrance or obstacles (Mulder 1992). Westerners have recognised that social life in Thailand is more fun ('*sanuk*'), but also more tricky. They have slowly come to understand that the *smile* and *face saving* are a part of a more positive and much richer system of relationships (Kulick & Wilson 1992). As stated by O'Sullivan and Tajaroensuk (1997), "few nations could smile more frequently, longer, and more enthusiastically than the Thais".

2.1.4 Foreign firms – Small Medium and Multinational enterprise

Multinational enterprises (MNE) and small-medium enterprises (SME) make up ninety-eight percent (98%) of all Thai business entities. Thailand witnessed increasing flow of foreign investment during the 1980s and 1990s. They contribute to over fifty per cent (50%) of Thailand's industrial employment. MNEs and SMEs are believed to be the heart of the Thai economy and impact greatly on the social aspects. The Thai government promotes both MNEs and SMEs due to their contribution to the country's sustained economic development (Bureau of East Asian and Pacific Affairs 2005). Although there is promising government support for foreign investments, foreign firms must assess and account for Thailand's risk factors that may impact on operations (refer to Table 2-1).

> "*Thaksin and his advisors believe that SMEs are the heart of the Thai economy, and need better support from the government to become more effective agents of economic growth and development. State-owned lending agencies, including the Industrial Finance Corporation of Thailand (IFCT), are especially attentive to SME needs.*" (Thailand Country Commercial Guide FY 2003, Embassy of the United States of America, Bangkok)

A multinational enterprise (MNE) consists of a group of geographically dispersed, goal-disparate organisations that include its headquarters and different subsidiaries abroad (Luo 1999). Similarly, MNE is the term meaning that a corporation is not only to do business in a foreign country, but also to undertake operation activity in other countries (Kuo 2004).

Tallman (1992) provides a traditional definition of MNE based on comparative usage of exports, licensing, and foreign direct investment as governance structure for operations in foreign markets. It is also argued that MNE is defined more by their terms of competition or strategy (Tallman 1992, Luo 1999). The discussion of MNEs is as equally important. MNEs can largely contribute to societal and economic developed of the country in which they operate (Lawler 1996). MNEs succeed when they align themselves to the socio-cultural and politics of the host country. This alignment is supported by Luo (1999) arguing that foreign MNE subunits must be differentiated enough to successfully confront cultures, markets, and business practices that contrast markedly with those of the home country. According to Rodsutti and Swierczek (2002) subunits have to respond effectively to the dynamics of their own organisational culture and the multi-cultures of staff and the country in which they are based i.e. the differences in culture and value (refer to Table 2-2). Barkema, Bell, and Pennings (1996) also agrees that an alignment is necessary stating that when firms diversify beyond their national borders, they have to adjust to foreign national culture. It is also argued that some MNEs can succeed in blending of cultures, but most cannot succeed in different cultural milieus (Rodsutti & Swierczek 2002). The 1999 Foreign Business Act B.E. 2542 (FBA) allows foreign investors to have ownership in a wide range of business activities subject to certain restrictions and requirements (Talerngsri and Vonkhorporn 2005). But notably corporations in Thailand are mainly family controlled (Claessens, Djankov, & Lang 2000). This policy or practice and the appointment of Thais to manage foreign MNEs and MNEs enable smoother integration (Toews & McGregor 2000).

Table 2-1:   Thailand risk factors: 2006

Risk Rating	Current Rating	Current Score	Previous Rating	Previous Score
Overall assessment	C	50	C	49
Security risk	C	57	C	57
Political stability risk	C	55	C	50
Government effectiveness risk	D	75	D	75
Legal & regulatory risk	C	58	C	58
Macroeconomic risk	B	35	B	30
Foreign trade & payments risk	B	39	B	39
Tax policy risk	B	31	B	31
Labour market risk	C	50	C	50
Financial risk	B	38	B	38
Infrastructure risk	D	66	D	66
Note: E=most risky; 100=most risky.				

Source: The Economist Intelligence Unit Ltd (http://www.reiresearch/public/department80.cfm)

2.1.5 Foreign firm and culture

Culture may influence how foreign multinational enterprises do business abroad (Lasserre 1995, Kuo 2004). The importance of this is that domestic business is unfamiliar with the environment of foreign market. Foreign investment will always encounter cross-cultural, economic and political problems (Kuo 2004). Kogut and Singh (1988) argued that the greater the cultural distance between the home base of the investing firm and subsidiaries operating in another country, the greater the probability it would choose a joint or wholly owned Greenfield investment over a majority or full acquisition. The strategic choice is to minimize the cultural distance and obtain a 'fit' (refer to Figure 2-1). The effects of cultural distance on business operations are well documented (Luo 1998, Ross 1999). Palich, Hom and Griffeth (1995) state that cultural distance between MNE parent and subsidiary may preclude or inhibit some commitment bases. To invoke formal controls over culturally distant subsidiaries demonstrates such business commitment. The consequence of a joint venture or Greenfield investment is that it allows firms to share information, resources, markets, and risks, to build trust among firms and to yield economies of scale (Gomes-Casseres 1987). Andrews and Chompusri (2001) recognize that powerful networks form the

crux of Thai commercial activity supported by a set of social values. To the Westerner, the Thai commercial activity and social values are condemned as cronyism, collusion, corruption, and complacency, which are held to express, collectively, the dark side of the local business structure. Tables 2-2 and 2-3 illustrate the differences in thinking processes and business behavior between Asians and Westerners. Fisher and Hartel (2003) argued that racial background and ethnicity have significant impact on business negotiation. The nationality is a key personal attribute that shapes the interactions among managers in MNEs. Social ties such as friendship are more likely to develop between people who share a common background, which is a basis for establishing and maintaining strong network ties. According to Manev and Stevenson (2001), people from the same nationality create a culture group within the MNE with its own routines transmitted through communication channels across geographical boundaries that are often closed to non-members. Cultural patterns such as in the case of Thailand that is rich in culture may be used for improved organizational practice particularly in MNEs. Knowledge of similarities and differences in cultural values and practices could be of enormous help in creating international projects. Table 2-3 provides a brief summary of some of the conflicting cultural imperatives between Thai culture and Western culture. The survival of business in Thailand or in a global environment depends on a great deal of success in cross-cultural and interpersonal work relationships (Fisher & Hartel 2003). As stated by Graen and Hui (1996) cross-cultural partnership building involves thinking and doing things, which are compatible with each of the original cultures and works effectively with organisational aspects.

> *"Culturally Australians are closer to South Americans than Asians. The European background actually makes us more attuned to their style of business; you almost feel at home and that's a bit of a positive."* ('Viva Brasil', 2006, *Business Express*, June, p. 44.)

Table 2-2: **Key differences in thinking processes and business behavior between Asian and Westerners**

	Asians	Westerners
Way of Thinking		
Subject	Holistic	Individualistic
Social status	Hierarchical	Egalitarian
Relationship	Beyond business	Business networking
Logic	Interrelated	Sequential
Approach	Authoritarian	Open to discussion
Means	Enforcement of order	Fact-orientated
Channel	Relationship	Information
Duration	Long term	Short-or-medium-term
Business Behavior		
Etiquette	Formal	Mostly informal
Meeting format	Multiple objectives	Clear objective
Delegation	Limited	Authorized
Responsible party	Normally unchanged	Frequently changed
Information exchange	Need-to-know basis	Open exchange
Business proposal	Arrive at indirectly	Direct and open
Negotiation style	Passive but persistent	Direct and less patient
Priority setting	Favorable total deal	Principles and objectives
Expected partnership	Long-term	Business driven

Source: Chien, Shih, & Chu (2005)

Table 2-3: **A comparison of conflicting cultural imperatives**

Thai culture	Western culture
A tradition of spiritualism as based on Buddhism; that give more than one takes; to resist material attachments.	A need for achievement and material rewards as a sign of success.
A desire to have a trust in business relationships, through traditional, social business networks, built over time.	Need for new regulatory procedures and enforcement agencies, with modern and public (transparent) reporting of data.
Need to take care of employees, avoid lay-offs and protect investors from 'taking a hair cut' (loss), thus suffering a loss of face.	Need to speed up restructuring of insolvent institutions, cutting the high ratio of non performing loans through implementing modern bankruptcy laws.
Desire to keep the unemployment rate down, by preserving low skilled jobs in labour-intensive export industries.	Need to see rapid progress in restructuring insolvent companies, lay-offs, elimination of non-performing loans, greater reliance on high-tech production methods.
Desire for face-to-face business contacts, based on trust and confidentiality.	Need to utilize the increased productivity of e-commerce via the Internet, with public display of data.
Encouragement by the King (RAMA IX) to be more self-sufficient country, to produce what one needs, become less independent on imports.	A desire by Thais to possess western goods as symbols of success and status; a new culture of profligacy among young consumers, students and business people.

Source: Niffenegger, Kulviwat & Engchanil (2006)

Figure 2-1:   Local partner attributes and international success: Three-fold classification scheme
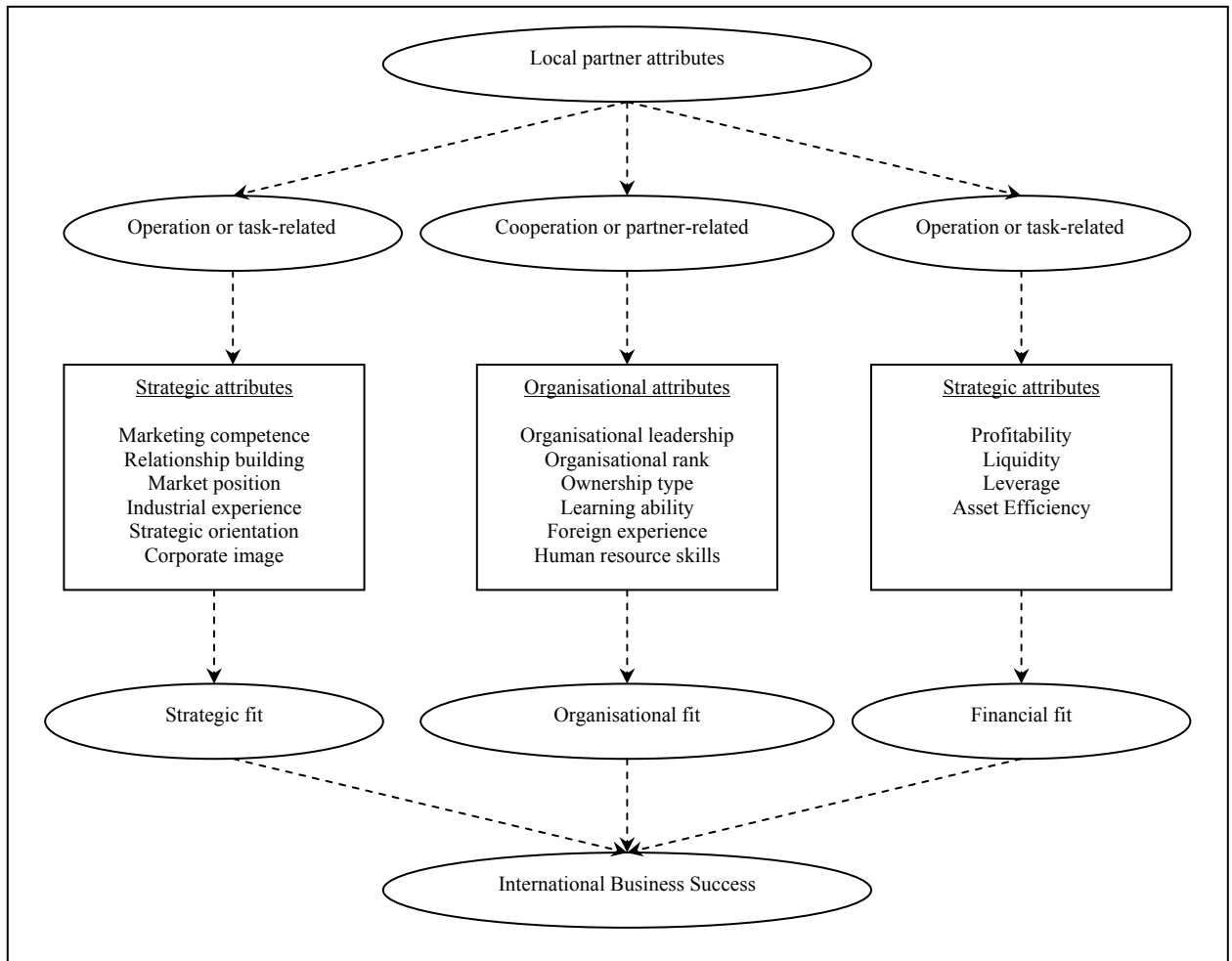
Source: Adapted from Luo (1998)

2.1.6 The Thai organisation – A family business

Thai organisations or Thai family business is relevant to the research. The recommended strategy of foreign firms entering global markets is usually by joint venture as opposed to 'going it alone' (Lasserre 1995, Lasserre & Probert 1998, Lasserre & Schutte 1999) to ensure a cultural fit (Ross 1999, Markoczy 2000).

It has been argued that Western and Eastern businesses operate differently (Leppert 1992, Toews & McGregor 2000) such as the emphasis on relationships than contracts (Luo 1998). This may be attributed to cultural differences (Hofstede 1976, 1980, 1993, 1997).   The

coverage of Thai organisation may give valuable insight on how foreign multinational enterprises conduct business at the operation, strategic and cultural level.

Thai society is organized in a hierarchical fashion in which people occupy mutually unequal positions (Mulder 1992). Ratanjee (2005) identified that the hierarchical way of life is projected in Thai organisation structure. Thai workplaces have historically followed the production model, a *top-down* or hierarchical system where traditional Thai values are deeply embedded in the culture of many organisations, whether private or public (Ratanjee 2005, Sriussadaporn-Charoenngam & Jablin 1999). The managing director heads the typical business and in most Thai companies the more senior officers retain the authority and responsibility. Most Thai firms are controlled either by foreign capital (especially multinational enterprises) or family-run/owned business groups. This frequently means that filial ties, rather than business acumen, dictate the appointment of managers (Suehiro 1993). The business group is usually called the *klum* (group), but has also been referred to as *thurakun-yai* (big family) and *thurakit khrop-khrua* (family run business) (Suehiro 1993). Suehiro and Wailerdsak (2004) stated that family run business groups have constantly served as the most important agent for industrial development. Suehiro (1993) offered the definition of a family business as follows:

Family business   is defined as a form of enterprise in which both ownership and management are controlled by a family kinship group, either nuclear or extended, and the fruits remain inside that group, being distributed in some way among its members (p. 378).

The Thai organisational structure is built on lines of command, where there must be an unbroken upward flow of documents and approval. Maisrikrod (1999) pointed out that when Thais meet, they have to establish a relative hierarchy in order to interact effectively. Vertical integration is apparent in the patrimonially structured national organisations, for example, the civil service and the brotherhood of Buddhist monks (*Sangha*). Thais have to be able to use such terms as *Phi* (older brother or sister) or *Nong* (younger brother or sister). This illustrates that the most basic criterion to establish hierarchy is age. Sriussadaporn-

Charoenngam and Jablin (1999) stated that class distinction and social differences in Thai society is broadly defined by such personal characteristics as family background, age, gender, and level of education. This highlights the important work of Hofstede (1980) summarizing that Thai culture is characterized by high power distance. The notion of hierarchy is strong in Thai society, for example, *respect for elders* (an emphasis on social and political hierarchy) as well as *loyalty and obedience* (those who have higher education enjoy a higher social rank). It is the common belief that Thais have to place themselves within a proper hierarchy, knowing your place and liking it (*roojak thee soong thee tam*; literally knowing who is high and who is low) (Maisrikrod 1999), know how to take care of your own affairs and to stay out of trouble (Mulder 1992), and display behaviors consistent with *orn nork khaeng nai* meaning soft outward, firm or hard inside (Sriussadaporn-Charoenngam & Jablin 1999). Those of low social class will usually not challenge a decision or complain about difficult situations. This highlights the Buddhist belief in *karma*, where one's destiny is predetermined. According to Mulder (1992) Thais tend to identify with their position and to derive a good deal of satisfaction from recognition of their status. Status has its own social obligations and often requires the showing of benevolence and generosity. This is consistent with the ethos of Thai society, which attaches great value to relative position, age-status and family-like atmosphere that is consistent with hierarchical notions (Mulder 1992).

An organisation is embedded in a societal/cultural environment, and the latter exerts its pervasive influence on organisational actors (employees and managers alike) in terms of what they bring with them to the work situation (Komin 1990). These include patterns of values, beliefs, and social relationships. For example, the traditional Thai value such as *bunkhun* means kindness and care, or reciprocity where it is expected that managers contribute to their employees' professional lives and set them up for success by motivating, encouraging, and promoting them based on their talent and contribution to the workplace (Ratanjee 2005). The Thai approach to management follows a pattern of benevolent paternalism which emphasizes the quality of the relationship between the superior and subordinate such that the superior has the right to order but also has the responsibility to protect and assist his/her subordinates (Sriussadaporn-Charoenngam & Jablin 1999).

According to Sriussadaporn-Charoenngam and Jablin (1999) the superior-subordinate relationship is a highly paternalistic one, in which an effective supervisor is a teacher and respected relative at the same time. As stated by Dunung (1995), family links remain an important part of the business culture.

Toews and McGregor (2000) highlighted the importance of friendship stating that Thai staff tends to develop loyalty to a person rather than to an organisation. It is common to hear of whole work teams following a popular manager who has resigned from an organisation. Runglertkrengkrai and Engkaninan (1987) examined the effects of culture on leadership style among Thai managers and found a relative mix in the extent to which leadership styles accord with Thai traditional values as being helpful, close, warm, and supportive. Thai organisations emphasize protocol, deference to rank, respect for authority, and smoothness in work relationships. Thai society believes in *kreng jai*, meaning respect for others (Sriussadaporn-Charoenngam & Jablin 1999). The respect for others can be illustrated in how Thais conduct themselves in the workplace. Violating the chain of command, values or failure to follow procedures may be perceived by others as disrespect, challenging authority and power, irresponsibility, and will likely create interpersonal conflicts (Sriussadaporn-Charoenngam & Jablin 1999). The conformity, and compliance with formal etiquette requirements of social life, respect and obedience to authority of elders and trust in their wisdom, protection, mutual dependence and reciprocity, moral indebtedness, and a sense of obligation are significant aspect of Thai culture, and social identity of the individual (Reynolds 2002). Toews and McGregor (2000) stated that the only way to succeed in business is to observe the rules of hierarchy. For example, good personal relations with officials enable businessmen to influence policy-makers, which has been the key to company success.

Buddhism also contributes to the socio-cultural environment of Thai organisations. Emergent urban values such as discipline, hard work, and self-reliance are consistent with the Buddhist belief in the *Middle Path*, which eschews extremism (Kamoche 2000). Kamoche (2000) stated that Buddhism is generally believed to have strong influence on management in Thailand. Five factors in Buddhism that affect Thai management practices

are: (1) self-realization (knowing oneself, one's strength and weaknesses), (2) knowing others (how to deal with them), (3) causality (cause and effect of one's action), (4) appropriateness of time and place (to deal with problems); and (5) one's personal potential (Siengthai and Vadhanasindhu 1991). Table 2-4 highlights the consequences of Buddhism on management practices. Understanding Thai culture requires having strong familiarity with the essence of Thai Buddhism. This in essence is the identification with the *Four Sublime States of Consciousness* (1. Metta: loving kindness; 2. Karuna: compassion; 3. Mudita: sympathetic joy; and 4. Ubekkha: equanimity). An understanding of Buddhism is useful in dealing and doing business successfully with Thais.

Table 2-4: **Major Asian cultural elements and their influence on management practice**

Cultural element	Positive Influence	Negative Influence
Buddhism	Reinforce people-centric management culture	Loosely organised
	Helps people endure uncertainty during times of change	Tends to be too passive in dealing with corruption and misconduct

Source: Chien, Shih, and Chu (2005)

2.1.7 Thai cultural characteristics

Thailand's Kingdoms and Therevada Buddhism have shaped the cultural characteristics of Thailand. They will continue to shape the cultural fabric of Thai society. Thai society has a distinctive composition where there is social conformism (Kulick & Wilson 1992). The clearest cultural characteristic dividing the West from Thais, according to Maisrikrod (1999) are individualism and communitarianism. Hofstede (1997) offered a definition for individualism. Individualism pertains to societies in which the ties between individuals are loose; everyone is expected to look after himself or herself and his or her immediate family (Hofstede 1997). According to Maisrikrod (1999) individualism entails the belief in individual rights, in equality among members of society, and a polity organised on the basis of competing interests, whilst, communitarianism privileges group rights and unity over the interest of the individual. Communitarianism values a hierarchical order among members of society, and a polity based on strong but benevolent leaders (Maisrikrod 1999). Researchers

also argue that Thailand displays high collectivism (Hofstede 1980, Kulick & Wilson 1992). Hofstede (1997) defined a collectivist society as a society where people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestionable loyalty. Collectivism is the opposite of individualism, which is one of the dimensions of national culture. Komin (1978, 1990), Sriussadaporn-Charoenngam and Jablin (1999), Hofstede (1980) argued that Thailand's national culture is characterized by low individualism. Either way, a country will display high collectivism and low individualism and *vis-à-vis* such in the case of Thailand. According to Komin (1990) individualism refers to the belief that the individual is an end in himself or herself, and as such ought to realize the self and cultivate his or her judgment, not withstanding the weight of pervasive social pressures in the direction of conformity with the views, needs, or goals of some in-groups or of the society. Thailand contains individualism within a loosely structured society (Komin 1978, Smuckarn 1979).

Thai society can be conceptualized as *structural looseness* in horizontal levels of activity i.e. households, villages, provincial levels and civil service ranks (Embree 1950, Mulder 1992, Komin 1990, Mulder 1992) as against a closely woven social structure (Embree 1950). A closely woven structure is where the behavior of the people conforms closely to the formal social patterns of human relations (Embree 1950). According to Embree (1950) loosely integrated signify a culture in which considerable variation of individual behavior is sanctioned. Thailand lacks neatness, regimentation and discipline, for example, "a true Thai can do everything at will, everyone is on his own" (Wichiencharoen 1976). Thais have relative freedom of choice in social action, as Komin (1990) stated, Thais have the "profound sense of self-concern and freedom of choice" as a major dimension of their loosely structured relationships. This loose integration serves a social function of Thais for example, freedom-loving value. Thai people have their own ideas and are very independent. According to Komin (1990) because of the individualism dimension, Thais seldom show a sense of obligation, solidarity, ideological commitment, and possibly even loyalty to anything beyond personal values. The loose structure paradigm is further understood and described in cultural terms, such as Buddhist values. The individualistic emphasis, the permissiveness, non-violence, tolerance, uninvolvement, etc., which

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characterize Thai social behavior and attitudes, are seen as primarily derived from the Buddhist concepts of individuals working for one's own karma, merit and demerit, detachment, nonviolence, and permissiveness, etc (Komin 1990). Komin (1990) states that the Thai value system is a reflection of the national character of Thai cultural characteristics.

2.2 Social and cultural environment

This section provides a background to Thailand's social and cultural environment.

2.2.1 Thai societal and cultural characteristics

Thailand consists of communities, multicultural societies, political power and bureaucratic institutions. Its natural, cultural, and social environment influences Thai society. It is a society based on structured looseness, individualism and Buddhist dogma that one must depend on oneself for one's salvation (Mulder 1992).

Embree (1950) interpreted *loosely structured* Thai social system as:

- allowing considerable variations in individual behavior;
- concerned less in observing reciprocal rights and duties;
- having no long-term obligation; and
- having no strong sense of duty and obligation in family relations, parents, spouses and kindred; there is almost determined lack of regularity, discipline, and regimentation in Thai life.

Komin (1990) identified several characteristics of the rural Thai society that support Embree's (1950) characterization of *loose structure* as being:

- Thai villages exist only as administrative units demarcated by the central government, not as natural clearly distinguished social units;

- neither the temple nor the school defines integral rural communities because each draws patrons from more than one village;
- there are no extended kinship groups;
- there is no strong loyalty or identification with the village;
- there are very few enduring rural social groups;
- cooperative labor exchange groups are based upon ad hoc dyadic ties that do not last;
- other than the nuclear family, the kindred, and the monkhood, there are almost no lasting functional important groups in the rural communities; and
- even in participation in the monkhood, the family, and the kindred is voluntary.

According to Mulder (1992) the basic drive of individual behavior is to establish extensive networks or personal relationships. Thais are conscious of their role and execute their duties accordingly to the common good from ones family to the region, from one's country to the nation (Mulder 1997). Thai society is about community; it stresses the idea of the importance of Thais relating to each other. To the Thais, whether you know each other or not you are always a member of a community. Mulder (1997) states that Thais have obligations, tasks and duties *vis-à-vis* their fellow humans; people should be conscious that they can be punished for negligence and breach of rules, which are defined by law, religion, tradition, regulations, and public opinion. The special qualities of Thai society and culture derive from the fact that Thais uphold the king as the head of the nation and the belief and practice of Buddhism. Buddhism will adorn Thai life for a long time; the paraphernalia of Buddhism will serve to demonstrate a way of life and to reaffirm an identity. According to Kulick and Wilson (1992) the modern layer of Thai cultural characteristics are thickening at the expense of the traditional layer. The traditional layer is still the largest and such changes will take generations to complete. Mulder (1992) stated that social change often stimulates a quest for a reaffirmation and definition of identity that is anchored in tradition and the past. The past provides a firmer basis for identity definition under modernity and change. Reynolds (2002) questioned whether the tradition of loyalties can continue to be dominant values in a modern capitalist state and in the context of increasing globalisation where Thailand continues to transform into an export-orientated economy. It is the traditional social identity such as religion and love for the monarchy are perhaps the only

source of power which can be utilized to counter the excessive and undesirable influences of capitalism (Reynolds 2002). Reynolds (2002) argued that Thailand will face a serious national identity crisis, which accumulated wealth and sustained economic growth cannot sufficiently accommodate. Thai societal and cultural characteristics will endure and adapt to modernization such as bringing modern relevance to old practices whilst uphold indigenous culture and the Thai smile (Kulick & Wilson 1992, Mulder 1997). As stated by Mulder (1992) the Thais must have realized their own identity even before intercourse with the West, which make Western influence difficult. Part of the nation building strategy is to develop '*Thai-ness*' and impose a 'Thai Great Tradition' to demonstrate the strength and unity of the Thai nation (Esterik 2000).

2.2.2 Thailand national identity

The National Cultural Development Act of 1942 established the framework for the task of cultural construction and nation building (Esterik 2000). The Act defined culture *wathanatham* as showing flourishing development, good order, harmonious progress of the nation and good public morals (Mulder 1992). Esterik (2000) stated that it is considered the duty of Thai people to comply with national culture by preserving what was good in traditional culture. The duty of preserving traditional culture is reinforced by King Bhumibol. The National Culture Council began in 1943 and comprised five offices. They are culture through the mind (Bureau of Spiritual Culture), through customs (Bureau of Customary Culture), through art (Bureau of Artistic Culture), through literature (Bureau of Literary Culture), and through women (Bureau of Women's Culture). The objective of these is to preserve Thailand's cultural heritage, set cultural standards, and develop Thainess – *khwam pen Thai* – both internally and externally (Esterik 2000) through a combination of legal and socializing instruments (Reynolds 2002). This is supported and strengthened by the ruling elite, whether it is the monarchy, the military, or the business sector (Reynolds 2002). Thailand is distinct from many of its neighbors in that it is much less diverse with respect to ethnic and religious difference. According to Lawler (1996), the pockets of diversity are assimilated into Thai society, which reduces inter-ethnic conflicts. Thailand's relative ethic homogeneity and the country's escape from colonial subjugation

has enabled Thais to search independently for a national identity, which is debated continually in Thailand as a result of rapid economic development and the accelerating process of modernization. In contemporary Thailand, two processes collide; those globalizing forces that draw Thailand and Thai people and events onto the world stage, and those localizing forces that rectify, exoticize, and box Thai culture into opposition against global processes (Esterik 2000). According to Reynolds (2002) Thai people have a strong and clear picture of what is needed to be a Thai, a perception maintained in popular culture and religious activities and passed on through the values and standards of parental and formal education. Thainess is in essence preserved from the past and constructed and reconstructed, as it is useful in the present (Esterik 2000). For example, Thai creativity is recognised as an important part of authentic Thai culture, permitting the invention of new elements of Thainess. The modern Thai character is based on traditional perceptions of the past and traditional materials and where culture plays an important role in giving meaning to the idea of 'nation' (Mulder 1992). Mulder (1992), states that the past provide a firmer basis for identity definition in the face of modernity and change. Official notions of Thai cultural identity remain enormously powerful in contemporary Thai life (Jory 1999) as for most Thais there is no need for institution building beyond what already exist (Mulder 1992). According to Mulder (1992) to understand Thai reactions to modern times it is useful to reflect upon the character of Thai culture and the notion of culture itself.

2.2.3 National culture and strategy

National culture is the set of values and beliefs shared by members of a particular society (Shane 1994). It arises from sociological, religious and philosophical norms and beliefs (Lasserre & Schutte, 1999). It plays an important role in strategic decision-making (Schneider 1989, Shrivastava 1985, Lasserre & Schutte 1999, Scott 1999). As stated by Ross (1999) culture is a critical variable in the strategy development and it should be explicitly examined as part of the strategy process. The notion of 'culture' and that of 'nation' are difficult to separate as nation is often used as a proxy for culture (Schneider 1989). More so many scholars have made explicit their and the field's of culture. According to Schneider (1989) the characteristics of one nation may be found in another but greater

differences will be apparent. These differences will be less among nations with similar cultures (Schneider 1989, Hofstede 1980). This suggests the definition of culture share many similarities as well as exhibit important differences. Researchers have argued that 'culture' for organisations and nations do not share identical phenomenon and are separated by values and practices. The definition of national culture is yet constructed. The importance of culture on strategy makes reference to the study of cognition, which involves the mental models that people use to make sense of their world and to make decisions about what actions to take (Budhwar & Sparrow 2002). It is based on the 'shared assumption' regarding the relationships between strategy, the environment, and among people (Schein 1992, Budhwar & Sparrow 2002, Schneider 1989). This influences how information is gathered, interpreted, and validated within the organisation in order to identify, prioritize and categorize issues (Budhwar & Sparrow 2002). According to Schneider (1989), the information is embedded in social norms and acquires symbolic value as a function of a particular set of beliefs in a particular set of culture. The sharing of assumptions and their institutionalization in the organisation result in a variety of cultural products (Shrivastava 1985). Shrivastava (1985) identified four important categories of cultural products that are crucial on strategic decision making. These include myths and sagas; language systems and metaphors; symbolism, ceremony, and rituals; and value systems and behavior norms. The strategy process cannot be considered 'culture free' (Schneider 1989) since managerial cognition is strongly influenced by one's cultural background (Budhwar & Sparrow 2002). For example, national culture impacts human action and actors stand outside the social world, drawing upon the norms which are 'out there' as a basis for their action (Budhwar & Sparrow 2002). Schneider (1989) argued that organisations need to identify and prioritise issues in formulating a strategy. Strategic decision-making process consists of the following basic steps: (1) formulating the problem and setting objectives, (2) generating solution alternatives, (3) reaching a consensual understanding of problems and solutions, and (4) choosing the most feasible solution. According to Shrivastava (1985), the stages of strategic decision-making are directly or indirectly shaped by the above mentioned cultural products. Each stage begins with a different set of assumptions and information, therefore the cultural products will affect each stage differently (Shrivastava 1985). Figure 2-2 highlights the influence of culture on strategic decision making. Understanding the

influence of national culture on how strategic issues are interpreted can aid in anticipating international competition (Schneider 1989). Kogut and Singh (1988) explicitly examined the relationship between national culture and strategy (using a reductionist version of Hofstede (1980) cultural classification).

Figure 2-2:   Influence of culture on strategic decision-making
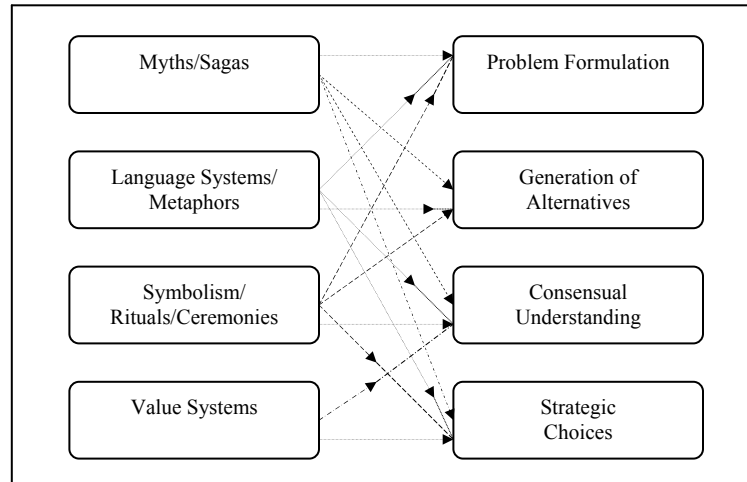
2.2.4 Corporate culture and corporate strategy

Corporate culture or organisational culture is describe as 'the system of shared values and beliefs that interact with a company's people, organisational structure, and control systems to produce behavioral norms' (Ellson 2004, Fombrun 1986, Schwartz & Davis 1981). Fombrun (1986) stated that, artifacts, basic assumptions, rituals, stories, myths and the analysis of symbols are inclusive in the concept of corporate culture, which provides guidance on how to think, perceive, and act. Corporate culture is a multifaceted construct that exists on many different levels (Matsumoto 2000). According to Fombrun (1986) corporate culture encompasses three dimensions, which are society, industry, and organisation (refer to Figure 2-3). The importance of Figure 2-3 is that these variables that define organisational culture impact on strategy. Matsumoto (2000) refers corporate culture to a dynamic system of rules that are shared among members of the organisation. The relevance of corporate culture for strategy is that it can be used to build organisational

commitment, convey philosophy of management, rationalize and legitimize activity, motivate personnel, and facilitate socialization (Ellson 2004). Attention is given to corporate culture as it is linked to company performance (Kluyver & Pearce 2002, Gomez-Mejia & Palich 1997, Reynolds 1986) and competitive advantage (Kluyver & Pearce 2002). It is a necessity for foreign multinational firms to eliminate cultural barriers (Barkema & Pennings 1996, Kluyver & Pearce 2002) to obtain a cultural fit (Lasserre & Probert 1998). International firms must be prepared to examine management values and beliefs, which have been initiated and shaped under different cultural and institutional settings. As pointed out by Lasserre and Probert (1998) cultural differences lead to numerous cross-cultural problems. Societal systems, religions and philosophies, and geography and climate shape peoples ways of dealing with each other and doing business (Lasserre & Probert 1998). For example, firms in Southeast Asia tend to emphasize both the firm's and the employee's duty to contribute to society and have high degree of importance attached to personal relationships in preference to contractual ones (Lasserre & Schutte 1999). The success of foreign multinational firms is to a large degree determined by communication (Lasserre & Probert 1998) and compatibility of values, behaviors, attitudes and personality (Ellson 2004). According to Matsumoto (2000) the beliefs and values have occurred as result of employees' relationship with their companies or because of the particular socio-cultural milieu within which the employees and companies exist. Ellson (2004) highlighted three important aspects of corporate culture; it is learned, it is shared, and it is transmitted. The importance of this is that real efficiencies are gained when employees move from simple compliance to internalization, such that personal satisfaction is gained from acting in a matter that is congruent with the firms' deeper-seated beliefs and shared values (Kluyver & Pearce 2002, Matsumoto 2000). Reynolds (1986) questioned whether changes in beliefs and shared values will improve the effectiveness or survival of the firm. Shrivastava (1985) argued that corporate culture have important influences on corporate strategy. Corporate culture and corporate strategy have an interdependent role in finding solutions to internal and external problems the group or company faces (Schein 1986). The hidden powers of culture tend to emerge when implemented corporate strategies are incompatible with existing business practices.

Figure 2-3:   **Society, industry, and corporate culture**
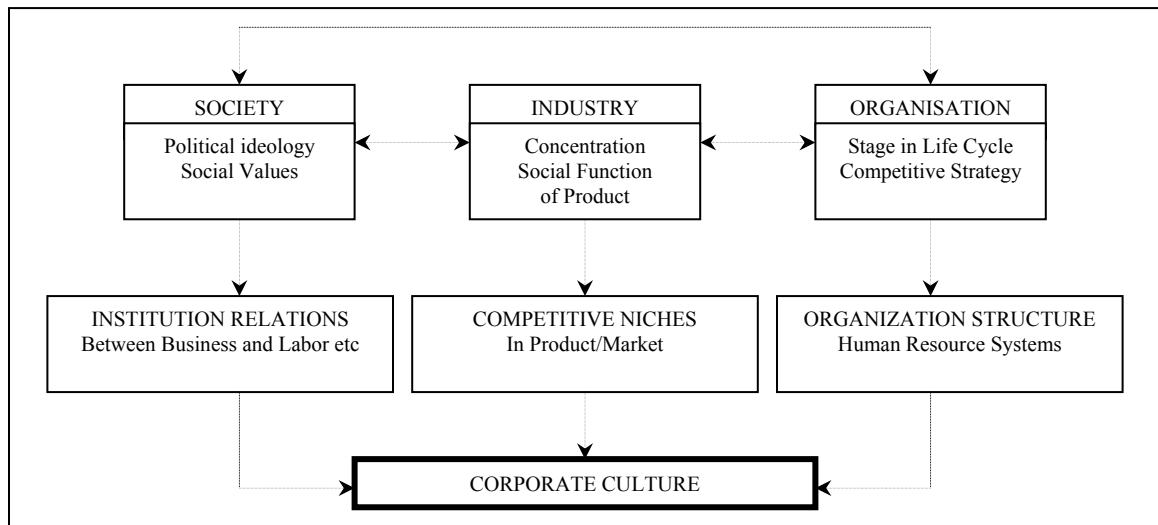
Source: Fombrun (1983)

Corporate strategy deals with the relationship between the firm's own objectives, resources and capabilities with the characteristics of that environment (Leontiades 1985) (refer to Figure 2-4). It involves a choice or set of choices, which are mutually exclusive to give the firm direction and strategic fit (Ross 1999). The importance of choice, firm direction and strategic fit is related to that country's overall economic performance, which is influenced by its political, financial and legal institutions, as well as cultural attitudes and priorities (Leontiades 1985). As stated by Lasserre and Probert (1998) there is general consensus that Western business rules cannot be simply transposed to the emerging economies in the Asian region but need to be amended to meet local requirements, expectations and rules of society. It is also important to understand the logic, the constraints and the language of the government officials in order to align their business strategies with the industrial and social policies of that individual country (Lasserre & Probert 1998). The environmental constituents determine the degree of success of an organisation such that companies need to conform to social norms (Leppert 1992, Ross 1999, Ulijn et al. 2000) (refer to Figure 2-4). It is not surprising that Ulijn et al. (2000) stated that multinational strategy involves the interaction between national culture and corporate culture. Ross (1999) has assessed the fit between a country's culture and strategy typology (involving the Hofstede (1980) dimensions of culture and the Porter (1985) generic strategy typology) to provide guidelines for improving the multinational business strategy – cultural environmental fit.

Figure 2-4: **Strategic capabilities required in the Southeast Asia region**
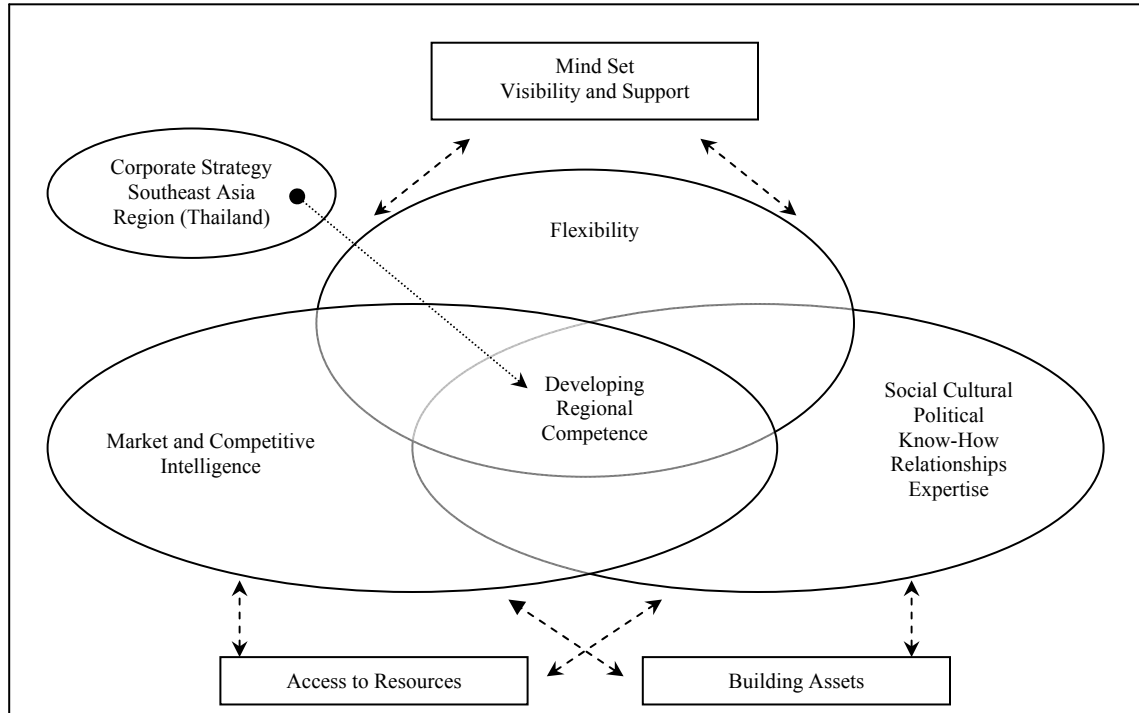
Source: Adapted from Lasserre (1995)

2.3 Conclusion

This chapter has provided an overview of Thailand and its people. The chapter has given an introduction to how Thai national and organisational culture, societal characteristics, and social systems impact or play a role in foreign firm strategy. The key to this chapter is communicating the necessity and relevance to creating mutual, shared, and meaningful convention between Thai people and the strategic intent of foreign multinational enterprises doing business in Thailand. It is important to integrate Thai social and cultural values into a company because it is these values and practices that are respected, accepted and understood in Thailand's business environment. This is further discussed in Chapter 3. Foreign multinational enterprises must understand that Thailand was and is to an extent an agricultural society where present Thai life still follows a traditional pattern. It must be understood that in Thailand individuals and companies have their social place in Thai society. Hierarchy and social place require that benefits are given, obligations are forged, and responsibilities are assumed which must be reflected in the behavior and strategy of

foreign multinational enterprises. It is therefore important that foreign multinational enterprises meet Thailand's social and cultural policies to operate effectively and profitably.

PART II.

LITERATURE REVIEW

Chapter 3

FOREIGN FIRM STRATEGIC INTENT AND THAILAND'S SOCIAL AND CULTURAL VALUES

3.1 Introduction

This research concerns the relationship between foreign firm strategic intent and Thailand's social and cultural values. A literature review is presented now in the fields of strategy and culture to provide an understanding to address the research objectives. This chapter endeavors to define 'relationship'. The ultimate aim of Chapter 3 is deriving a conceptual research framework or alignment model between *strategy* and *value systems*. The conceptual framework consolidates the key principles in the area of corporate strategy and socio-culture with particular emphasis on strategic intent and socio-cultural values. Care was taken to keep the model simple and relevant so that it would be of practical use to corporate strategists and business entrepreneurs.

Section 3.2 of Chapter 3 details the literature that starts with strategic intent and then branches to the individual components that define it. The section reviews the literature on corporate strategy and corporate performance. This section also discusses the effects of culture on corporate performance. Finally, a literature review on the tools used to assess corporate achievement of strategic intent is provided.

Section 3.3 of Chapter 3 identifies the value and value systems, which is a major componant to help answer the research objectives. A literature review is undertaken in the areas of Thai social and cultural values. Included in this section is a discussion of Thai culture at the organisational level. At the end of Section 3.3 is a literature review on the tools used to assess social and cultural values.

Section 3.4 of Chapter 3 endeavors to connect Section 3.2 and Section 3.3. The importance of this section is the meaning of *relationship* between strategic intent and socio-cultural values.

Section 3.5 of Chapter 3 is the conclusion, providing a simple but definitive insight on the terminology of *strategic intent* and *socio-cultural values* and their interrelationship through the word *relationship* or *alignment*.

3.2   Foreign firm's strategic intent

This section provides a literature review on strategic intent.

3.2.1 Corporate strategic intent

The literature on strategic intent is minimal. The term strategic intent is yet to be fully understood by corporations, as the literature suggests. The result of Hamel and Prahalad's (1989) study of companies such as Komatsu, Honda and Canon created the term 'strategic intent'. Strategic intent is the first of the three logical elements of the strategy process that is concerned with the ends and purposes of the enterprise and combines a vision of the future with the intent to make that vision a reality (see Figure 3-1). It may be part based on an inspired guess of what the future will be like from a combination of evolving trends and deliberate effects to affect the future. Strategic intent refers to the purpose(s) the organisation strives to achieve (Miller & Dess 1996) with a long-term focus and on how to close the capability gap (Kluyver & Pearce 2002). It encompasses the mission, vision and goals (see Figure 3-1) of the corporation that must outline something that is unique and inspirational, have aspirations, and commitment beyond producing profit. Much of the literature makes reference to the components of strategic intent rather than defining it. Some literature shifts to business management process (Meekings, Dransfield, & Goddard 1994), human resources (Gratton 1994), and corporate performance (Fawcett, Smith, & Cooper 1997, Sheehan 1999).

Literature in corporate strategy suggests that strategic intent incorporates sizable *stretch* targets, which force companies to compete in innovative ways, to think about how to obtain the necessary resources, and develop key capabilities. Ultimately, every company must create a fit between its resources and its opportunities (Hamel & Prahalad 1989, Kluyver

2000, Macmillan 2000). Kluyver and Pearce (2002) argued that current resource and capabilities are a starting point for strategy development, not constraints on strategy formulation or its implementation. 'Stretch' reflects the recognition that successful strategies are built as much around *what can be* as around *what is* (Kluyver 2000). Macmillan (2000) points out that strategic intent should stretch the aspirations and should not be constrained by existing resources and it is the prime responsibility of top management to generate such strategic intent and to ensure that it is compelling. Like strategic intent, challenges stretch the organisation and for a challenge to be effective, individuals, teams and management throughout the organisation must understand it and see its implications for their own job (Hamel & Prahalad 1989). The concept of strategic intent encompasses an active management process that includes focusing the organisations attention on the essence of winning, motivating people by communicating the value of the target, leaving room for individual and team contributions, sustaining enthusiasm by defining new operational definitions as circumstances change, and using intent consistently to guide resource allocation (Hamel & Prahalad 1989). Gratton (1994) argued that there must be consensus and shared awareness of the long-term strategic intent of the company, the ways in which the markets and products will impact on organisational form, size and geographic distribution. Building this shared awareness of long-term strategic intent, the staff must move towards analysis of the impact of strategic intent on the structure and culture of the company, on the people and the way in which they will be selected, appraised, rewarded, and developed (Gratton 1994). Hamel and Prahalad (1989) viewed strategic intent as the heart of strategy and as providing an animating dream for the future and as sense of direction, discovery, and destiny for every person in the company. Macmillan (2000) stated that strategic intent has to be acceptable to the various individuals or groups who are stakeholders in the enterprise and it will owe something to the history and culture of the company. Different groups of stakeholders as well as researchers tend to differ in their values and will tend to have different view what the strategic intent should be.

Figure 3-1:   **The pyramid of strategic intent**
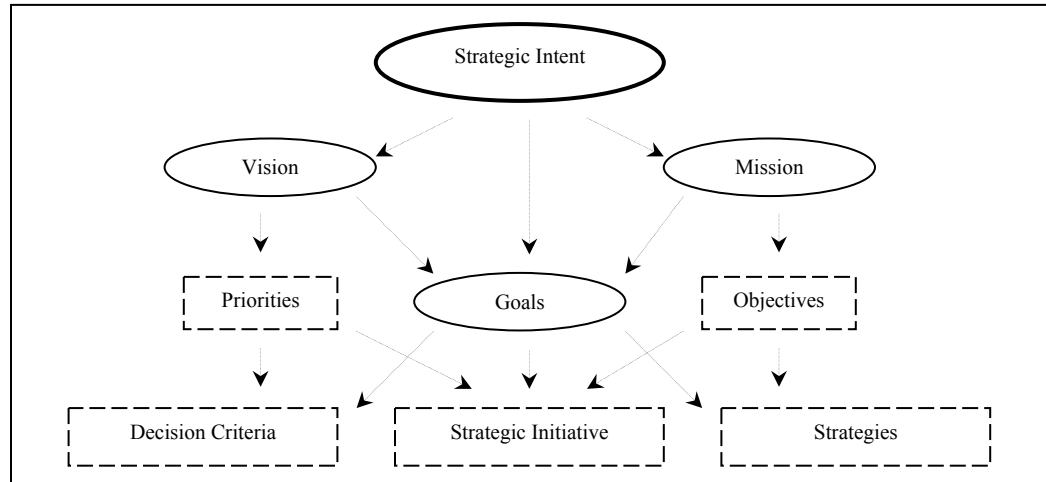
Source: Macmillan (2000)

There are many variables that impact on strategic intent (Gratton 1994). Some variables have greater influence than others such as culture do (Macmillan 2000). According to Macmillan (2000), the intent of the organisation is deeply embedded in its culture. All organisations have its own culture that affects what gets done, why things are done, and how they are done (Macmillan 2000). Culture forms over time as a result of historical events and the influence of particular individual(s). The history of the company is relevant to understanding both its culture and its strategic intent (Macmillan 2000). Browell (2000) argued that Thai culture continues to have significant influence on organisations and the management of people. This is of particular relevance and importance on the decision-making and development of the strategic intent of foreign multinational enterprises.

Culture is a key driver of strategy (Macmillan 2000, Gratton 1994). It is mentioned in one form or another where strategy is discussed. According to Macmillan (2000) and Hennart and Larimo (1998), culture can influence strategic intent, so a change in strategic intent is likely to require a change in culture. There is clearly a balance in practice between the view of the Cultural School and the perspective view of strategies. Macmillan (2000) argued that the Cultural school would hold that strategic intent is little more than the expression of the culture of the organisation and that it is culture that determines the future. The prescriptive schools would expect a change in culture to be a requirement of radically new strategic

intent and so require deliberate action to cause a change in culture. Most contexts involve element of both of these perspectives; therefore it is only individuals that can have intents and purposes. Figure 3-2 illustrates the influence on strategic intent. Macmillan (2000) states that organisations consist of a number of individuals that negotiate with each other and form temporarily alliance through contracts with other individuals. The outcome of these behavioral processes determines the direction that the corporation takes (Macmillan 2000). Gratton (1994) argued that the strategic intent must have a relationship to the behaviors and everyday lives of employees.

Figure 3-2: Influence on strategic intent
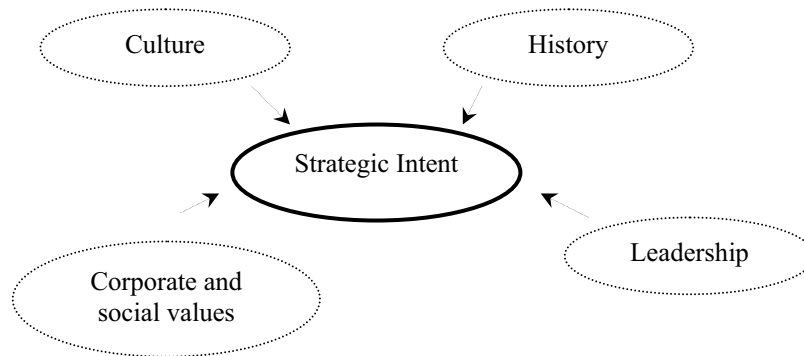
3.2.1.1   Corporate vision

A vision statement is an image that is exciting and emotionally energizing that represents senior management's strategic intent, a description of what competitive position the company wants to attain over a given period of time, and what core competencies it will need to acquire to get there (Kluyver 2000). It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends (Dess & Miller 1996). Vision determines why an organisation is doing what it is doing. It is a combination of three elements, which are the reason for existence beyond just making money, timeless core values, and achievable aspirations. Vision is a necessary part of strategic intent but a vision on its own may be imaginary or lacking in substance, strategic intent must therefore combine vision with the will and the means to make the vision become reality. The vision

must go beyond defining the future products or services which the enterprise will offer to conceive also how the enterprise will operate as an entity, what its values will be, and what it will be like to work in (Macmillan 2000). It plays an important role in the brand and the culture of an organisation. For vision to be meaningful and effective it must be lived and made an integral part of people throughout the corporation. According to Dess and Miller (1996) vision only becomes more tangible when it is expressed in a form of a mission statement.

3.2.1.2   Corporate mission

A mission statement documents the purpose for the company existence. Often it contains a code of corporate conduct to guide management in implementing the mission (Kluyver 2000), it suggests standards of individual behavior (Dess & Miller 1996). Mission statements outline clearly and explicitly the way ahead for the organisation and are generally referred to as one of an organisational blueprint for the future. Panda and Gupta (2003) viewed mission statements as a declaration of corporate philosophy whose objective are to influence thoughts and deed of the organisational members, provide a sense of purpose and direction to the organisation, safeguard the interest of stakeholders, and sharpen the focus of business. A mission statement serves as a tool that aids decision-making and influences corporate behavior towards accomplishing organisational goals through shared values, ownership, emotional commitment, and beliefs (Panda & Gupta 2003). According to Panda and Gupta (2003), a mission statement has four components, which are purpose, strategy, values and standards, and behavior. The process of mission statement development can be characterized in five stages, which all involve decision-making (Wickham 1997). These stages are operation, elucidation, generation, articulation, and communication, which are all part of the planning process (Wickham 1997). Panda and Gupta (2003) stated that developing an effective mission statement requires involvement from stakeholders, transformational leadership, effective communication, top management support, and congruity of organisational and individual values. Importantly the mission statement must be appropriately constructed to the strategic and cultural context of the business. Panda and Gupta (2003) argued that shared values and behavioral standards,

which is the core of organisational culture, determine the degree the mission statement is successfully carried out. Panda and Gupta (2003) argued that values provide meanings to the behavior standards. Behavior standards appeal to organisational members the most if they are meaningful both intellectually and emotionally (Panda & Gupta 2003). As Wickham (1997) mentioned, the disregard and inadequate thought to business mission is an important factor contributing to managerial frustration and business failure.

3.2.1.3 Corporate goals

The definitions of goals put forward by Etzioni (1964) and Thompson and McEwen (1958) have not gone unnoticed without controversy. Etzioni (1964) defined organisational goals through 'state of affairs' whilst Thompson and McEwen (1958) defined organisational goals in terms of 'systems linkage'. Gross (1969) and Simon (1964) suggested that the definition of organisational goals requires refining to clarify individual goals from organisational goals. According to Gross (1969), those within the organisation should have the freedom to set goals of the organisation. Thompson and McEwen's (1958) definition restricts this freedom, which is in conflict with Etzioni (1964) definition of organisation goals. In spite of the controversy, Gross (1969) accepted that they touch on the elements of a definition of goals. Simpson and Gulley (1962) reinforced the concept that goals are developed as internal and external, depending on whether they must satisfy their members alone, or both their members and the outside community. The decisions determine the kinds of goods or services that the firm produces and offers to the environment (Thompson & McEwen 1958). Simon (1964) offered a definition of goals as 'value premises' that can serve as inputs to decisions. Value premises may include that members take an active part in the work of the organisation, promoting cooperation, and recruiting like-minded member (Simon 1964, Simpson & Gully 1962). There is consensus between researchers that goals attempt to make mission statement more concrete. They are open-ended statements about desirable outcomes (Kluyver 2000). The desirable outcomes may be achieved when strategic goals are set at the right time, with maximum input from those who have the most specific knowledge, and with genuine commitment of those who must achieve results (Quinn 1979). Macmillan (2000) argued that the relative importance of goals will vary

according to the context that includes history and culture, ownership structure, and corporate value.

3.2.2 Corporate strategy

There has been much research in the area of corporate strategy with western managerial styles (Porter 1990) and various environment circumstances such as identifying conditions for applying generic strategies (Ross 1999, Kluyver & Pearce 2002). This is evident in the definition of strategy. Strategy is about positioning an organization for sustainable competitive advantage. It involves making choices about which industries to participate in, what products and services to offer, and how to allocate corporate resources to achieve sustainability. Its primary goal is to create value for shareholders and other stakeholders by providing customer value (Kluyver 2000, Kluyver & Pearce 2002). Grant (1991) defined strategy as the match an organisation makes between its internal resources and skills and the opportunities and risks created by its external environment. As pointed out by Kluyver and Pearce (2002), understanding how strategy is crafted is critical because there is a proven link between a company's strategic choices and its long-term performance. Ross (1999) noticed that less effort has focused on the link between strategy and the dimensions of national culture. Ross (1999) argued that culture is a critical variable in the strategy process and it should be explicitly examined as part of the process. Researchers have observed that most of the business failures may be caused by the neglect of cultural differences. Culture provides a hidden context for strategy making. Knowledge of national (and regional) cultural dimensions provides a necessary starting point for understanding co-workers, partners and competitors (Ross 1999, Markoczy 2000). The business strategy-cultural environmental fit has been given attention by various researchers such as Hofstede (1997) and Lasserre (1995) but do not address the alignment between strategic intent to the cultural and social values of specific nations such as Thailand. The research conducted by Ross (1999) and Komin (1989, 1990) has provided valuable insight in this particular area but have their shortfalls. Thailand business philosophy, enterprise cultures, and competitive approaches (Leppert 1992) may force Western companies to re-evaluate, and in some cases, adapt their own traditional business strategies and concepts (Lasserre 1995) to the needs of

the host country. Lasserre (1995) argued that corporate norms, systems, and procedures need to be properly adapted to the Asian business and cultural context in order to succeed. As pointed out by Lasserre (1995) success in Asia depends to a large extent on the capacity to learn new repertoires and new approaches to doing business due to complexity of cultural norms. The degree to which cultural norms in one country differ from those in another country may affect the success of the business (Kogut & Singh 1988). Kluyver and Pearce (2002) pointed out the importance of corporate strategy being magnified by the difficulty of formulating and implementing plans that arises from a multitude of internal, competitive, and situational factors that interact to create a dynamic, complex and uncertain environment. The appropriate strategic choice and the right management infrastructure to coordinate the activities that make up the modern corporation can reduce uncertainties and complexities (Kluyver & Pearce 2002). The social and cultural values of the country in which the company operates must be acknowledge and incorporated into the strategy process (Schneider 1989).

3.2.3 Corporate performance

The literature on corporate performance is extensive and is covered in the areas of strategy, finance, business, and management. The literature in these areas all suggests that corporation's primary exist to provide investors an adequate return on their investment. Corporate performance falls into broad categories. Multiple measures of organisational effectiveness or performance are considered. Measurable results of corporate performance are relationships, profits, return of investment (ROI), return on assets (ROA), return on equity (ROE), cash flow, growth, and stability. The most common measures of firm performance in management research is return on assets (ROA) (Gomez-Mejia & Palich 1997, Atrill, McLaney, & Harvey 2000, Rodsutti & Swierczek 2002). ROA measure the relative efficiency with which the firm produces its output and is particularly suited to reflect the attainment of synergies in business operation. The ROA ratio expresses the relationship between the net profit generated by the business and the assets owned by the business (Atrill, McLaney, & Harvey 2000). Although some researchers have used ROE or ROI to measure financial performance, the return on total assets may be considered to be a

primary measure of profitability but by no means the only tool (Rodsutti & Swierczek 2002). It compares inputs (assets invested) with output (profit) (Atrill, McLaney, & Harvey 2000). The ROA is employed as an accounting performance indicator because of its widespread acceptance and its relative resistance to the financial manipulations of management (Gomez-Mejia & Palich 1997, Rodsutti & Swierczek 2002).

3.2.4 Culture and corporate performance

There is no real consensus on the proper measure of financial performance as it is dependent on what the firm wants to quantify. The numerous performance measures are discussed in Section 3.2.3. The wide range of measures and research in the area of corporate performance can be seen in Table 3-1. The alternative to financial performance measurement is to focus on personal measures such as job creation, employee productivity, or research and development expenditure per employee. These alternative measures do have their limitations (Brown & Laverick 1994). An example of a limitation is that the changing of culture or company structure in Thai organisations is less unlikely as it represents or is construed as a *loss of face* by senior local executives having grown up with traditional Thai managerial styles and practices (Andrews & Chompusri 2001, Leppert 1992). Gordon and DiTomaso (1992) stated that there are very few empirical studies relating cultural characteristics to some measure of corporate financial performance. Reynolds (1986) further suggested that there has been little systematic empirical research on how the social atmosphere and culture of organisations relate to firm performance. Lasserre (1995) argued that Asian business practices are least understood and enterprise culture is often difficult for Westerners to acknowledge. This is due to the complexity of cultural norms and inaccessibility of ethnic or informal networks. For example, westerners do not believe that they can match the paternalistic responsibilities of Southeast Asian countries like Thailand. Lasserre and Probert (1998) argued that Thailand business methods seem unclear and that there is a better chance that the western approach to business will work in the Philippines, India and Hong Kong. The cultural beliefs, values and norms of developing countries like Thailand either facilitate or hinder the installation and implementation of performance management practices that invariably impact on corporate

performance. The cultural differences between developed and developing countries like Thailand, in an organisational context, can be understood by the research conducted be Geert Hofstede (1980), an expert in cross-cultural management that investigated the relationship between Individualism and Collectivism in Thai society. The four dimensions suggested by Hofstede (1997) that may impact on company performance (McGill 1995) and decision-making (Muenjohn 2001) are:

- *Power distance* is the extent to which a society accepts the fact that power institution and an organisation is distributed unequally (p. 262).

- *Uncertainty avoidance* is the extent to which a society feels threatened by uncertain and ambiguous situations by providing career stability, establishing more formal rules, not tolerating deviant ideas and behaviors, and believing in absolute truths and attainment of expertise (p. 263).

- *Individualism* implies a loosely knit social framework in which people are supposed to take care of themselves and their immediate families only, while collectivism is characterized by a tight social framework in which people distinguish between in-groups and out-groups; they expect their in-groups (relative, clan, organisations) to look after them, an in exchange for that they feel they owe absolute loyalty to it (p.261).

- *Masculinity* denotes the extent to which the dominant values in society are masculine that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or people (p. 262).

Denison (1984) pointed out that financial ratios are not the only or even the best indicators of organisational performance. Organisational effectiveness implies that the organisation can successfully meet the demands of a broad set of stakeholders including investors, shareholders, employees, customers, and suppliers, hence the importance of numerous methods in measuring firm performance. Denison (1984, 1990) argued that cultural and behavioral characteristics of organizations have a measurable effect on the company's

performance and is the explanation for productivity levels (refer to Table 3-1). For example, financial indicators, indicate that companies with a participative culture are able to reap a return on investment (ROI) that may averages nearly twice as high as those firms with less efficient cultures (Denison 1984). It is not to suggest that modifying the culture only will bring sustained superior performance (Denison 1984). Brown and Laverick (1994) agreed that the notion of corporate success derives from the company's performance, which is in turn a reflection of its decision making in relation to strategy, and internal and external circumstances (refer to Figure 3-3).

Within the confines of the Hofstede (1980) criteria Thai culture expresses certain characteristics which impact on how Thais approach work (Andrews & Chompusri 2001, Komin 1990). These characteristics invariably affect corporate performance (Mendonca & Kanunga 1996, Reynolds 1986) (refer to Figure 3-3). For example, The Thai senior manager traditionally tends to fulfill a more patriarchal role with a greater degree of responsibility for the personal lives of his constituents (Andrews & Chompusri 2001, Sriussadaporn-Charoenngam & Jablin 1999). Loyalty is expected between group members, as within a family because they are considered to share the same world-views, and communicate more efficiently in routine situations (Komin 1990, Mulder 1992). Barney (1986) argues that company's that do not have the required cultures cannot engage in activities that will modify their cultures and generate sustained superior financial performance because their modified cultures will neither be valuable, rare nor imperfectly imitable.

Table 3-1: **Theories or themes in the study of the relationships between cultural values and corporate performance**

Authors	Cultural value types or element emphasis	Measure of performance	Methodology
England (1967a; 1967b)	Executive values	Four criteria of organisational goals	Survey
Peters and Waterman (1982)	Strong culture	Financial figures, ranking in industry, and record of innovation	Survey
Deal and Kennedy (1982)	Strong culture	Overall organisational performance	Organisational diagnosis
Kotter and Heskett (1992)	Strong and weak culture	Long-term economic performance	Survey
Denison (1990)	Involvement, Consistency, Adaptability, and Mission	Financial ratios	Survey

Source: Muenjohn (2001)

Figure 3-3:   **Elements and relationships of culture and performance**

The figure contains the following labelled elements:

- **Organisational Outcomes**
- **Subculture** (three oval nodes)
- **Cultural Change**
- **Cultural Elaboration**
- **Cultural Differentiation And Integration**
- **Performance Related Cultural Processes**
  - Climate Formation
  - Behavioral Control
  - Organisational Learning
  - Strategy Formulation
  - Social Efficiency
  - Leadership
- **Historical Penetration / Alloplastic Flexibility**
- **Artifactual Penetration / Elemental Coherence**
- **Sociological Penetration**
- **Psychological Penetration / Symbolic Potency**
- **Strategic Fit**
- **The Larger Social and Cultural Environment**

Source: Adapted from Saffold (1988)

3.2.5 Tools used to assess corporate achievement of strategic intent

Researchers have put forward numerous interpretations of strategic intent. It will be of some value in defining strategic intent as suggested by Hamel and Prahalad (1989) as it is easily confused with mission statements (Bart & Baetz 1998). Hamel and Prahalad (1989) argued that the strategic intent, in its essence, implies a particular and unique point of view about long-term market or competitive position that a firm hopes to build over the coming decade or so. The notion of strategic intent is intended to convey a sense of change, a new future direction, a feeling of discovery and even profound destiny (Bart & Baetz 1998). Miller and Dess (1996) stated that vision describes aspirations for the future, which inspire and appeal to the emotions and aspirations of the organisation's members.

A survey developed by Bart and Baetz (1998) can be used to assess the relationship of strategic intent with performance. The financial performance measures used in the survey were return-on-sales (ROS), return-on-assets (ROA), the percentage annual change in sales, and the percentage annual change in profits (Bart & Baetz 1998). The behavioral performance measure is developed using a five-point non-Likert scale in which participants are asked to indicate the degree to which they perceived their firms strategic intent statement to influence employee behavior (Bart & Baetz 1998). According to Bart and Baetz (1998) combining the financial and behavioral performance measures can give an insight into the relationship between strategic intent and firm performance.

Fawcett, Smith, and Cooper (1997) developed a similar survey where the collected information can provide insight not only the strategic priorities and operational performance of the participants firms but also into the vital connections that exist among intent, measurement, and action.

The mission statement can be confused with strategic intent; therefore, it is important to distinguish the two. Mission is defined to include such items as purpose, competitive distinctiveness, market definition, product/service definition, principle economic concerns, and values (Miller & Dess 1996). Bart and Baetz (1998) argued that the mission represents

a concept significant different from the notion of strategic intent and therefore be subject to separate analysis.

A survey developed by Bart and Baetz (1998) utilized five measures that include four financial and one behavioral that can be used to assess the relationship of mission statements with performance.

3.3   Thailand's social and cultural values

This section provides a literature review on Thailand's social and cultural values.

3.3.1 The value system

The important key construct of this research is *values*. Theorists in the study of values include Kluckhohn (1951b), Rokeach (1968), Supatra (1998) and Hofstede (1980). According to Rokeach (1973), values serve as standards that we learn to use transcendentally across objects and situations in various ways. These include:

- to guide action ;
- to guide us to take particular positions on various social, ideological, political and religious issues;
- to guide presentations of self to others, and impression management;
- to evaluate and judge ourselves and others;
- to compare ourselves with others with respect to competence and morality;
- to serve as standards in the process of persuasion and social influence; and
- to use values as standards to guide processes of conscious and unconscious justification and realization of action, thought and judgment.

The *value* and *value system* as defined by Rokeach (1973) are:

A <u>value</u>   is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

A <u>value system</u> is an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance.

Schwartz (1987) identified five features that are common to the definitions of values, (a) concepts and beliefs, (b) about desirable and end states or behaviors, (c) that transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance.

A value is a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable that influences the selection from available modes, means and ends of action (Kluckhohn 1951b). Values are important because it is programmed early in our lives (Hofstede 1980) that eventually determine our behavior and attitude (Komin 1990). Many of the values remain unconscious (Hofstede 1997) and manifest underlying assumptions by bringing to the surface certain behaviors of people regarding faith, beliefs, trust, and confidence in self and others (Parhizgar 2002), hence, the term societal cultural values (House et al. 2004). Societal cultural values and how they affect organisational culture are discussed in Chapter 3. The word 'values' is used in all social sciences and share very similar meaning. As stated by Parhizgar (2002) values are rationally pre-set priorities for sociability, for an individual to be accepted in a society. In the context of this research and as stated by Parhizgar (2002), 'values direct society's people to selectively attend to some goals and to subordinate others'. This is further confirmed by House et al. (2004) suggesting the values and beliefs held by members of cultures influence the degree to which the behaviors of individuals, groups, and institutions within cultures are enacted, and the degree to which they are viewed as legitimate, acceptable, and effective. It is to

note that people in different cultures, as well as people within a specific culture, hold divergent value systems on particular issues (Parhizgar 2002).

3.3.2 Instrumental and terminal values

Values are measured using the value survey presented by theorists including Rankin and Grube (1980) and Komin (1978, 1990). The value survey is discussed in Chapter 6. It consists of constructs of instrumental values and terminal values.

Instrumental values encompass such concepts as honesty, love, responsibility and courage whilst terminal values include concepts such as freedom, equality, a world of peace and inner harmony (Komin 1990). Runglertkrengkrai and Engkaninan (1987) stated that instrumental values can be conceived of those modes of behavior that serves as a means to attain goals.

Terminal values represent the values that individuals hold as goals in life, or end-states of existence (Runglertkrengkrai and Engkaninan 1987) (see Table 3-4).

Table 3-2 provides instrumental values and terminal values held by Thai people in general. The Thai values presented by Rankin and Grube (1980) are not a representation of Komin (1978, 1990) research findings of Thai values. Komin (1990) research results have allowed the further refinement of the instrumental values and terminal values. Komin (1990) argue that society socializes men and women to play there sex roles differently. The consequence of this is that Thai male and female internalize certain values. Table 3-3 presents top order values for Thai men and women.

Table 3-2:   **Instrumental values and terminal values held by Thai people in general**

Instrumental Values		Terminal Values	
Ambitious	Imaginative	A comfortable life	Inner harmony
Broadminded	Independent	An exciting life	Mature love
Capable	Intellectual	A sense of accomplishment	National security
Cheerful	Logical	A world at peace	Pleasure
Clean	Loving	A world of beauty	Salvation
Courageous	Obedient	Equality	Self-respect
Forgiving	Polite	Family security	Social recognition
Helpful	Responsible	Freedom	True friendship
Honest	Self-controlled	Happiness	Wisdom

Source: Rankin and Grube (1980)

Table 3-3:   **Top order instrumental values for Thai men and women**

Instrumental values	
Higher values for Thai women	Higher values for Thai men
Independent	Independent
Responsible	Honest-sincere
Honest-sincere	Responsible
Grateful	Grateful
Responsive to situation-opportunity	Responsive to situation-opportunity
Caring-considerate	Caring-considerate
Educated	Self-controlled, tolerant-restrained
Happiness-inner harmony	Polite-humble

Source: Komin (1990)

Table 3-4:   **Top order terminal values for Thai men and women**

Terminal values	
Higher values for Thai women	Higher values for Thai men
Family happiness-security	National Security
Self-esteem	Equality
Success in life	Self-esteem
National security	Success in life
A comfortable life	A comfortable life
True Friendship	Family-happiness-security
Happiness-inner harmony	Freedom-independence

Source: Komin (1990)

A comparison of instrumental values and terminal values in Thai urban and rural society according to the scientific research methodology to study the Thai value system is as follows (Runglertkrengkrai & Engkaninan 1987, Supatra 1998):

- *Instrumental values*. Instrumental values (refer to Table 3-3) are separated into two subsets, '*personal actualisation*' and '*interpersonal moral values*'. The urban Thais place extremely high importance on personal actualisation values such as self-reliant, competent, courageous, broad-minded, creative, ambitious and hard working. The interpersonal moral values that are most strongly associated with them are responsible and joyful. Urban Thais is concerned principally about himself, that is, self-centered. Rural Thais place extremely high value on interpersonal moral values such as grateful, caring, forgiving, obedient, mutually dependent and clean, neat. Rural Thais are more concerned about others than himself.

- *Terminal values*. Terminal values (refer to Table 3-4) are separated into two subsets, '*personal*' and '*social*'. Urban Thais place extremely high value on personal values such as family happiness, a sense of accomplishment, self-esteem, education and a world of beauty. True friendship and mature love typify social values with emphasis on giving more than taking. Rural Thais by contrast place extremely high importance on such social values as national security, a world at peace, brotherhood spirit and social recognition and such personal values as spiritual life and status wealth. In short, the rural Thai emphasizes ethical aspects.

There have been many theorists including Embree (1950), Phillips (1965), and Mulder (1977) giving interpretations of Thai behavior and values. Komin (1978) presented some empirical evidence that help clarifies and substantiate some assumptions about Thai culture-personality. Thais value harmony and mutual respect for one another and are rather tolerant due to their Buddhist faith. The preserving the dignity of others, as well as their own is very important. A common expression is *Mai pen rai* that means 'never mind it does not matter' is derived from Thais individualistic character. Problems and setbacks are not considered very important. Displays of anger and rude behavior are about loosing face and

are not customarily. All differences are expected to be resolved quietly and politely. Thai people often judge everything by whether or not it is *sanuk*, or pleasurable (Dunung 1995). The present Thai society is in the process of environmental change; nevertheless, it is still largely an agricultural one. The relevance of this is that change has produced some impact on the Thai society but still not enough to change the traditional Thai value system (Wichiencharoen 1976, Kulick & Wilson 1992). A comparison of traditional and new values in Thai society is summarized in Table 3-5. Thai values are used to address the problems generated by an over-consuming economy as well as by political and financial mismanagement (Maisrikrod 1999). Komin (1990) stated that the ultimate function of human values is to provide us with a set of standards that guide thought and action, to guide us in our efforts to satisfy our needs and at the same time maintain and enhance self-esteem. To make it possible to regards ourselves and to be regarded by others as having satisfied societally and institutionally originating definitions of morality and competence (Komin 1990). Esterik (2000) identified undesirable and desirable Thai values (refer to Table 3-6).

Table 3-5: **Traditional and new values in Thai society**

Traditional	New
Personalism	Discipline
Fun-loving	Hard work
Present-time consumption	Saving for investment
Merit accumulation	No take and give
The middle way of life	Serious and severe
Individualism	Self-reliant

Source: Runglertkrengkrai and Engkaninan (1987)

Table 3-6: **Thai values**

Undesirable		Desirable
Immorality	Spending beyond income	Self-reliance, diligence and responsibility
Materialism	Consumerism	Frugal spending and saving
Weak work ethic	Acting big or tough	Discipline and abiding by the law
Lack of national sacrifice	Living beyond one's economic status	Religious ethics
Lack of Thai nationalism	Fatalism and belief in magic	Following the slogan: nation, religion, monarchy
Preferring individual gain to group benefit	Abandoning rural way of life	*

Source: Esterik (2000)

3.3.3 Thailand's social values

Thailand is a hierarchical society. Thais occupy mutually unequal positions. Consequently most relationships can be characterized by relative superiority versus relative inferiority (Mulder 1992). This is a reflection within the Thai family where the father is regarded as the leader and the mother playing a significant role in family finances. According to Mulder (1992) individuals are effectively classified in terms of rank and distance where these classifications are a determining factor in behavioral strategies. For example, the mother is the center of the social world for the child, and beyond this are relatives and community members. The consequence of this hierarchical social setting is that Thais are keen to guard a measure of autonomy in their social affairs, not easily committing themselves to others while pragmatically seeking to promote their own purposes (Mulder 1992). For example, Thais best know how to take care of their own affairs and stay out of trouble; to cultivate good working relationships with work colleagues whilst keeping them at arms length. To Thai people the necessity to modify one's self-expression to suit one's social surroundings is not to everybody's liking and many people show a sturdy tendency to seek independence (Mulder 1992). Embree (1950) refered to the individualistic behavior of the Thai as a *loose one* while obligations are recognised. The *loosely structured* social system in contrast to the Japanese, Chinese and Vietnamese means the Thais (Komin 1990):

- allow considerable variations in individual behavior;
- are concerned less in observing reciprocal rights and duties;
- have no long-term obligation; and
- there is an almost determined lack of regularity, discipline, and regimentation in Thai life.

Individualism is the kind of value that is deep rooted in the Thai culture because Thai people do not want to be bothered by others and do not care to be involved in other people's affairs. This value constantly reveals itself in Thai proverbs and Thai poetries. For example, they have a saying that a true Thai can do everything at will, everyone is on his own, no knowing is better than knowledge but knowing how to survive is the best

(Wichiencharoen 1976). Although Thais are highly individualistic and resisting regimentation, they nevertheless realize that inner freedom is best preserved in an emotional and physically stable environment. Therefore, Thais believe that social harmony is best maintained by avoiding any unnecessary friction in their contact with others. From this has grown the strong Thai of *krengchai*, which means an extreme reluctance to impose on anyone or disturb his equilibrium by direct criticism, challenge, or confrontation (Royal Thai Government 1991). According to Mulder (1992), outward expressions of anger are regarded as dangerous to social harmony and as being obvious signs of ignorance, crudity, and immaturity. Thai display both individualism and communitarianism and it will always be challenging to identify a set of Thai social values because people of different ethnic, social, and economic status and from different regions have different values (Maisrikrod 1999). Komin (1990) stated that the individual emphasis, the permissiveness, non-violence, tolerance and uninvolvement primarily derive from the Buddhist concepts of individuals working for one's own *karma*. Tolerance is a basic value that exercises a sobering influence through all aspects of Thai society (Klausner 1993). Thais working for one's own *karma*, merit and demerit are non-committal, indifferent, smiling and emotionless, because of the Buddhist emphasis on detachment. The Thais are not 'work and material gains' orientated and are contented with what they have because Buddhism advocates detachment from material goods and goals in life (Komin 1990). Suvannajata (1976) distinguished two types of Thai relationships:

- the transactional or contractual relationship, that is dyadic, voluntary, and ritual or outwardly directed, and non-lasting;
- the *closed-personal* and *psychological invested* relationship that is based on *bunkhun* and involves a deep sense of obligation which is enduring, stable, and reliable.

The word *kaniyom* in Thai is a word that represents the word *value* in English (Wichiencharoen 1976). Hofstede (1976) stated most peoples values are strongly influenced by their social environment. According to Komin (1989), rural Thais values are orientated with community values characteristically with high religious faith and spiritual life with inner harmony and contentedness. Urban Thai values are more self-orientated

values concerning personal happiness and achievement in life, material comfort, pleasure and social recognition (Komin 1989). Komin (1990) identified eleven elements that form the social structure of rural Thai communities:

- the extended-stem family cycle;
- the bilateral kindred;
- neighborliness and formal neighborhoods;
- cooperative labor-exchange groups;
- the junior-senior relationship;
- class and status divisions;
- entourages;
- political factions;
- administrative hamlets;
- the village community; and
- the *wat* (temple).

The Thai social structure is very much based on Buddhism and it has derived social values that are unique to Thai society, or in other words, Thai national characteristics (Wichiencharoen 1976) where Buddhist practices are a part of the daily life (Mulder 1992, 1997). Buddhist teachings are at the root of typical Thai villager's sincere consideration for others, embodied in the virtue known as *namchai*, 'water of heart' a concept encompassing spontaneous warmth and compassion that allows families to make anonymous sacrifices for friends. Buddhism also lies behind such common expressions as *mai pen rai* or 'never mind it does not matter' when the unfortunate occurs, reflecting the feeling that one must greatly submit to external forces beyond one's control, such as the effect of past karma (Royal Thai Government 1991). Thailand is a society of rather conservative people who appreciate the predictability, security, and quietness of a social life to which they willingly conform; as long as people honor its rules, there is room for some tolerated individual deviation (Mulder 1992). Phongphit and Hewison (2001) suggested that the best way to comprehend Thai social values is to focus on its basic unit, the family and in particular the rural family.

It is here that the Thai child learns codes of behavior that will guide him throughout much of his or her later life (Bhassorn 1995).

3.3.4 The definition of culture

Culture is another important construct of this research. The literature on culture is substantial. Kroeber and Kluckhohn (1952) cite no less than 164 definitions of culture, classified in such categories as descriptive, historical, normative, psychological, structural, and genetic (refer to Figure 3-5). There are many definitions of 'culture', which share many similarities and sometimes exhibit importance differences. According to Hofstede (1993) culture is a construct that means it is not directly accessible to observation but inferable from verbal statements and other behaviors and useful in predicting other observable and measurable verbal and nonverbal behavior. Culture includes systems of values and values are among the building blocks of culture (Hofstede 1980). Parhizgar (2002) indicated that a culture is something that is shared by all or almost all members of some social groups; something that the older members of the group try to pass on to the younger members; and something that shapes behavior or structures one's perception of the world. The most quoted definition of culture is culture being a complex whole, which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society (Ogburn 1937).

A small sample of the types of definitions for culture which share similarities and exhibit important differences that are applicable to this research include:

- Schein (1992): "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

- Kroeber and Kluckhohn (1952): "as pattern of and for behavior acquired and transmitted by symbols, constituting the distinct achievements of human groups, including their embodiments in artifacts."

- Rohner (1984): "as the totality of equivalent and complementary learned meanings maintained by a human population, and transmitted from one generation to the next."

According to Hofstede (1980) the consensus of anthropological definition of culture is:

Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of tradition (i.e. historically derived and selected) ideas and especially their attached values.

The word culture is usually reserved for societies or for ethnic or regional groups, but it can apply equally to other human collectivities or categories, an organisation, a profession or a family (Hofstede 1980). From this culture may be taken to mean the way of life in social environment, including the methods of living, eating, dressing and searching for happiness and the rules of living (Runglertkrengkrai & Engkaninan 1987). Runglertkrengkrai and Engkaninan (1987) also defined culture as a system of ideas, values, beliefs, knowledge and customs that are transferred from one generation to another in society. Systems of ideas include religion and political belief systems (House et al. 2004). Culture, as the end product of society, generally refers to the total patterns that make society distinct (Komin 1990). It also serves as a framework for shaping and guiding the thoughts, actions, and practices as well as the creativity of its members (Komin 1990). Culture is important to individuals and groups as it impacts on their patterns of living. Hofstede (1997) argued that culture is learned, not inherited and derives from one's social environment. Parhizgar (2002) stated that it is generally agreed that a culture is collective, dynamic, learned, shared, transgenerated, symbolic, patterned, and adaptive. From the many definitions and descriptions of culture one may conceive culture as having four major layers (refer to Figure 3-4). While many observers can relate to the phrase *Asian culture* it must be realized

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that culture has its own values and practices that may differ remarkably from region to region.

Figure 3-4:   Layers of culture

Behavior / Symbols

Attitudes / Heroes

Norms / Rituals
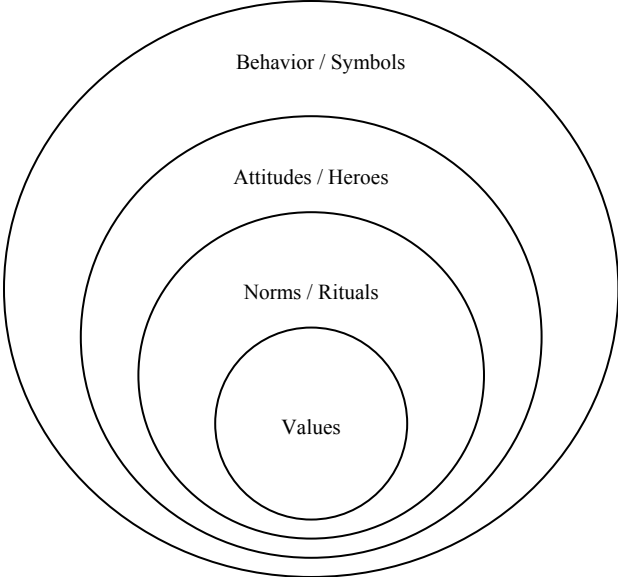
Values

Source: Adapted from Hofstede (1997)

Figure 3-5:   **A typology of the concepts of culture**

		CULTURE		

As an ideational system: cultural and social realms are distinct but interrelated. Culture is located in:

As a sociocultural system: culture is a component of the social system, manifested in behavior (ways-of-life) and products of behavior. The study of sociocultural systems may be:

The minds of culture-bearers

The products of minds (shared meanings and symbols)

Synchronic

Diachronic

SCHOOLS

Cognitive	Structuralist	Mutual Equivalence	Symbolic

MAJOR THEORISTS

Goodenough	Levi-Strauss	Wallace	Geertz Schneider

SCHOOLS

Functionalist	Functionalist-structuralist	Historical-diffusionist	Ecological-adaptationist

MAJOR THEORISTS

Malinowski	Radcliffe-Brown	Boas Benedict Kluckhohn Kroeber	White Service Rappoport Vayda Harris

Source: Allaire and Firsirotu (1984)

3.3.5 Thailand's cultural values

In Thai society, people share a rich ethnic diversity, mainly influenced by two cultural systems of Asia-Chinese and Indian. More than 90% of Thais believe in Buddhism, the national religion. Thailand has built and retained a national culture around traditional monarchy institutions. Runglertkrengkrai and Engkaninan (1987) argued that routines of village life shaped Thai cultural values. For example, family life is important; particularly the extended family and protecting the immediate family, maintaining harmony and providing food and shelter are all key issues (Browell 2000). The Thais search for *sabaaj*, that is, comfortable and untroubled situations in all aspects of life (Scarborough 1998). Cultural values are meant the ideas, which guide the behavior of each person in the culture. The traditional Thai culture may be separated into three dominant themes (Smuckarn 1979, Runglertkrengkrai & Engkaninan 1987, Komin 1989). The three themes are:

1.   *Personalism.* Thais consider that persons are very important; if there are no persons involved, things are fairly meaningless. This value influences the behavior of Thais to be self-reliant but to maintain a friendly and genial relationship between themselves and others who can benefit them. Thais are much more relationship-orientated than task-orientated.

Personalism divides into two associated themes, which are individualism and permissiveness. The individualism leads to a lack of disciplined behavior. Permissiveness implies a lack of questioning, reflecting in difference, and avoidance of risk and a fear of being criticized in public. Permissiveness has resulted from not wishing to destroy good human relationship.

2.   *Fun-loving.* Thais believe that pursuing fun need not to be an expense of earning one's livelihood, with the result that seriousness is eliminated. This value divides into three associated themes, which puts an emphasis on present-time consumption, the abhorrence of hard work and a liking for broad-minded persons.

3. *Merit Accumulation*. Buddhism has gained wide acceptance because of its emphasis on tolerance and individual initiative, complementing the Thais cherished inner freedom. Thais believe that Buddhism teaches a way of life, which leads to happiness and the elimination of suffering. The fundamental principles of Buddhist discipline are to abstain from evil, to be virtuous and to purify the mind. Thai Buddhists believe in 'The Middle Path', trying to avoid violent action.

In general, Thai people are concerned about harmony, respect, and dignity. Display of anger, temper, rude behavior and impatience are considered inappropriate, hence the term, '*The Land of Smiles*' (Browell 2000).

The Thai culture is at its heart a strong peasant culture (Mulder 1992, Komin, 1989) not excluding the role that Buddhism plays in shaping Thai social and cultural values (Browell 2000, Runglertkrengkrai & Engkaninan 1987, Komin 1989). In Thailand, the relationship between Buddhism, the national identity, and Thai culture has always been important and will always play a part in social conditioning for modernizing Thai society and social reform (Browell 2000). Browell (2000) pointed out that there is a very strong sense of national identity and adherence to traditional values, with obvious pride being Thai. Thais will adopt foreign elements (Mulder 1992), but are still very wary of the influence of Western capitalism on its social fabric and values (Browell 2000). Thailand enjoys its own distinctive culture, its own language and alphabet, its own cuisine, its own martial arts, its own beliefs, values, and attitudes, the foundations of its own cultural system (Komin 1989). As stated by Mulder (1992) Thai cultural genius is strong and continuous, eclectic in adopting foreign elements from the outside without subverting its cultural basis and essence. The Thai culture is based on qualities that demonstrate the thriving prosperity, the order, the unity, and the progress of the nation and it will remain continuous, resilient and progressive (Mulder 1992, Komin 1989). Thai culture may be seen to mesh with Thai social systems, where the cultural and social realms are integrated into a socio-cultural system, postulating harmony, consonance and isomorphism between the two realms (Allaire & Firsirotu 1984).

3.3.6 Thailand's culture at the organisational level

The Thais external political view is focused on the regional economic development and security foundation. The Royal Thai government welcomes foreign investment but investors must adhere to investment regulations. Foreign investors confront bureaucratic resistance and complex specification regulating foreign ownership and control of companies. As pointed out by Toews and McGregor (2000) several sectors are closed to foreigners. Foreign investment is more likely to be approved if it has a large Thai ownership (Leppert 1992) particularly in business categories A and B (Toews & McGregor 2000).

Thais businesses are closely associated with the individuals and families that built them. According to Thai Business Culture (1998) the personal stake invested in companies makes issues such as foreign ownership and enforced restructuring emotional and problematic. Family links remain an important part of business culture (Dunung 1995, Sriussadaporn-Charoenngam & Jablin 1999). Company success has been largely due to good personal relations with officials where competitiveness does not necessary enter the equation. This is further supported by Laothamatas (1988) stating, that ties (friendship or class mate ties as oppose patron-client ties) between individual businessmen and powerful bureaucrats or politicians play role in today's Thailand but notably fewer firms than previously invite politically powerful individuals to join their executive boards. The origin and structure of Thai firms provides a fierce opposition to change where corporate leaders are about preserving traditional business practices as oppose to restructuring (Thai Business Culture 1998, Sriussadaporn-Charoenngam & Jablin 1999).

Thai business organisations, like Thai government bureaucracies, are vertical, hierarchical systems designed to fulfill cultural needs for authority and conformity (Leppert 1992, Sriussadaporn-Charoenngam & Jablin 1999). For example, links between the vertical chains are based on patron system where the superior provides protection, influence, and favors. Thai businessmen are expected to be benevolent and paternalistic whilst the subordinate provides service and personal loyalty (Sriussadaporn-Charoenngam & Jablin

1999). Thais view work as a social function derived from the rural way of life where economic activities are accompanied by festivals. Urban workers are still country folk at heart. As pointed out by Leppert (1992) Thais work at play and play at work. Thais expect time off during working hours to run errands and socialize. In the social and cultural context it is the custom for businesses to grant young men onetime leaves of two or three months to serve as monks and workers from agricultural areas to return home to help with harvesting (Leppert 1992). Lawler's (1996) general impression of Thailand and its labor force with respect to religion and ethnicity is one of homogeneity.

Thai cultural norm at the organisational level is described in the following terms (Kamoche 2000):

- *Kreng jai* involves the desire to be self-effacing, respectful, humble and considerate, and a wish to avoid embarrassing others.
- *Bunkhun* is about the reciprocity of goodness, showing kindness, giving and obtaining favors.
- *Jai yen* or 'cool heart' is about calmness, patience, and the need to maintain harmony in social situations. Thais tend to be tolerant due to their Buddhist faith. The self reliant person is not easily upset by adverse social judgment or adversity; he is a master of the art or reestablishing equilibrium after unpleasant experience and a master of cultivating a 'cool heart' so as to live undisturbed and sure of himself (Mulder 1992).
- *Mai pen rai* is a common expression that is used in all sorts of situations to mean 'it doesn't matter' and 'never mind'. It is about being forgiving, and avoiding causing offense. Mai pen rai is a positive attitude towards life.
- *Sanuk* means fun, relaxation, but also signifies the importance of amiable, social relations and good will towards others. Thais often judge everything by whether or not it is *sanuk*, or pleasurable.

The design of Thai organisations has its roots in bureaucratic and feudalistic systems (Sriussadaporn-Charoenngam & Jablin 1999). The hiring someone recommended or referred by an influential person is common in Thai organisations and, because of strong

cultural belief in *kreng jai*, is unlikely to be eliminated (Sriussadaporn-Charoenngam & Jablin 1999). Worker behavioral traits such as diligence, deference, and respect can be said to be more important than the objective analysis of an employee's performance or output. The common feature among Thai cultural norms is the emphasis on harmonious social relations and consideration for other (Kamoche 2000). Kamoche (2000) argues that these norms serve as the ingredients for a paternalistic management style in which workers expect to be taken care of. The paternalistic management style is reinforced by the role of religion. The cultural-system at the organisation level focuses on the patterns of meaning, e.g., of values, of norms, of organised knowledge and beliefs, of expressive form (Allaire & Firsirotu 1984).

3.3.7 Tools used to assess social and cultural values

The word *kaniyom* in Thai is the word that was created to represent the word "value" in English (Wichiencharoen 1976). It means something that motivates behavior. The Thai value systems constructed by Komin (1978, 1990) clarify, substantiate, or refute some assumptions about Thai culture-personality. The survey together with a questionnaire is also designed to tap several social attitudes and behaviors of Thai society (Komin 1990). According to Komin (1990), the Thai Value Survey is a more systematic and comprehensive, yet less Western biased value measurement instrument for the study of Thai values and value systems. Anderson (1978) argues that Western scholars have not developed cogent analyses of Thailand.

The Thai Value Survey was used to investigate the values and value systems of different segments of Thai society, men and women, the poor and the rich, the educated and the uneducated, the rural and the urban, the young and the old, and the politically conservative and the less conservative (Komin 1978). The Thai Value Survey also collected data concerning many aspects of Thai civil right, attitudes towards the poor, protests, religious attitudes and behaviors, and socialization of certain cultural traits (Komin 1978).

The Thai value system is based upon the Rokeach (1968, 1973) theoretical frame that is a widely accepted frame for the study of human values. Values are referred to either as modes of conduct or end-states of existence, to means or ends hence 'instrumental values and terminal values (Komin 1978). The Thai Values Survey comprised of both terminal values and instrumental values. Terminal values represent the values that individuals hold as goals in life or end-state of existence, in their respective order of importance (Komin 1978) (refer to Section 3.3.2). Instrumental values represent goals that individuals hold important in their life and are conceived of as those modes of behaviors, which serve as means instrumental to the attainment of the goals (Komin 1978) (refer to Section 3.3.2). The lists are ranked in order of importance from the most important value to the least important value (Komin 1990). The terminal values in the Thai Value Survey were derived from 'content analyses of newspapers and of literature about Thai culture. The instrumental values were originally derived from the Anderson's (1968) list of 555 personality traits (Komin 1978).

The nine value clusters describe by Komin (1990) represent the dimensions whereby the characteristics of individuals (group) and national character can be meaningfully Thais. Komin (1990) results of the Thai Value Survey showed the Thais placed strong values on (1) '*face saving*' (ego orientation); (2) long term relationship (grateful relationship orientation); (3) surface harmony (smooth interpersonal relationship orientation); (4) flexible adjustment (flexibility and adjustment orientation); (5) supernatural and spiritual belief (religio-psychical orientation); (6) education as a way to achieve higher social status (education and competence orientation); (7) mutual helpfulness and collaboration (interdependence orientation); (8) fun-orientated atmosphere (fun-pleasure orientation); and (9) task achievement but not destroyed by harmony (achievement-task orientation). These values are supported by the research conducted by Muenjohn (2001). According to Komin (1990) and Muenjohn (2001), these nine value orientations served as the mental programming of the Thai people.

There have been studies in Thai values carried out by Supatra (1998) and Hofstede (1997). Supatra (1998) divided Thai values into rural and urban. Hofstede (1997) investigated the

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relationship between Individualism and Collectivism in Thai society. Hofstede's (1980) survey confirmed that Thai people valued high power distance and had moderate levels of uncertainty avoidance. They lived in a feminine society and could be labeled as a collectivistic people (Muenjohn 2001). Hofstede's (1980) survey is referred to most in the field of national culture but suffers from an inevitable American bias and is used as a starting point. Budhwar and Sparrow (2002) stated that the samples presented by Hofstede (1980) were not representative of their respective countries, further supported by the research conducted by Ralston et al. (1993) on the differences in managerial values in Eastern countries compared to Western countries. Table 3-7 provides Hofstede's cultural dimensions for selected countries. Komin (1990) argues that if one dissects a wide range of social behaviors with more detailed dimensions along the typology of 'individualist-collectivistic' culture according to Hofstede (1990) categorization, Thai individualism deviates from American individualism. Assessing any culture using only Hofstede's cultural dimensions is insufficient to intrinsically understand the national culture, especially, a country like Thailand that is rooted in Buddhism. This research aims to advance understanding of Thai social and cultural values subjected to an increasing changing environment.

Hofstede research identified culture as four quantifiable dimensions. These four dimensions are individualism, power distance, uncertainty avoidance, and masculinity and are discussed in Section 3.2.4. Hofstede research identified a fifth dimension which is Confucian dynamism described as an indicator of whether a particular culture has a short-term versus a long term perspective (Hofstede & Bond 1988).

Confucian dynamism (Hofstede & Bond 1988):
An indicator of whether a particular culture has a short-term versus a long-term perspective. The degree to which people accept the legitimacy of hierarchy and the valuing of perseverance and thrift, without emphasis on tradition and social obligations which could impede business initiatives.

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Table 3-7:   Hofstede's cultural dimensions for selected countries

Country	Individualism	Power Distance	Masculinity	Uncertainty Avoidance	Confucian Dynamism
Thailand	20	64	34	64	56
USA	91	40	62	46	29
United Kingdom	89	35	66	35	25
Canada	80	39	52	48	23
Switzerland	68	34	70	58	n/a
Scores range from 0 = low, 100 = high					

Source: Niffenegger, Kulviwat & Engchanil (2006)

3.4   Relationship between strategic intent and socio-cultural values

This section presents the literature on relationship between strategic intent and socio-cultural values.

3.4.1 Relationship between corporate strategic intent and socio-cultural values

Strategic intent is concerned with projected desired outcomes to achieve a competitive edge. For example, a company strategic intent may be to build critical core competencies. It is important to *align* the efforts of employees on defined end results, as culture is required to support strategic imperatives (Gratton 1994, Miller 2004). Alignment is defined as 'bringing parts or components into proper coordination; to bring into agreement and close cooperation' (Webster dictionary 2007). Alignment can be accomplished by defining the behaviors needed to succeed through core values (Senn, 2004, Osborne, 1996). Miller (2004) states that effective management of culture can improve the organisation ability to perform by aligning formal and informal systems with specific values and goals. There must be shared awareness, understanding and consensus of the long-term strategic intent of the company. It is important to realize that strategy revolve to the way the organisation and jobs are structured, the motivations, aspirations and talents of its people, the culture, norms,

and values of behavior, and the senior management, their cognitive frames, experience, aspirations and vision (Gratton 1994) (refer to Figure 3-6). According to Senn (2004), when new strategies are devised there may be a need in the change of behavior and culture hence the requirement of new cultural traits and the building of new organisational capabilities. Strategic imperatives can not be obtained without a possible re-definition of values and cultural intervention throughout the company (Senn 2004). Culture affects what gets done, why things are done, and how they are done. It needs to be engineered to reflect the organisation vision and values. Osborne (1996) stated that cultural and strategic values play an important role in shaping organisational attitudes, employee behavior, and provide the basic rationale for the viability of a business. Culture is of fundamental importance in defining and often in limiting strategic intent as real change in intent can only occur after a change in culture and behavior (Miller 2004). Strategic values are fundamentally important in the context of strategic intent as it focus organisational energies and link the firm to environment such as social trends (Osborne 1996). According to Miller (2004), it can equally serve as the engine of corporate performance. Miller (2004) argued where the performance of a corporation is below expectations the culture requires a review. Schein (1992) provided an in-depth view of business culture, what it is, how it is created, how it evolves and how it can be changed to benefit organisations. The strength of relationship or alignment between strategic intent and socio-cultural values can be explained through the following (Gratton 1994):

- High (strong) alignment indicates that the members of the group feel that they have achieved, or nearly achieved the strategic intent. For example, the company has strong socio-cultural values, so the group rated this as a strategic factor, of high alignment;

- Medium alignment indicates that the group has yet to achieve the strategic intent, but is confident of the company's ability to do so; and

- Low (weak) alignment indicates that the group is some way to achieve the strategic intent. The group is not confident of the company's ability to do so.

Figure 3-6:   **The human factors of strategy implementation**
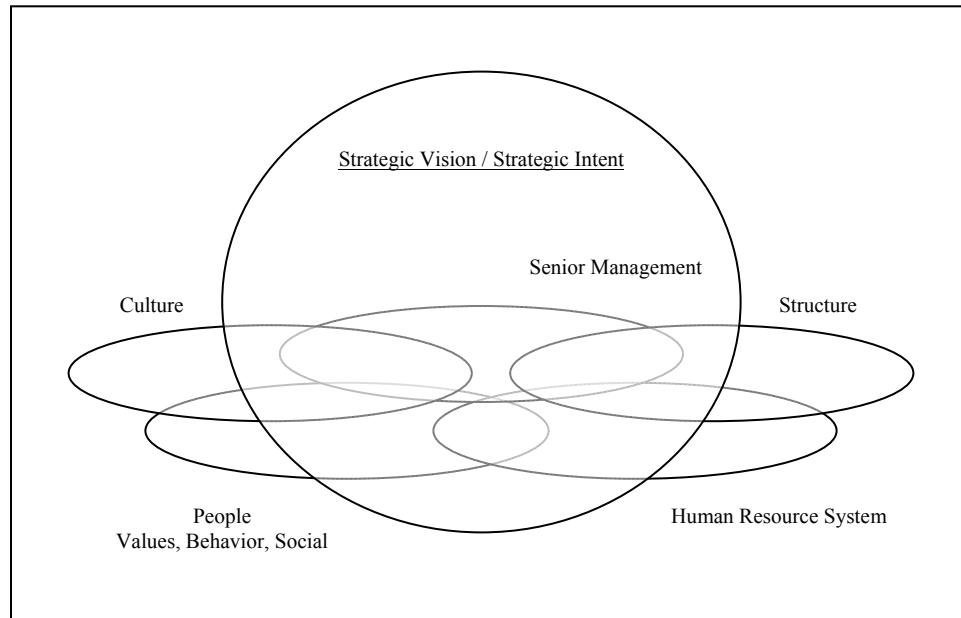
3.5   Conclusion

Social and cultural values respectively play an important role in strategy design as depicted in Figure 3-2 and Figure 3-6. Social values, cultural values, and strategic intent are inseparable components. They are critical to the success and the future of foreign multinational enterprises operating in Thailand. Asian values attribute certain cultural traits to Asia's *tiger* economies that explain their rapid economic growth (Thompson 2000). These characteristics include hard work, frugality, discipline and team work. It is evident in the literature review that culture is derived from individual behavior such as norms and psychological mindset, and beliefs. Individual behavior and psychological mindset must align itself to the strategic intent as to not hinder progress or create barriers. According to Ross (1999) and Markoczy (2000), it is a prerequisite to align social and cultural values with corporate strategy. Without this alignment 'the race is lost' in achieving great financial results, competitive advantage, and successful change initiatives.

Chapter 4

THAILAND SOCIAL AND CULTURAL VALUES

4.1 Introduction

The purpose of this chapter is to provide an understanding of Thailand's history, because it is Thailand's history that has shaped the characteristics, attitudes, and personalities of Thai people. The chapter endeavors to provide a further understanding of Thai socio-cultural aspects at the individual, family, and national level. It is the individual, family, and national culture that actively creates organisational cultures and the national and industry characteristics in which foreign multinational corporations operate. The importance of this is that the 'Thai way of life' plays a major role in developing and shaping the contextual elements of an organisation and industry. No matter which strategic approach foreign companies utilize, failure to recognise and respect Thai social and cultural values can reduce levels of corporate performance. The effects of cultural and social misunderstanding may be painful for both the individual and the organisation as a whole such that culture is a key to commitment, productivity, and profitability.

Chapter 4, Section 4.2 provides a brief description of Thailand's major historical events and the political, social and economic situation that has shaped Thailand to what it is today. The emphasis of this section is to provide greater understanding of the traditional and cultural traits of Thai people. The main areas of investigation include major historical events, thought and religion, culture and society, social customs, family, political overview, and economic overview.

Chapter 4 captures the most significant and representative information in the fore-mentioned areas that is deemed important to the research. These areas were studied with the emphasis on how they may affect and derive Thai social and cultural values and inevitably, influence the strategic intent of foreign multinational enterprises.

4.2 Exploring Thailand's social and culture milieu in light of the major historical events and background to the current situation of the country

This chapter explores Thailand's social and cultural milieu.

4.2.1 Major historical events

The literature on the historical events of Thailand is extensive. This section does not go into great depths as some researchers have done but will draw on the major and relevant elements deemed necessary for this research as well as to gain enough understanding of Thailand and its role in the evolution of Thai social and cultural fabric.

The Thais first began settling their present homeland in the 6th century. The Thai related linguistically to Tai groups originating in southern China. The Mon and Khmer people entered the region that is present-day Thailand. The indigenous culture of Thailand bore the influence of both Indian and Chinese civilization. "Siam" is the name by which the country was known to the world until 1939 and again between 1945 and 1949 (Royal Thai Government 1991). In 1949, an official proclamation changed the name of the country to "Prathet Thai" or "Thailand" by which it is now known. The word "Thai" means "free" and therefore "Thailand" means "Land of the Free" (Royal Thai Government 1991).

The bulk of literature on Thailand's history states that Thais date the founding of their nation to the 13th century. According to tradition, in 1238, Thai chieftains overthrew their Khmer overlords Sukhothai and established a Thai Kingdom. After its decline, a new Thai kingdom emerged in 1350. At the same time an equally important Thai kingdom of Lanna that rivaled Sukhothai and Ayutthaya for centuries define northern Thai identity to the present day. Literature suggests that some of the later kings were more remarkable for their religious piety and extensive building activities than for their warlike exploits. An example, of this type of Buddhist ruler was King Mahathammaracha Lithai, believed to have been

the compiler of Tribhumikatha, an early Thai book on the Buddhist universe or cosmos (Royal Thai Government 1991).

Sukhothai Kingdom (1238 – 1438)

The founding of Thailand dates back to 1238. Sukhothai means 'the dawn of happiness'. The people of Sukhothai called themselves *Thai* or *free*. King Ramkhamhaeng developed the writing system for the Thai language. In his reign Sri Lankan monks from Nakhon Si Thamarat established the Hinayana sect of Buddhism as part of the nation's identity which subsequently affects the Thais everyday life. The remarkable architectural beauty of Sukhothai can be seen from various temples; of particular interest are the bronze images of Buddha. These bronze images of Buddha are supposed to be the crowning glory of Thai Buddhist art. The Thai government preserves the ruins of ancient Sukhothai as a historical site. Paternalistic and benevolent Buddhist kinship was prevalent in this Kingdom.

Ayutthaya Kingdom (1350 – 1767)

The first ruler of the Kingdom of Ayutthaya, King Rama Thibodi, made an important contribution to Thai history. The important contribution is the establishment and promotion of Therevada Buddhism as the official religion. The Ayutthayan kings were not only Buddhist kings who ruled according to the dhamma (dharma), but they were also *devaraja*, god-kings whose sacral power was associated with the Hindu gods Indra and Vishnu. The king of Ayutthaya was quoted "the king has absolute power, was honored and worshipped by his subjects more than god" (Royal Thai Government 1991). The kings in this period also created complex administrative system allied to a hierarchical social system that was to evolve into modern Thai bureaucracy. There were three classes of people with the king. At the bottom of the social scale were the commoners (freemen or *phrai*) and the slaves. The one classless sector of the Thai society was the Buddhist monkhood, or *Sangha*, into which all classes of Thai men could be ordained. The monkhood was the institution that could weld together all the different social classes. Buddhist monasteries were the center of all

Thai communities both urban and agricultural during this kingdom (Royal Thai Government 1991).

Thonburi Kingdom (1767 – 1782)

General Phya Taksin, former government of Tak or Rahaeng Province, ruled the kingdom. King Taksin the Great or King Thonburi, a half-Chinese commoner and one of the famous warrior figures in Thai history, founded this Kingdom in what is now Bangkok. The rallying of the Thai nation during a time of crisis was King Taksin greatest achievement. He was deeply religious and studied mediation to an advanced level and took particular interest in cultural revival, in literature, and the arts. The revival of the Thai economy during this period is due to foreign trade with neighboring states, with China, and with some European nations.

Rattanakosin Kingdom (1782 – present)

Somdet Chao Phraya Mahakasatsuk I ascended the throne in 1782, took the name King Rama I and became the first king of the Chakri Dynasty, a family of rulers. Since then, all of Thailand's kings have come from the Chakri Dynasty. King Rama I was intent on the firm re-establishment of the Buddhist monkhood, allying church to state and purifying the doctrine. The king attached great importance to Buddhism as a basis for national development. One of his great achievements was the collation and editing of laws both old and new. This produced the 'Three Seals Code' or *Kotmai tra samduang*. King Rama I reign has been interpreted as a major change in intellectual outlook of the Thai elite, or a re-orientation of the Thai world-view with emphasis placed on manpower and on an extensive system of political and social patronage (Royal Thai Government 1991).

Present Kingdom

Thai concepts of monarchy have their origins in Sukhothai. The institution today is said to be more powerful in providing a unifying element for the country. It is a focal point that

brings together people from all backgrounds and shades of political thought and gives them an intense awareness of being Thai (Thai Government 1991). The present monarchy continues to serve as models of kinship. For example, His Majesty bringing the monarchy into direct contact with the provincial population. According to Reynolds (1977) the king is their common father, address one another as children.

4.2.2 Thought and religion

Buddhism the great eastern religion founded by the Indian Prince Siddhartha Gautama 600 years before the birth of Christ, first appeared in Thailand during the 3rd century B.C. in the area of the present day provincial capital Nakhon Pathom (Royal Thai Government 1991). Sukhothai's King Ramkhamhaeng established Therevada Buddhism and is Thailand's dominant religion. It is known as 'the teaching of the elders' or 'the way of elders' (Browell 2000). Buddhism is the national religion of Thailand, and to most Thais to be a Thai is equated with being a Buddhist (Mulder 1992). Religion plays an important role in Thai life and is considered an essential pillar of society (Royal Thai Government 1991). It is not only a major moral force of Thai family and community but also contributes to national integration (Keyes 1971) and to the moulding of Thai characteristics that include freedom loving, individualistic, and tolerance (Komin 1990). According to Mulder (1992), during the Rattanakosin Kingdom, King Rama VI formulated the three pillars of Thai unity, continuity and identity as Nation, Religion, and King. Religion being for all practical purposes institutionalized Buddhism. Buddhism is a key component of Thai identity. It has been used to explain many aspects of Thai society from individual personality to development strategies (Esterik 2000). Kirsch (1977) states that Buddhism has supplied cognitive and evaluative elements that have been incorporated into Thai culture, built into Thai social fabric, and internalized into the personalities of individual Thai.

Fundamental to Buddhism is the belief in the Four Noble Truths, discovered by the Buddha at the moment of enlightenment; all life is suffering, all suffering has a cause in cravings or desire, the suffering can be overcome by eliminating the desire, and the desire can be overcome by following the Eightfold Path. The Eightfold path includes right view, right

intention, right speech, right action, right livelihood, right mindfulness, and right concentration. The first two principles concern motivation, the next three address moral code, and the last three concern man's mind for right ends. According to Terwiel (1989) Buddhism has presented the Thais with a clearly defined moral code known as the 'Five Percepts'. The Five Precepts, in accordance with which the ordinary Buddhist promises to refrain from destroying life, stealing, speaking untruthfully, committing adultery, and becoming intoxicated (Terwiel 1989, Browell 2000). These precepts and the behaviors derived from the Perfection's (which include such characteristics as generosity, morality, patience, courage, meditation, wisdom, virtue, energy, truthfulness, resolution, kindness and an even temper) culminate in individuals not doing evil, cultivating good and purifying the mind (Browell 2000). As stated by Browell (2000) Buddhism to the Thai is a philosophy, a way of life and a code of ethics that cultivate wisdom and compassion rather than a religion in a true sense of the world.

Buddhism stands at the apex of the Thai religious system and forms a central part of Thai social values. It provides a coherent and integrated system of beliefs, practices, and specialists, sustained by codified orthodoxy, the Sangha, political authority, and the Thai masses (Kirsch 1977). Buddhism penetrates all levels and sectors of Thai society and provides the Thai with a unitary set of values (i.e. harmony, respect and dignity) and a common ritual and expressive language, uniting them in larger Buddhist moral community that transcends particularistic and loyalties and attachments (Kirsch 1977). The relationship between Buddhism and national identity and culture has always been important and continues to be so (Browell 2000).

4.2.2.1   Buddhism and karma

Buddhism teaches that one's life does not begin with birth and end with death but is link in a chain of lives, each conditioned by volitional acts '*karma*' committed in previous existence (Royal Thai Government 1991). It is solely the action of the individual that determines the course of his or her life, and no good can change the effects once mankind has created the cause. For example, a person that is rich, powerful, or influential is so

because of a meritorious past life. Thais are free to behave without guilt, as judgment in their next life will be based on their actions and not on religious dogma. Thai Buddhists are left alone to determine their own value systems and levels of morality. The concept of karma, the law of cause and effect, suggests that selfishness and craving result in suffering whilst compassion and love bring happiness and well-being. The ideal Buddhist aspiration is to attain perfection through Nirvana '*Nibbhana*', an indescribable, immutable state unconditioned by desire, suffering, or further rebirth, in which a person simply is, yet is completely at one with his surrounding. To speed one's path to nirvana by reducing their number of rebirths, Thais will make merit '*bun*' by feeding monks, giving donation to temples, and making regular appearances at temples for worship. Making merit is an intrinsic part of Thai social behavior. According to Kirsch (1977) striving to attain nirvana are restricted to extremely dedicated monks and possibly a few laymen. Though Buddhist, most Thai do not aspire to such an abstract religious goal but to a more proximate version of the ultimate goal, a sojourn in paradise '*sawan*' and/or an enhanced status in some future life. All Buddhists believe that every conscious action will inevitably lead to predictable results such that good acts result in good fortune, and bad deeds '*bap*' will bring unhappiness upon the evil doer (Terwiel 1989).

4.2.2.2   Animism and Brahmanism

There are three major components that can be distinguished in Thai religion that is presented in Table 4-1. These components are interrelated to form a coherent Thai religious pattern (Kirsch 1977).

Animism

Thai animism, as a religious practice is essentially a system that deals with power, whether of amoral, ambivalent *saksit* or the immoral, evil variety (Mulder 1977). Such power encountered during the course of everyday life should be dealt with according to its own laws-laws, which do not raise moral questions of good and evil. For example, favor for favor, and revenge returned for insult. Power is complemented by moral goodness. The primary symbol of moral goodness is the *phrakhun* or *bunkhun*, the pure devotion, which a

mother has for her children. The feelings that guide the relationship towards all those people who have moral *bunkhun* to us, its beneficiaries, are trust, warmth, love, protection, dependence, gratitude, reverence, and acceptance of ones identity (Mulder 1977). Such profound *bunkhun* relationships are further expressed in the periodic rituals of honoring parents, elders, and teachers as a keystone of the unfailing moral order.

Brahmanistic

Beliefs and practices that are non-indigenous are labeled *Brahmanistic*. Its elements presumably derived from the Khmer and cannot be unequivocally identified as Buddhist (Kirsch 1977). In early Thai states notably in the Ayutthaya period the Thai court adopted numerous Brahmanistic rituals, largely those focusing on the kinship or symbolizing the states concern for and control over other aspects of society. According to Kirsch (1977) these are not viewed as merit-making. For example, an individual faced with some decisions or choice, or manifesting symptoms of illness, or undergoing an important transition in life may become a client of the appropriate Folk Brahman specialist. If Buddhism serves as an important integrative factor for all of Thai society, Brahmanism facilitates this function by maintaining and reinforcing the layman's commitment to a Buddhist-defined moral community and social order (Kirsch 1977). Folk Brahman component of Thai religion serves to articulate individuals and local segments of Thai society with the larger society-wide Buddhist value system (Kirsch 1977).

Table 4-1:   **Summary of the three components of Thai religion**

	Buddhism	Brahmanism	Animism
Goal Orientation	Other-worldly	This-worldly	This-worldly
World-View	Determinate-certain	Determinate-certain	Capricious-uncertain
Ritual	Standard-routine	Standard-routine	Individually tailored
Specialists	Predominantly male	Predominantly male	Predominantly female
Recruitment	Universalistic achievement	Universalistic achievement	Particularistic ascription
Participant	Laity	Client	Client
Involvement	Constant	Intermittent	Intermittent
Attitude towards	Highly favorable	Favorable	Ambivalent
Social Focus	Whole society	Bridging locality and society	Highly localized

Source: Kirsch (1977)

4.2.3 Culture and society

Thailand's culture has evolved with Buddhism and its Kingdoms, which has shaped Thai society. The core population includes the central Thai, northeastern Thai, and southern Thai that share a common culture. Freedom of religion is protected by law, and the government generally respects the right of practice (Political Risk Assessment in Thailand 2000). As discussed in Section 4.2.2 the state religion is in effect Therevada Buddhism. It maintains its unity and continuity through a common core of doctrines and rituals sustained and perpetuated by the monastic institution '*The Sangha*'. The Sangha stands as the proximate exemplar and symbolic center of Buddhism; the monk stands as the apex of the Thai religious and social order (Kirsch 1977). Buddhism in general and the Sangha in particular gain considerable support from government agencies, which administer Sangha lands, support religious education, and reward religious expertise. Government employees may take leave, without loss of benefits to enter the Sangha. The government actively seeks Sangha support for a variety of programs relating to economic development and political integration (Kirsch 1977). Therevada Buddhist encompasses religious components. These religious components include 'supernaturalism' or simply *Animism* and *Brahmanistic* (Kirsch 1977) (refer to Section 4.2.2, Table 4-1). Thais conceive them as fulfilling different needs and as functioning in a state of peaceful co-existence rather than in conflict. The official sanction of Buddhism merely formalizes and affirms the commitments and attitudes of the Thai people that have shaped the institutional fabric of Thai society (Kirsch 1977).

Thai society, stiffened by Buddhism, is built on personal relationships, not on principles or laws. For example, whether you consider another person's act as wrong or not depends largely on who that person is. If he is a friend, relative or colleague condemnation is unlikely compared to a person who is a stranger or opponent, where you would consider his acts wrong (Kulick & Wilson 1992). As stated by Klausner (1993) one pervasive syndrome in Thai social relationship involves a psychologically binding long term obligation based on a favor or benefit rendered, either among equals or between those of differing status.

4.2.4 Social customs

The social fabric of Thailand revolves around Buddhism. Buddhism being a part of Thais everyday lives is a major force in its national identity (Browell 2000) and takes a very active part in Thailand's economy and society (Keyes 1971). Buddhist values and ideas are learned and reinforced through festivals and merit-making activities, which are eminently social and contribute to the spiritual and material development of Thai society (Kirsch 1977, Rhum 1996, Mulder 1992). The creation of Thailand's national culture or 'tradition' can be seen in the revival and revision of ancient rituals, including state rites that began in the Rattanakosin Kingdom (Rhum 1996). Tradition has become particularly important as an element of nation building. For example, as a matter of tradition, Thai males enter monkhood. Buddhism is the greatest of Thai institutions, expressive of and perpetuating the Thai nation, its tradition, its ritual, and its identity (Mulder 1992). According to Kirsch (1977) Buddhist values, conceptions, and attitudes color virtually all aspects of Thai life, pervading the Thai attitude toward the world in which they live.

Thailand has many official holidays that revolve around the Buddhist religion. These seasonal activities reflect the cultural and social phenomena of Thai life.

Songkran   In the fifth (lunar) month there is the Songkran festival to mark the Thai New Year on April 13, 14, and 15. Thais go to monasteries on the first day and give presents like food and flowers to the monks. People bathe the image of Buddha, make merit, and celebrate the sand *Chedi* formation. The festival ends when the bells in monasteries and temples are rung three times at midnight on the third day.

Visakha Puja The Visakha Puja festival, on the full moon of the third lunar month, honors the birth, enlightenment, and death of Buddha. Therevada Buddhists believe that these three things all happened on the day when the moon was full in the month of the Visakha, May or June. Visakha is one of the most important Buddhist festivals. A special part of the celebration includes

pouring perfumed water over the image of the Buddha in the shrine. At night the temples are brightened by the gleam of candlelight processions. The candlelight reminds people of the 'light' of the Buddha teaching.

Kathin   The Kathin ceremonies are held in October or November at the end of the rainy season in Thailand and Buddhist Lent. People take presents to the monasteries as a way of saying thankyou to the monks for all the work they do during the year. The monks, who have spent three months meditating in monasteries, are presented with new robes and permitted to travel. In the royal Kathin ceremony the king, in a barge garnished in gold, delivers new robes to the monks of the royal temple. The Kathin pulls the individual away from any permanent identification with his local temple, uniting him with a larger Buddhist world.

The Thai people celebrate many other holidays such as King Rama IX's birthday in December and the Queens birthday in August. For Thais these festivals link the past to the present and give meaning to the future and with the traditional belief in the powers of nature. They also serve to bind the individual to the supralocal, even universal, aspect of the Buddhist world-view (Kirsch 1977). The social-system focus is on the conditions involved in the interaction of actual human individuals who constitute concrete collectivities with determinate membership (Allaire and Firsirotu 1984).

4.2.5 Family

The Thai family is a key study in this research. It will aid understanding of Thai cultural and social values in particularly the rural family in its typical village setting. The research does not neglect urban family settings. As Komin (1989) suggest Thai family system is more of an extended family structure where the *kin* group is the basic integrative force of one's life. Beyond the family unit is the village, remarkably Thai villages are very similar revolving around well-defined climatic, religious, and farming seasons. The villages are self-governing led by an elected headman, or *phu-yai-ban*. The phu-yai-ban preserves the

social harmony and acts as a spokesman for the community in negotiations with the government bureaucracy.

The majority of the Thai people who live in Thailand are rural, agricultural, and village-rooted. Their values and way of life have emerged from the rural type of social and cultural milieu (Smythe 1960, Phongphit & Hewison 2001). The Thai family is still uniquely conservative, stable and traditional despite of western influence. This is more evident in provincial towns of Thailand. Rural families are self-sufficient economic units; they grow their own food and build their own homes. This is a reflection on the stagnant infiltration of western influences on rural family way of life. The family is first a kinship group with each member defined according to his position as a junior or senior on the mother or father's side (Thamavit & Golden 1954, Mulder 1992). It is customary for the older individual '*pi*' to be head of the household to support all and to receive formal respect and service from the younger '*nong*' (Thamavit & Golden 1954, Mulder 1992). The father side ranks above the mothers' side. The kinship group extends to aunts, uncles and grandparents and other individuals with-holding the same family surname on either the mother or father's side. According to Kulick and Wilson (1992) the Thai family is structured and hierarchical whereby power is given to the older and richest member. An example of this is that it is considered ill mannered in most Thai families for children to ask questions of their parents (Thamavit & Golden 1954). Although Thailand has become more westernized whereby women are pursuing careers and educating themselves which is evident in the urban regions of Thailand such as Bangkok, it is still the men that dominate and lead the household. There is a distinct contrast between urban families and rural families. Urban families strive for material wealth and social status whilst rural families focus on custom and tradition. Although there is a display of differences they both patronize an active religious institution or *wat* and rely on their traditional values that are connected with nationalism.

Buddhism is important to the Thai family and is ingrained in younger members of the family because it is intrinsically reasonable. The son's strong position and respect of the local Buddhist *wat* and his parents are demonstrated when he enters monk-hood in his early twenties for three months or longer. These values encourage hard work, thrift, honesty, and

benevolence, which are viewed as paying off in this life as well as in future lives (Sharp 1950, Komin 1990). It is part of the age-old and ongoing process of self-definition and self-creation. The Thai value system, by which most of rural families live by, is inseparable from Theravada Buddhism, and the life cycles of almost all inhabitants turn around activities concerned with this religion (Smythe 1960). These value systems are discussed in Chapter 3, Section 3.3. In the provinces 95 percent of the men are ordained, in the city not more than 60 per cent as a result of spread of modern education and lost of prestige of the Buddhist temple '*wats*' and religion in urban city (Thamavit & Golden 1954). Thailand's changing economic and technological conditions have led villages to migrate to urban centers for education, commerce, and labor. Despite the force of rapid change, villagers and Thais uphold rural ways of life and local cultures and in general are bound together through extended kinship relations. For example, the elders of the families in the village '*chao kote*' are the most respected and it is their intervention that is requested in all village ceremonies, rites and rituals, important events and especially, in conflict (Phongphit & Hewison 2001). They are considered the persons who represent the past, its traditions, and the important social and cultural precepts and rules (Phongphit & Hewison 2001). Despite modernisation and industrialisation traditional Thai values are strong beneath the surface of urban life, which over the centuries, Thai family cultural heritage have demonstrated resilience and its ability to bend without breaking (Mulder 1992). Thais are more concerned about gaining religious merit and following the path of Buddha. The *wat* is a focal point of the village, symbolizing the Buddhist religion and also acting as a major unifying element, particularly during festivals and merit making ceremonies when it also becomes a social center for young and old alike. Buddhism is at the center of the Thai view of life and forms the foundation of most attitudes, in the city as well as in the village.

4.2.6 Political and business overview

Thailand is a constitutional monarchy ruled by King Bhumibol Adulyadej (Rama IX) who has reigned since 1946 with a parliamentary system. The king is recognised as head of state, head of the armed forces, upholder of the Buddhist religion and upholder of all religion (Toews & McGregor 2000). He has little direct power under the constitution but is

a symbol of national identity and unity. The king has never used his constitutionally mandated power to veto legislation or dissolve the elected House of Representatives (Political Risk Assessment in Thailand 2000). The real power lies in the hands of a democratically elected government led by a Prime Minister. Ministries that influence business decisions are listed in Table 4-2. The importance of the monarchy in Thailand to foreign investors is the stability that the king brings to Thailand by boosting public morale and promoting national unity. The king himself has defined his role as trying to keep a 'middle', peaceful and neutral co-existence with all the pressure groups in the country (Kulick & Wilson 1992). Despite political instability and various coups and subsequent transfer of power, the king has remained at the helm and is perceived as the symbol of national unity. The monarchy is a primary source of Thai culture and values (Maisrikrod 1999). As stated by Sriussadaporn-Charoenngam and Jablin (1999) regardless of such political changes, one thing remains the same; the Thai people continue to hold their king in great reverence.

Thailand's government structure has undergone gradual and practical evolution in response to the changing economic environment. The Thais external political view is increasingly centered on the development of stronger regional economic and security foundation (Political Risk Assessment in Thailand 2000). Although there is a focus on national development, Thai bureaucracy makes the conduct of business in Thailand difficult (Luo 1999). Toews and McGregor (2000) and Luo (1999) state that the Thai government could be said to be one of the problems of doing business with Thailand. Thai government has been reluctant to allow foreigners to own property or control companies. The main problems of the Thai government are the frequent and corrupt electoral process, the level of corruption in the government itself, and the intricacy of the bureaucracy that impact on foreign investment in Thailand (Toews & McGregor 2000, Luo 1999). According to Luo (1999) government corruption implies not only low efficiency and awful red tape, but also the high costs of bribery in setting up government linkages to get project approval, infrastructure access, and acquisition of scarce resources. For foreign businesses to operate successfully in Thailand the government requires a majority Thai ownership in business areas engaged in rice farming, real estate sales, mining, law, architectural, building

construction and other designated industries (Leppert 1992). Thailand is a new industrializing country with strong tradition of private enterprise where the state plays a significant role in many of the sectors. Foreign business is elaborated in Alien Business Law.

Businesses covered by the Alien Business Law are divided into categories that address the limitations with respect to foreign ownership. The different business categories as stated by the Board of Investment (BOI) are outlined below (Toews and McGregor 2000):

Category A – (Closed to foreigners unless there is an exception contained in a special law or treaty)

- traditional agriculture such as rice growing;
- commercial business such as internal trade in local agricultural products and land trade; and
- some service businesses such as accounting, law, architecture, advertising, brokerage, and construction.

Category B – (Closed unless approved by BOI)

- agriculture pursuits such as cultivation, orchard farming, animal husbandry, timber, industrial and handicraft business;
- commercial businesses such as retailing, ore trading, selling of food and drinks, and trade in antiques; and
- service industries such as tour agencies, hotels, photography, laundering, dressmaking, and other businesses such as land, water, and air transportation.

Category C – (Open; The Ministry of Commerce has the power to grant an Alien business license to foreigner wishing to start a business)

- commercial businesses, such as wholesale trade, except items included in Category A;

- all exporting, retailing of machinery, equipment and tools, selling of food and beverages to promote tourism; and

- a select list of industrial and handicraft businesses, which includes manufacture of animal feed, vegetable oil refining, textile manufacture, manufacture of glass ware, manufacture of food bowls and plates, manufacture of stationery and printing paper, mining, and other businesses not listed in Category A or Category B.

Table 4-2:   Ministries that influence business decisions

Office of the Prime Minister	It is largely concerned with the formulation of national policies.
Ministry of Industry	The role of the Ministry of Industry includes the formulation of manufacturing and mining policy, the issuance of licenses to factories and mineral leases, the formulation and supervision of industrial standards, the provision of technical assistance (especially to small scale industries) and the supervision of the Small Industries Finance Office.
Ministry of Commerce	This ministry regulates external and internal trade, including control of strategic commodities; the restraint of strategic imports and the provision of export promotion services.
Ministry of Interior	This is the largest department and includes the Police, Immigration, Public Works, Town and Country Planning; the Local Administration Accelerated Rural Development, the Community Development and the Land Department.
Minister of Communications	It controls licensing and planning for land, sea and air transportation, as well as telecommunications services, including post and telegraph services, and the Internet.

Source: Toews and McGregor (2000)

The ministry of industry controls factory establishment licenses. Priority is granted to investment in special zones designated by the Industrial State Authority. Authorization to start product anywhere in Thailand must be obtained from the Office of National Environment. Once the factory is in operation it must be registered at the Department of Commercial Registration and the Revenue Department. Under certain circumstances the Thai government, through the Board of Investment offers guarantees against new domestic or foreign competition, nationalization, competition from government-owned firms and control of export prices (Leppert 1992). Politics and globalization has contributed to

changes and dislocations to Thai value and structure in both local and national society. The national Thai values and culture based on family, kinship, and community is still upheld by the majority of Thai people (Maisrikrod 1999). Modernization will challenge traditional values but Thais are always reminded by the monarchy of their tradition and are guided to live in simple communities rather than accept the highly individualistic capitalist work culture.

4.2.7 Economic overview

Thailand is a newly industrializing country where its economy is essentially a free-enterprise system that is export-dependent, with exports accounting for 60% of GDP (Bureau of East Asian and Pacific Affairs 2005). The Thai government have introduced the 'dual track' economy policy (Bureau of East Asian and Pacific Affairs 2005) that combines domestic stimulus with Thailand's traditional promotion of open markets and foreign investment to achieve overall economic performance (Phongpaichit 1980). Phongpaichit (1980) defines open economies having no restrictions on foreign trade, little fiscal management, and no control over their own currencies that is heavily backed and linked to the currency of a major player. Thailand's increasing diversified manufacturing sector has made the largest contribution to Thailand's growth but its future performance depends on continued reform of the financial sector, corporate debt restructuring, attracting foreign investment, and increasing exports. One of the main concerns to the Thai government is the regional income differential for example, Bangkok the most prosperous part of Thailand where the average income is fifteen times that of workers in the poorer northeast region (Phongpaichit 1980). The government is trying to stimulate provincial economic growth with programs such as Eastern Seaboard project and the development of an alternate deep-sea port on Thailand's southern peninsula (Bureau of East Asian & Pacific Affairs 2005). Government efforts to close the gap between urban and rural living standards have met with only mixed success due to lack of transparency in bureaucratic decision-making (Political Risk Assessment in Thailand 2000). An ingrained culture of corruption persists in many parts of the civilian bureaucracy and in the security force, for example, in practice some societal discrimination exists and government enforcement of equal protection

statutes is uneven (Political Risk Assessment in Thailand 2000) (Phongpaichit 1980). The increase in unemployment and tougher living conditions for Thailand's poor and middle class have led to the occasional anti-government protest without wide scale violent political or social unrest as result of Thailand's traditional benign cultural context.

Until the early 1960s, the management of the economic and social development of Thailand had been operated without national planning. The present government has formulated and introduced the national economic and social development plan or policy of industrialisation, a five-year plan that emphasizes the development of investment for building and repairing the economic infrastructure. Its objective is to stimulate the vitality of the economic atmosphere and to give impetus to the enlargement of business activities (Runglertkrengkrai & Engkaninan 1987).

The *1960*s

Thailand to be one of the most successful of the 'developing countries' even though it had made little effort to change the structure of its economy (Phongpaichit 1980). During the 1960s, the primary economic goal was import substitution. Thailand was primarily an agricultural economy then, based on the production and export of commodities such as rubber, rice, maize, sugar cane and seafood. However, the government decided to embark on an industrialisation program to boost Thailand's economy (Toews & McGregor 2000).

The *1970*s

Thailand was assigned to the ranks of the 'newly industrializing countries' even though the two creators of industrial wealth, an advanced technological base and a workforce skilled in industrial technique were in short supply (Phongpaichit 1980). The 1970s saw the democratic revolution in Thailand as the urban middle class came to see the military's inability to deal with Thailand's economic problems. Student's demonstrations in 1973 and 1976 brought the downfall of military rule. The industrialisation of the nation continued with consumer goods making up the bulk of the manufacturing sector. The manufacture of capital goods and more advanced and sophisticated products such as pharmaceuticals and chemicals have yet to commence (Toews & McGregor 2000).

The *1980*s

Thailand pursued a social agenda aimed at equalizing income. During this period, Thailand developed a significant domestic consumer economy as the per capita income rose. Policies were introduced to upgrade infrastructure and decentralize production, and diversify the industry base. It is in this period that Thailand's economy benefited from a surge of Japanese investment money (Toews & McGregor 2000).

The *1990*s

In 1991 the military took over the country in a coup, the 17th coup in Thailand's short constitutional history. After almost four decades of industrial development, Thailand derived 42% of its GDP from the industrial sector. The Pacific Rim emerged as an economic force in the closing years of the 1980s and first half of the 1990s. During the 1990s Thailand experienced competition from nations in the region such as China and Vietnam in the low-skill industry sector (Toews & McGregor 2000).

Thailand is one of the emerging economies of Southeast Asia that has experienced rapid economic growth since the mid-1980s due to the 'open economy' policy (Phongpaichit 1980). The country is distinct from many of its neighbors in that it is much less diverse with respect to ethnic and religious differences especially in the case with other rapidly growing economies in the region such as Malaysia, Indonesia, and Singapore. Although it is evident that there is discrimination and reduced opportunity for certain groups such in the case for Muslims, by comparison to neighboring countries these problems are not significant in Thailand (Lawler 1996). These ethnic differences do not impact the economics of Thailand due to economic nationalism (Phongpaichit 1980) and where Thai communities are united by the prevalence of Buddhism in which the majority of the Thai populations are adherents (Lawler 1996). The Constitution provides for equal treatment under the law without respect to race, sex, religion, disability, language, or social status.

Thailand appears to have fully recovered from the 1997-98 Asian Financial Crisis. The economy should benefit from an influx of investment and a revived tourism sector as a result reforms in many areas. Thailand's well-developed infrastructure, a free-enterprise

economy, and pro-investment policies will enable it to move forward socially and economically.

4.3   Conclusion

The chapter has provided an insight of some major factors that have consequently shape the cultural and social values of Thai people. Historical events, rural family life, and religious practices heavily influence Thai culture and social ideology. Thailand's customs and heritage has survived external influences and continues to be protected to ensure harmony and stability. Thai cultural heritage has demonstrated over centuries its ability to bend without breaking. Traditional culture and social values will continue to play an important role in guiding Thailand to prosperity. This is evident in the present Kingdoms services to the country and its people with the objective of *bridging* gaps. Thai society is constantly undergoing adjustments to adapt to globalisation, for example, accepting Western values for international integration and economic development which is visible in Bangkok. Although modernity has evolved in Thailand due to international pressures, Thais continue to respect 'older Thai ideas' through morality and discipline, for example, urban Thais returning home during the Songkran festival. Despite the apparent changes traditional urban values are strong beneath the surface of urban life, which is a reflection that the majority of city dwellers have come from village backgrounds. King Bhumibol of Thailand urged the people "not to make efforts with haste just for the sake of novelty. In fact, nothing is really new and all novelties are just the continuation of the old." The Thai government continues to improve policies in which its people and country will benefit without loosing the *Thainess*.

 Aspects of the elements presented in this chapter will be used to underpin the conceptual framework and develop the research design in Chapter 6. Chapter 7 will explain and interpret the findings. Chapter 8 will inform the recommendations.

Chapter 5

CORPORATE SOCIAL RESPONSIBILITY

5.1 Introduction

This chapter looks into the role of 'social responsibility' and underpins the effects of corporate activity on the whole social system. The chapter explains and defines corporate social responsibility and corporate social performance. Corporate social responsibility connects business with society through managing strategy, culture, social systems, and the environment. It provides an understanding of 'interdependence' between systems to meet the strategic intent of a company. Corporate social responsibility and corporate social performance is an important componant to answering the research objectives as it encompasses social and cultural values and strategic intent, and their relationship.

5.2 Corporate social responsibility

The area of corporate social responsibility (CSR) eventuated when 'modern corporations' was recognised (Carroll 1999). It has previously referred to simply as social responsibility (SR). The fundamental idea of corporate social responsibility or corporate citizenship is that business corporations have an obligation to work for social betterment (Wood 1991, Davis 1960). It is about accomplishing social benefits along with economic gains, which the firm seeks. Corporate social responsibility is important because it influences business strategic intent and it is about business-society relationships and behaviors (refer to Figure 5-1). It relates to strategic intent because it is based on achieving outcomes from organisational decisions and actions partially beyond the firm's direct economic or technical interest (Davis 1960). Carroll (1999) offers a definition of corporate social responsibility as the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. Social responsibility has been defined or conceptualized in a number of different ways, such that it has a long and varied history. Views as to what social responsibility means include profit making only, going beyond profit making, going beyond economic and legal requirements, voluntary activities, concern for the broader

social system, responsibility in a number of social problem areas, and giving way to social responsiveness. (Carroll 1999, 1979). Corporate social responsibility may be generally understood that corporates are influence by all other groups in the system, and business in turn, influences them and hence business must accept its responsibility to the whole of society (see Figure 5-1). The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations (Wood 1991). Pointed out by Zenisek (1979) the responsibilities deal with the impact of the product or service on the community, the relationship of the selling process to social values, and the meaning of corporate citizenship. Social responsibility may be conceptualized as a continuum of organisational behaviors that ranged from irresponsible to responsible which is compared with societal norms (Zenisek 1979). It has evolved from concern for the ethical consequences of one's acts as they might affect the interest of others. Social responsibility is a concept that places emphasis on the objectives and values of society; it is about institution actions and their effect on the whole social system. Wartick and Cochran (1985) states that business behavior must fall within the guidelines set by society such that they have a social contract, which are an implied set of rights and obligations. They must also act as moral agents to reflect, behave, and reinforce society's culture, socio-political, and socio-economic values (Wartick & Cochran 1985, Davis 1960). Davis (1960) states that social responsibility is a business obligation to nurture and develop human values. Drucker (1984) distinguishes two behaviors in organisations, which are, what the organisation does to society and the other, what an organisation can do for society. Corporate effectiveness in public affairs is dependent on the degree to which business policies reflect the values, objectives, aspirations, and reservations of society as a whole (Tuzzolino & Armandi 1981, Davis 1960). In retrospect social responsibility broadens business view to the total social system and help build societal values into the organisation.

> "*Corporate social responsibility is a manifesto that seeks to define the relationship between business and civil society, committed to understanding how global issues such as poverty, the environment, demographic change and globalisation affect individual companies.*" ('Peer Pressure', 2006, *The Saturday Age*, 14 October, p. 1.)

5.3   Corporate social performance

The concept of corporate social performance (CSP) has been used for many years but there is little consensus on its definition. Carroll (1991) offers the definition of CSP as a business organisation's configuration of principles of social responsibility, process of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationships. CSP is a measure or assessment of the social obligations business has to society where the outcomes of corporate behavior are social impacts, social programs and social policies (Wood 1991). It is culturally measured whereby the assessment is the degree to which principles of social responsibility motivate actions taken on behalf of the company; the degree to which the firm makes use of social responsive processes; the existence and nature of policies and programs designed to manage the firm's societal relationships; and the social impacts of the firm's actions, programs, and policies (Wood 1991, Sethi 1975). CSP also accommodates the wide variety of motives, behaviors, and outcomes found in business. The business obligations to society embody the economic and legal (social obligation), ethical (social responsibility), and discretionary categories (social responsiveness) of the firm (Carroll 1979, Sethi 1975). *Economic responsibility* defines that the business institution is the basic economic unit to society such that it has the responsibility to produce goods and services that society wants. *Legal responsibility* entails that the business is expected to fulfill its economic mission within the framework of legal requirements. *Ethical responsibility* embodies ethical norms, values, and behavior that society's members expect of business, which are not necessary codified into law. *Discretionary responsibilities* are societal expectations for business to assume social roles to their own discretion. CSP reflects the underlying interaction among the principles of social responsibility, the process of social responsiveness, and the policies developed to address social issues (Wartick & Cochran 1985). The interaction allows an overall analysis of business and society.

Figure 5-1:   Social issues in corporate social performance

Stakeholder Environment

Corporate Governance Issues and Stakeholders

Business Ethics

Business and Government / Public Policy Issues and Stakeholders

Organisational Environment

Strategy Issues

Corporate Social Performance

Outcomes of Corporate Behavior

Business and Society Issues

Organisational Environment

Issues within Corporation

Environmental Issues and Stakeholders

International Issues and Stakeholders

Stakeholder Environment

Source: Adapted from Carroll (1994)

5.4   Conclusion

Corporate social responsibility inevitably contributes to societal development as well as organisational development. It bridges and connects societal and corporate expectations, importantly ensuring that there is a cultural and social fit between the environment and corporation. The chapter has demonstrated that corporate social performance requires participation and negotiation between systems (refer to Figure 5-1). The interaction between systems suggests that a relationship or alignment must exist which is the objectives of this research. It is vital to knowing that there is a relationship between strategy and cultural and social values. Corporate social responsibility and corporate social performance play a role in providing the certainty and reinforcement so that a conceptual framework can be developed in Chapter 6, Section 6.3.

PART III.

RESEARCH DESIGN

Chapter 6
CONCEPTUAL FRAMEWORK AND METHODOLOGY

6.1   Introduction

Thailand's local and national economies are both impacted upon by both globalisation and industrialization. Foreign firms negotiate and interact with host country environment that include political, social, economics and cultural aspects in order to operate successfully. Figure 6-2 illustrates the research area for the development of the conceptual framework. It provides a general overview of the integration required between the environment, organisation and strategy. Foreign firms must deliver economic well being, technological progress and improved living standards for host country population. The failure to deliver these is resistance illustrated in public protest against injustice resulting from foreign firm strategic intent. Foreign firms must meet the needs and expectations of Thailand's social hierarchical levels. Figure 6-3 illustrates the conceptual framework for the research on the alignment of foreign firm strategic intent and Thailand's social and cultural aspects. Figure 6-5 details the statistical techniques used to explore the relationships among variables presented in the conceptual framework. The statistical software package SPSS version 15.0 was used to detect relationships among variables. Data analysis involved descriptive statistics, and techniques that included correlation and factor analysis. It is an important component of the study in answering the research objectives about characteristics, relationships, patterns and influence.

The objective of creating a sustainable environment between Thai tradition and modernisation is challenging to both the Thai people and Thai government as well as to foreign investors. Although Thailand has undergone a dramatic economic transformation over the past thirty years, it has also witnessed corruption, political unrest and confrontations. Thai history and socio-cultural ideology dates back to the 6th century and continues to play an active role in the development of the nation, as noted by King Bhumibol Adulyadejs' influence on Thai people. Despite the best intentions from the former Prime Minister of Thailand, Thaksin Shinawatra, the majority of Thai people have

reacted negatively towards globalisation. However, the market place is increasingly globalising and it will continually put pressure on Thailand's agrarian society. Thailand is trying its hardest to cope with the inevitable.

Prospective and existing foreign firms operating in Thailand will continue to face the irregularities of Thai Customs Services. Foreign firms that operate under strict guidelines of the Foreign Corrupt Practices Act are able to compete successfully in Thailand. Foreign firms as well as Thai companies must meet the needs and expectations of Thailand's social hierarchical levels. Foreign investment into Thailand should not be a complicated decision making process. It is about understanding and doing business the *Thai way*. Corruption and favoritism is an integral part of Thai business and political practice.

Thailand is not a multicultural society but relatively homogenous in terms of ethnicity and religion that is a contributing factor to the Thai identity. Buddhism has contributed greatly to the social, cultural and political life of Thai people. It has developed Thai cultural values such as harmony and respect for status. Foreign firms must wisely acknowledge and identify with Thai values so as to not disrupt business transactions. It is also important to align business strategy with Thai socio-cultural values as it may provide competitive advantage and benefits. Culture should remain an important influencing factor in strategic decision making. As illustrated in previous chapters, there are substantial theories and models for strategy-culture fit.

This chapter provides an overview of the methodology and the development of the conceptual framework. It provides the variables used to measure strategy-culture alignment for this research project. Research objectives are also discussed. This chapter presents the steps in the research process and identifies the inter-relationships to be established between foreign firm strategic intent and Thai socio-cultural aspects. Also presented are the ethical considerations and limitations.

This chapter is structured into nine main sections, as shown in Figure 6-1.

Figure 6-1:   Structure and organisation of Chapter 6

Section 6.2 Research objectives
Section 6.3 Conceptual framework
Section 6.4 Research approach
6.4.1 Primary and secondary data
6.4.2 Qualitative and quantitative data
6.4.3 Implications of data type for this study
Section 6.5 Research design
Section 6.6 Population definition
6.6.1 Organisation
6.6.2 Participants
Section 6.7 The sample
6.7.1 Participant characteristic
6.7.2 Organisational characteristic
6.7.3 Relationship between participant and corporate characteristic
Section 6.8 Data collection instrument development
6.8.1 The questionnaire
6.8.2 Steps in the questionnaire development
6.8.3 Translation of the questionnaire
6.8.4 Final administered version of the questionnaire
Section 6.9 Data collection procedure
6.9.1 Ethical approval
6.9.2 Questionnaire administration in Thai organisation
Section 6.10 Data analysis procedures
6.10.1 Reliability of the questionnaire
6.10.2 Data analysis

Source: Author

6.2   Research objectives

While there have been numerous researches in the area of culture, the majority of the literature relies upon the Hofstede (1980) dimensions. Many researchers argue that the Hofstede (1980) cultural dimensions are a Western biased value measurement instrument and do not reflect Eastern culture especially Thai culture. This has prompted Komin (1989, 1990) to develop a less Western biased value measurement instrument. The present investigator has adapted the Komin (1990) value measurement instrument to identify Thai values under present environmental circumstances and their relationship to the strategic intent of foreign firms.

Understanding and identifying Thai social and cultural values and their relationship to foreign firm strategic intent may grant MNEs and SMEs success. In this research foreign firm success is defined as achieving competitive advantage and benefits. A tool that is used to identify the level of competitive advantage and benefits through the alignment achieved is The Balanced Scorecard. The Balanced Scorecard Institute (2001) developed the performance framework for 'competitive advantage' and 'benefits'. In chapter 7, the statistical software package SPSS is used to analyze the data obtained in the questionnaire to determine the competitive advantage and benefits that can be obtained through the alignment of foreign firm strategic intent and Thai social and cultural values.

As highlighted and previously discussed in the literature review (Section 3.4), there must be a fit or relationship between host country socio-cultural aspects and foreign firm strategy (Kogut & Singh 1988, Ross 1999, Markoczy 2000). There is empirical proof (Adair 2003) to also suggest national culture plays a lesser role in strategic issues.

6.3   Conceptual framework

Figure 6-2 provides a general overview of the integration between the environment, organisation, and strategy. It was derived based on the research by Schwartz and Davis (1981), Porter (1985, 1990), Fawcett, Smith, and Cooper (1997), Lorange (1998), and Mintzberg, Ahlstrand, and Lampel (1998). From Figure 6-2, a more defined conceptual framework was constructed to address the research objectives. Figure 6-3 illustrates the conceptual framework for the present research on the relationship between foreign firm strategic intent and Thai social and cultural aspects. The conceptual framework was developed based on the research by Lasserre (1995), Lasserre and Probert (1998), Lorange (1998), Mintzberg, Ahlstrand, and Lampel (1998), Yadong (1998), and Nga (2005).

The proposed conceptual framework (refer to Figure 6-3) shows the research stages that needed to be accomplished in determining the relationship between foreign firm strategic intent and Thai social and cultural aspects. Thai socio-cultural values and foreign firm

strategic intent were to be identified as giving both foreign MNEs and SMEs operating in Thailand competitive advantage and benefits.

The conceptual framework was developed to provide the following benefits to the research:

- identify the components necessary, as well as their interrelationships, in examining foreign firm strategic intent and Thai social and cultural aspects;
- identify the competitive advantages and benefits obtained through alignment; and
- identify the limitations and recommendations when exploring the implications of Thai social and cultural aspects on foreign firm strategic intent.

The conceptual framework is organised in three sections.

1. *Prerequisites / Antecedents* – provides notions of Thai national culture, notions of Thai values, and notions of Thai socio-demographic aspects, Thai tradition, Thai history, and religion. These are the components that drive Thailand's social and cultural values. This section also encompasses strategy implementation process and strategy design and formulation, from which derives the strategic intent of foreign firm investment. Finally, the section comprises extant knowledge of strategy-culture alignment models, their utility and practical usage.

2. *Variables under study; strategy socio-cultural construct and relationship measures* – which comprises the gathering of a range of data across the separate areas of investigation. This section is organised into two main categories. Firstly, Thai socio-cultural aspects and, secondly, foreign firm related aspects. The first category encompasses Thai socio-cultural aspects which are comprised of the Komin (1990) value measurement instrument for Thai social and cultural values as well as the social dimensions. The second category encompasses company strategy, strategic intent and organisational characteristics.

The resultants of each of the data ranges across the areas of investigation were described, analyzed, and subjected to comparative analysis to obtain the outcomes of the research.

3.   *Outcomes* – provides recommendations for the adoption of Thai social cultural value(s) into foreign firm strategic intent for company success. This section also identifies the key Thai social and cultural values and foreign firm strategic intent. Foreign firm success is defined as achieving competitive advantage and benefits. This section provides a list of competitive advantages and benefits that can be obtained through the alignment of foreign firm strategic intent and Thai social and cultural aspects. Most importantly, it is envisaged the findings will allow strategists and foreign investors to understand what advantages and benefits can be obtained.

In practice, business performance contributions can be different for MNEs and SMEs depending on corporate characteristics. However, the different business performance contributions can be clustered into major categories. Categories that are used as constructs in this research are listed below:

- *Customer service* (represented by variable C1) – the process of being of help or assistance to customers (client relationship management) could directly impact on competitive advantage. For example, the benefit of providing good customer service can create differentiation and enhance overall positioning and image.

- *Employee loyalty* (represented by variable C2) – can be traditionally defined as lifetime relationship with a particular employee. It may also be described in terms of a process, where certain attitudes give rise to certain behaviors (intended or actual). Employee loyalty could directly impact on competitive advantage such that experience and knowledge is kept in-house.

- *Time to market* (represented by variable C3) – is the length of time it takes to get products and services from idea to marketplace. Time to market could directly impact

on competitive advantage. First-to-market (first-mover) is a strategy used by many MNEs and SMEs.

- **Product quality** (represented by variable C4) – refers to the products or services in meeting the expectations of customers, conformance to requirements and fitness for use (product's performance and freedom from deficiencies). It may also be seen as products meeting or exceeding customer's expectations at a cost that represents value to them. Product quality could directly impact on competitive advantage. The benefit of providing product quality is product differentiation.

- **Product/ service leadership** (represented by variable C5) – refers to profitability and obtaining market share by volume and value. It is dependent on the firm whether they choose to lead the market. Product leadership requires human capital, ideas, innovation, and determination. Product leadership could directly impact on competitive advantage. Many MNEs create a monopoly as part of a global strategy.

- **Brand loyalty** (represented by variable C6) – refers to the degree to which a consumer consistently purchases the same brand within a product class. It is brands that consumers purchase from the same manufacturer repeatedly over time rather than purchasing from multiple suppliers within the category. Brand loyalty could directly impact on competitive advantage. Customer keeping strategy is used by many MNEs to ensure 'repeat purchase'.

- **Revenue** (represented by variable C7) – is the total amount of money received by the company for goods sold or services provided during a certain time period. It also includes all net sales, exchange of assets and any other increase in owner's equity. It is calculated before any expenses are subtracted. Revenue may be a direct benefit to the company in acquisitions and mergers.

- ***Cost saving*** (represented by variable C8) – refers to decreasing or eliminating unnecessary expenses to improve the profitability of the company. Cost savings may be a direct benefit to the company. For example, it could improve the company's revenue.

- ***Market share*** (represented by variable C9) – is the percentage of total sales of a given type of product or service that are attributed to a given company. Market share may be a direct benefit to the company. For example, it creates wealth and brand name.

- ***Sustainable competitive advantage*** (represented by variable C10) – refers to a prolonged benefit of implementing unique value-creating strategy not simultaneously being implemented by any current or potential competitors along with the inability to duplicate the benefits of this strategy. SCA may be a direct benefit to the company. For example, SCA enable a company to achieve revenues and competitiveness over a period of time.

Thailand has a distinctive social class and this impacts on foreign firm strategy. Rather than accepting strategy as simply a market given or internally driven, foreign firms may draw on their unique social abilities to make a difference in their strategies. Cultural differences can affect any and all strategic decisions. These strategic decisions may include choice of products and services and the formulation of marketing programs. In essence, foreign firms need to be strategic to be successful. The impact which cultural factors have on purchasing behavior is well-established (Engel, Blackwell, & Miniard 1995). The complex cultural factors at play in Thailand must be carefully monitored and considered by foreign firms when designing and implementing strategy to obtain competitive advantage and benefits.

Figure 6-2:   Research area for the development of the conceptual framework

Competitors
Sector

Human Resources
Sector

Thai
Socio-cultural
Milieu

Research

Environment

Markets

Strategy
implementation

People

Strategy
formulation

Systems

Structure

Culture

Customer
Input
Sector

Government
Sector

Strategy
analysis:
Strategic intent

Economic
Conditions

Foreign firm
operating in
Thailand

Technology
Sector

Finance Resources
Sector

Performance
Efficiency
Profit
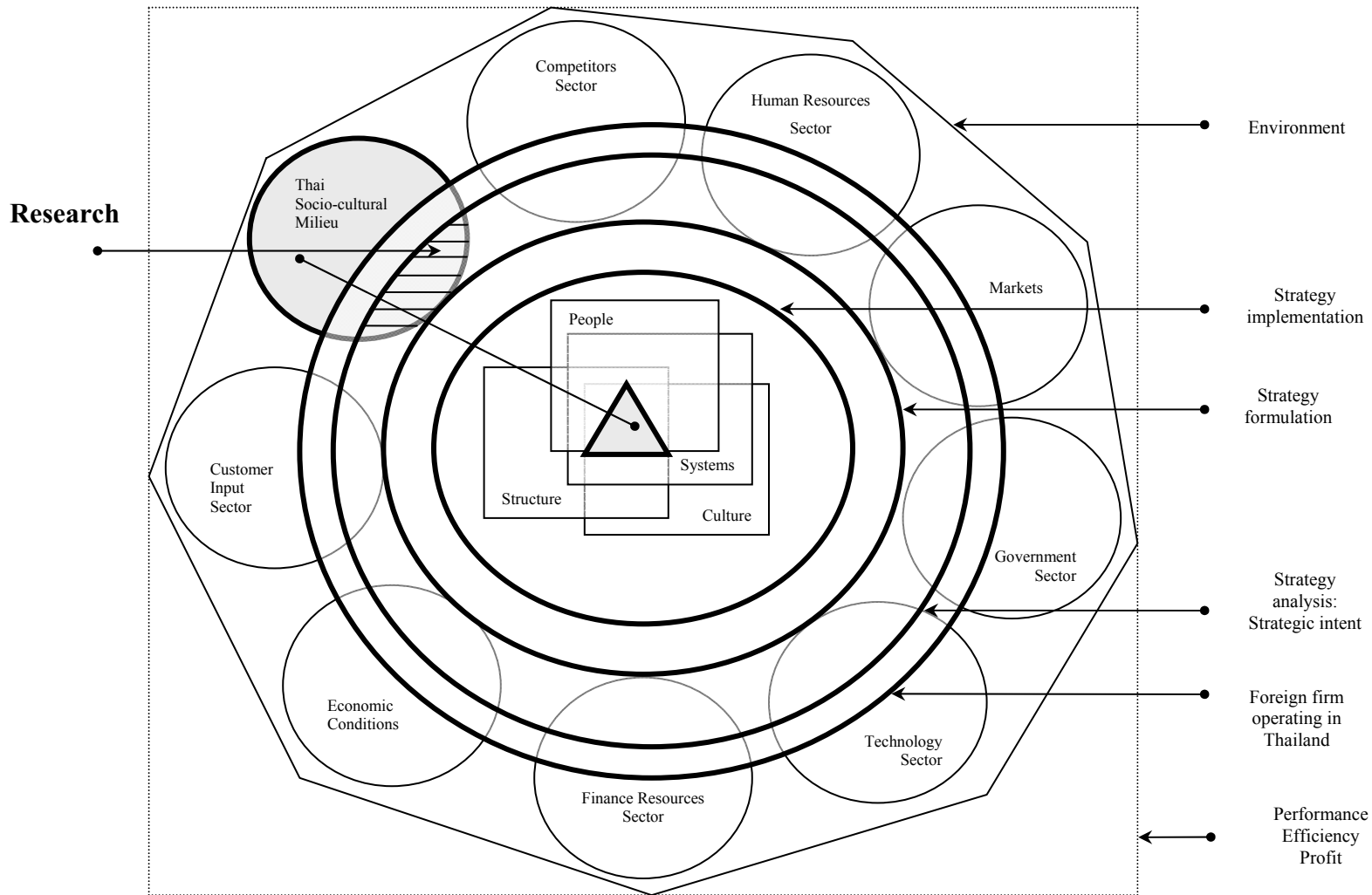
Source: Adapted from Schwartz and Davis (1981), Porter (1985, 1990), Fawcett, Smith, and Cooper (1997), Lorange (1998), Mintzberg, Ahlstrand, and Lampel (1998)

Figure 6-3:   Conceptual framework for the research on alignment of foreign firm strategic intent and Thailand's social and cultural aspects

Prerequisites / Antecedents	Variables under Study Strategy-Sociocultural Construct and Relationship Measures	Outcomes
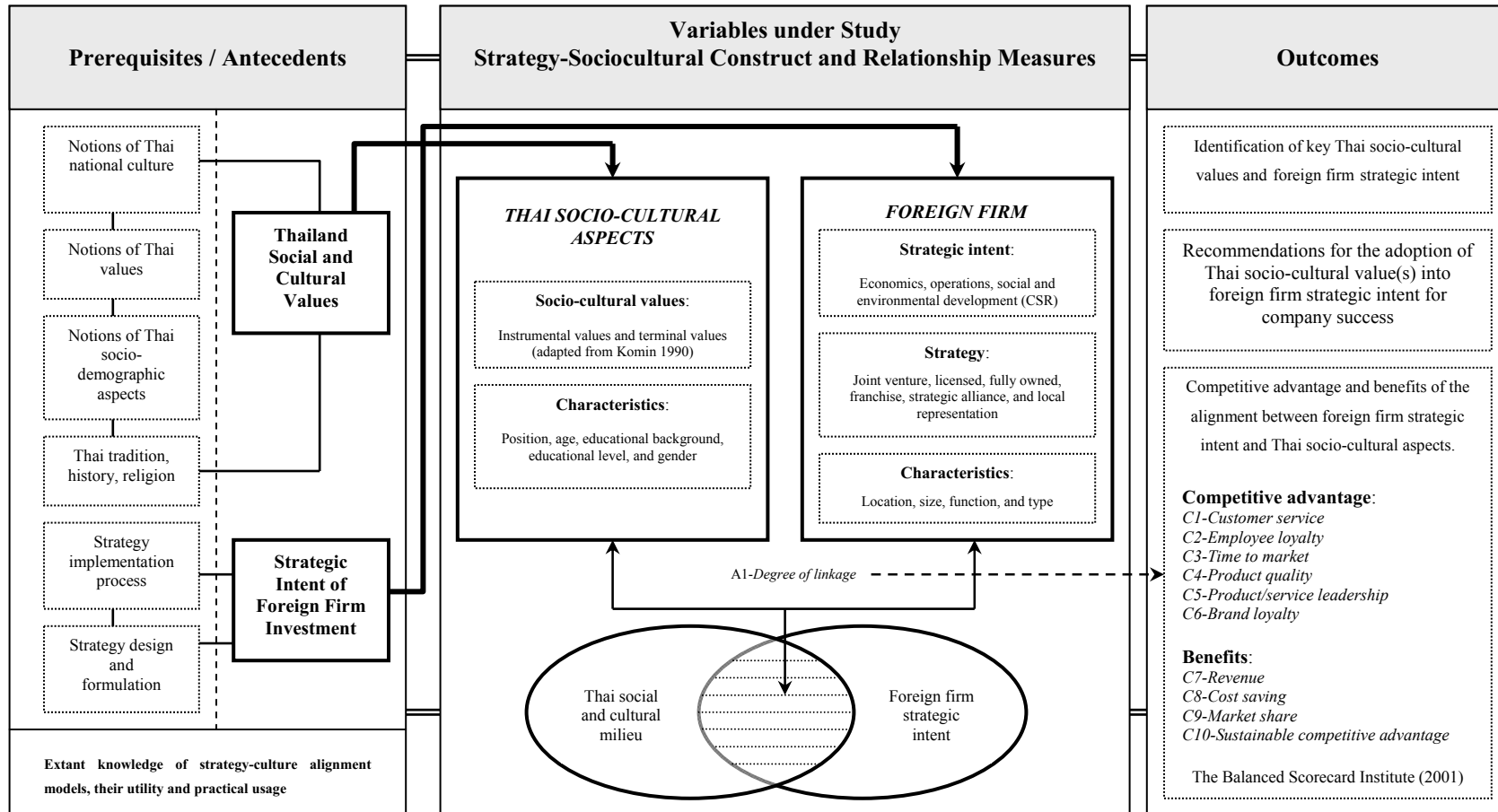
Notes: A1 = Independent variables; scores 1 to 6 (chaotic, misfit, mixed, threshold, harmonious, perfect); C1 – C10 = Key dependent variables

Source: Adapted from Lasserre (1995), Lasserre and Probert (1998), Lorange (1998), Mintzberg, Ahlstrand, and Lampel (1998), Yadong (1998), Nga (2005)

Prerequisites / Antecedents

- Notions of Thai national culture
- Notions of Thai values
- Notions of Thai socio-demographic aspects
- Thai tradition, history, religion
- Strategy implementation process
- Strategy design and formulation

Thailand Social and Cultural Values

Strategic Intent of Foreign Firm Investment

Extant knowledge of strategy-culture alignment models, their utility and practical usage

Variables under Study — Strategy-Sociocultural Construct and Relationship Measures

THAI SOCIO-CULTURAL ASPECTS

Socio-cultural values:
Instrumental values and terminal values (adapted from Komin 1990)

Characteristics:
Position, age, educational background, educational level, and gender

FOREIGN FIRM

Strategic intent:
Economics, operations, social and environmental development (CSR)

Strategy:
Joint venture, licensed, fully owned, franchise, strategic alliance, and local representation

Characteristics:
Location, size, function, and type

A1-*Degree of linkage*

Thai social and cultural milieu

Foreign firm strategic intent

Outcomes

Identification of key Thai socio-cultural values and foreign firm strategic intent

Recommendations for the adoption of Thai socio-cultural value(s) into foreign firm strategic intent for company success

Competitive advantage and benefits of the alignment between foreign firm strategic intent and Thai socio-cultural aspects.

Competitive advantage:
C1-Customer service
C2-Employee loyalty
C3-Time to market
C4-Product quality
C5-Product/service leadership
C6-Brand loyalty

Benefits:
C7-Revenue
C8-Cost saving
C9-Market share
C10-Sustainable competitive advantage

The Balanced Scorecard Institute (2001)

6.4 Research approach

As discussed in Chapter 3, the present research was aimed to determine the relationships or associations between foreign firm strategic intent and Thai socio-cultural aspects by answering the research objectives. This research endeavors to study the association and the competitive advantages and benefits that can be obtained through alignment. Hence, empirical study was required for measures of association to be established between variables. For example, variables are associated if they are not independent. Variables are said to be independent if changes in the value of one have no effect on the value of the other. Before any measure can be undertaken, a research process is required. A research process requires a sequence of steps. Various approaches suggest different steps but a sample of a generic research process is depicted in Table 6-1.

Table: 6-1:   Steps in the research process

1. Select topic / Establish need for information
2. Focus questions / Specify research objective
3. Determine source of data
4. Design study / Develop data collection method
5. Data gathering
6. Data processing
7. Data analysis
8. Interpretation of findings
9. Present research results / inform others / Report

Source: Neuman (2003)

The generic research process presented by Neuman (2003) was partially modified by the present investigator to reflect the requirements of the present research. The various aspects in the present investigator's research process presented in Figure 6-4 are explicitly or implicitly discussed in forthcoming sections.

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Figure 6-4:   Flow of action steps in the research approach adopted in the present study
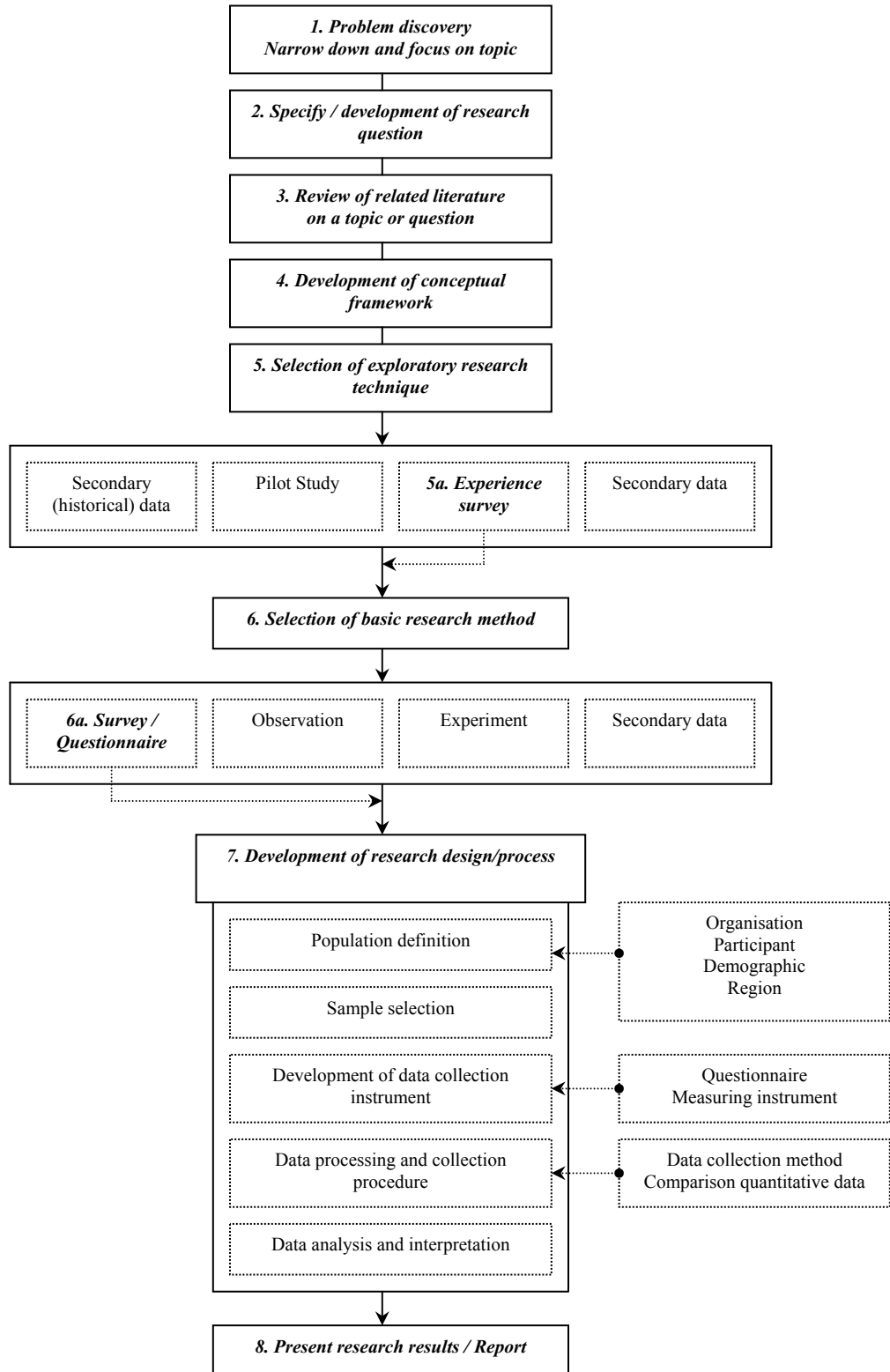
Source: Adapted from Neuman (2003), Zikmund (2003), Nga (2005)

6.4.1 Primary and secondary data

There are two types of data in research, which are primary data and secondary data. Both hold two separate definitions and are recognizable such that a survey is a method of gathering primary data based on communication with a representative sample of individuals (Zikmund 2003) whilst secondary data, or historical data, is already published data. Primary data are inputs of sample surveys, in-depth interviews or group interviews based information used in compiling statistical aggregates. Secondary data may include information from organisational internal sources and organisational external sources.

Primary data may be used to cover existing gaps in the secondary data. Secondary data are raw data that have been collected by someone else. The use of secondary data is referred to as secondary analysis. The advantages of using secondary data are savings in cost and time.

6.4.2 Qualitative and quantitative data

A researcher collects data using one or more techniques. There are two methodologies of collecting data; namely, qualitative and quantitative (see Table 6-2). The present investigator had to decide which of the two categories was more appropriate.

Qualitative research methodology involves collecting data in the form of words or pictures. Qualitative data can be derived through focus groups, interviews, open ended questionnaire items, and observations. It is used to answer questions about the complex nature of phenomena and allows exploration of detailed in-depth issues (Leedy & Ormrod 2005). Qualitative data can also be obtained through historical-comparative research, which examines aspects of social life in a past historical era or across different cultures. The merits of qualitative data are the greater amount of information that can be obtained and allows exploration of issues in more detail. The disadvantage is that qualitative data is subject to the investigator's interpretation.

Quantitative research methodology involves collecting data in the form of numbers. Quantitative data is data expressing a certain quantity, amount or range. It is used to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena (Leedy & Ormrod 2005). Quantitative data can be obtained through experimental research that uses the logic and principles found in natural science research; survey techniques often used in descriptive or explanatory research; contented analysis, a technique for examining information, or content, in written or symbolic material; and existing statistics research where the researcher locates a source of previously collected information often in the form of reports or previously conducted surveys (Neuman 2003). The merit of quantitative data is that it limits the present investigator's subjectivity of interpretation. The disadvantage is that quantitative data requires an appropriate sample size to ensure the reliability of results.

Quantitative research involves theory discussion. The objective in quantitative research is to test or verify a theory, rather than to develop it. It reflects on whether the theory was confirmed or disconfirmed by the results in the study. The theory discussion may be introduced in the literature review, immediately after the research question, or in a separate section of the study. Each placement has its advantages and disadvantages, as shown in Table 6-3. The theory is the framework for the entire study as depicted in the *Conceptual Framework*, such as the one shown in Figure 6-3. The present investigator has used questions derived from the theory, whereby the questions contain variables that are measured using items on an instrument.

Table 6-2: Qualitative research versus quantitative research

Qualitative Research	Quantitative Research
Capture and discover meaning once the researcher becomes immersed in the data.	Test hypothesis that the researcher begins with.
Concepts are in the form of themes, motifs, generalisations, and taxonomies.	Concepts are in the form of distinct variables.
Measures are created in an ad hoc manner and are often specific to the individual setting or researcher.	Measures are systematically created before data collection and are standardized.
Data are in the form of words and images from documents, observations, and transcripts.	Data are in the form of numbers from precise measurement.
Theory can be causal or non-causal and is often inductive.	Theory is largely causal and is deductive.
Research procedures are particular, and replication is very rare.	Procedures are standard, and replication is assumed.
Analysis proceeds by extracting themes or generalisations from evidence and organising data to present a coherent, consistent picture.	Analysis proceeds by using statistics, tables, or charts and discussing how what they show relates to hypothesis.

Source: Neuman (2003)

Table 6-3: Theory placement in quantitative research

Placement	Advantages	Disadvantages
In the introduction	An approach often found in journal articles, will be familiar to readers. Conveys deductive approach.	It is difficult for a reader to isolate and separate theory base from other components of the research process.
In the literature review	Theories are found in the literature, and their inclusion in a literature review is a logical extension or part of the literature.	It is difficult for a reader to see the theory in isolation from the scholarly review of the literature
After hypotheses or research question	The theory discussion is a logical extension of hypotheses or questions because it explains how and why variables are related.	A writer may include more of a theoretical rationale after hypotheses and questions and leave out an extended discussion about the origin and use of the theory.
In a separate section	This approach clearly separates the theory from other components of the research process and enables a reader to better identify and understand the theory base for the study.	The theory discussion stands in isolation from other components of the research process and, as such, may not be connected easily with other components of the research process.

Source: Creswell (1994)

6.4.3 Implications of data type for this study

The objectives of the research have been put forward to address short falls in strategy-culture literature under current socio-economic and political situations in Thailand. The objectives were presented in previous chapters, which also established the background, rationale, benefits and scope of the study. The present research used the quantitative methodology to achieve the objectives in this study. Quantitative methodology was deemed to be the most appropriate and beneficial as it represented the methodology used in existing literature and was the simplistic method of obtaining data from foreign SMEs and MNEs.

In the application of the quantitative methodology, a survey questionnaire was utilized as the primary data gathering instrument. The questionnaire was compiled from various sources and is deemed suitable and applicable to this research. It was used to obtain empirical data from the participating SMEs and MNEs located in Bangkok. The questionnaire survey provided the most responsive methodology within the Thai context.

6.5   Research design

Section 6.4 presented the research approach for this thesis. The research approach provided flow of actions necessary in confirming and addressing the variables for which data were sought. The flow of actions and the format for a quantitative study conformed to standards that are identifiable in both journal articles and research studies. The variables under study replicate or extend research already completed in this area. They were derived from strategy-culture studies of Western countries and Southeast Asian countries. The variables are set in the Thai context so that the participants would easily understand the intent of the questions in the survey questionnaire.

Figure 6.5 presents the research design and is based on the conceptual framework in Figure 6.3 Conceptual framework for the research on alignment of foreign firm strategic intent and Thailand's social and cultural aspects. It indicates the relationships to be acquired and the analytical measures adopted. Detail of full analysis is presented in Chapter 7.

6.6   Population definition

The definition of the population (also called the target population, universe or sampling frame) from which the sample is to be drawn can be defined as the total number of participants. The population has been defined according to the purposes of the research being undertaken.

6.6.1 Organisation

The foreign SMEs and MNEs (refer to Appendix 7) operating in Thailand (Bangkok) used in this research were those with ISO certification (http://www.biz-in-thailand.com), although ISO certification is not, or should be viewed, as an end in itself and it must be realized that there are good and bad ISO companies as well as good and bad non-ISO companies. The fact that SMEs and MNEs have expended the effort to achieve ISO status is an indicator of the company's commitment to serving its customers and competing with its competitors.

The population of SMEs and MNEs comprised of the following:

- Organisations engaged in different functions, which include sales and marketing, distribution, manufacturing, and engineering and management consulting;
- Organisations of same sectors or types that include joint ventures, fully owned, local representative, licensed, franchise, and strategic alliance;
- Organisations in the building industry covering either construction or mechanical services;
- Organisations of different sizes; and
- Organisations in a specified geographical location – Bangkok.

Figure 6-5: Research design for the research on alignment of foreign firm strategic intent and Thailand's social and cultural aspects
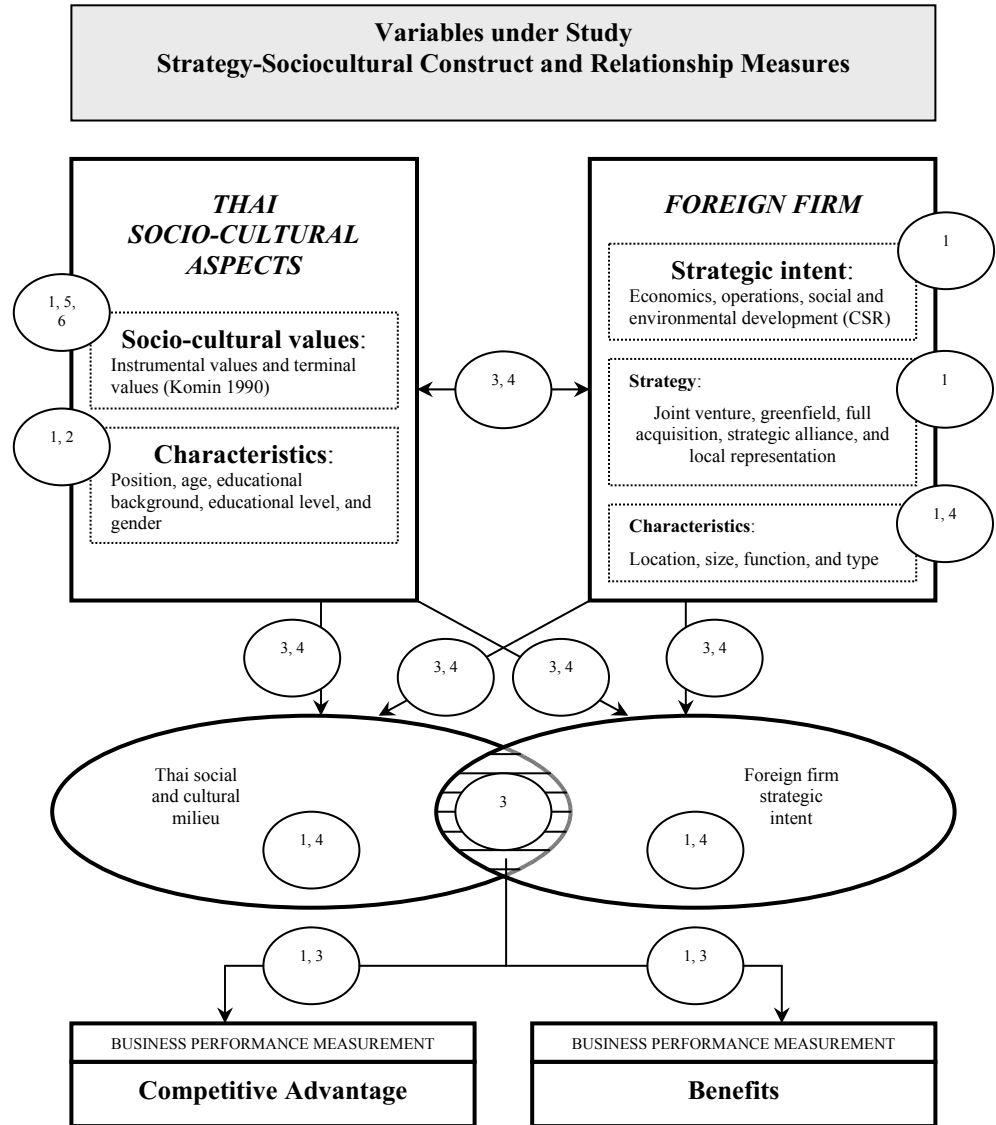
Source: Adapted from Lasserre (1995), Lasserre and Probert (1998), Lorange (1998), Mintzberg, Ahlstrand, and Lampel (1998), Yadong (1998), Nga (2005)

A primary task of this research was to establish patterns or relationships under investigation. Statistical techniques were used to explore the relationships among variables. The software package used to explore the relationship among variables was SPSS version 15.0. The commonly used techniques which include *Descriptive* and *Frequency*, *Pearson correlation coefficient*, *Phi and Cramers V*, *Chi-square and Crosstabulation*, *Factor analysis* and *Independent sample-t-test* helped detect and describe relationships among variables. Distributions identified the characteristics of single variables, while measure of association identified the connections between variables. Measures of association establish what is commonly referred to as correlation.

The statistical techniques listed in the legend in Figure 6-5 are now explained and defined. These statistical methods are used in Chapter 7 in the analysis of the survey questionnaire.

Descriptive and frequency

Descriptive has a number of uses which enable the present investigator to describe the characteristics of the sample, check variables for any violation of assumptions underlying the statistical techniques used to address the research question, and address specific research questions. Descriptive statistics can be obtained through frequencies and descriptive or explore. Descriptive analysis provides summary statistics such as mean, median, and standard deviation. It also provides information concerning the distribution of scores on continues variables (skewness and kurtosis).

Pearson correlation coefficient

The correlation coefficient provides a numerical summary of the direction and the strength of the linear relationship between two variables. Pearson correlation coefficient (*r*) range from (-) 1 to (+) 1. A negative correlation indicates that as one variable increases the other decreases, a positive correlation indicates that as one variable increases so does the other variable. The coefficient builds on the idea of covariance, of how much the variance on one variable coincides with the variance of the other variable such that how much they vary together and how much they are related, that is co-related.

Phi and Cramers V

For 2 by 2 tables, or tables in which one variable is in two categories, a special version of contingency coefficient is used, known as *phi* (Ø), for this size table, or any other table with one dichotomized variable, phi ranges from 0 to 1, with higher values indicating a stronger association between the two variables.

For tables larger than 2 by 2, the most commonly used measure of association for categorical variables is the *Cramers V*, it is a variation of the contingency coefficient and it is designed to yield values between 0 and 1.

Chi-square and Crosstabulation

A chi-square (or a *t*-test) – x^2, the larger the total x^2, the stronger the association is a test to see whether some evidence is statistically significant that is, whether the result could easily have happened by chance, or whether there is some factor influencing the result. It is based on squared difference between the observed (*O*) and expected (*E*) frequencies, divided by *E*, for every cell of the contingency table. To be significant, the *Sig.* value needs to be .05 or smaller. Larger values conclude that the result is not significant. Crosstabulation is the summary information provided in the output table.

Factor Analysis

Factor analysis is designed to identify underlying factors or latent variables present in the patterns of correlations among a set of measures. In a matrix of correlation coefficients between a set of measures there are clusters of high correlation coefficients between subsets of measures. Factor analysis identifies the clusters; it establishes how much variance they have in common and the extent to which each measure contributes to the common variance. The relationship of any item to a factor is indicated by its *factor loading*, it is a measure of the contribution an item makes on a particular factor. For level of significance of 0.01 (two-tailed), the minimum loading for sample of 50 is 0.72, for 100 is 0.51, for 200 is 0.36, for 300 is 0.30, for 600 is 0.21 and for 1000 is 0.16.

Levene's test

SPSS performs Levene's test for equality of variances as part of the t-test and analysis of variances analyses. It is a test of homogeneity of variance based on ordinary least squares analysis of variance of the absolute values of means-based residuals. Levene's test is used to verify the assumption that variances are equal across groups or samples (k). If the Levene's Test is significant (the value under "*Sig.*" is less than .05), the two variances are significantly different. The assumption of homogeneity of variance has been violated. If it is not significant (*Sig.* is greater than .05), the two variances are not significantly different; that is, the two variances are approximately equal. The assumption of homogeneity of variance has not been violated.

6.6.2 Participants

Thailand ranks 18th in the world population (www.icongroupedition.com). The population of Thailand is approximately 65 million with an annual growth rate of approximately 1.3 percent with an average labor force of 35 million. Approximately 30 percent of the population live and work in urban areas (www.icongroupedition.com). Women have slightly out numbered men in the population; women account for on average 51 percent of the total population. Table 6-4 provides information for employed persons by labor force status and sex, year 2006.

The national policy and development program have been inadequate such that women remain unequal partners and gain unequal benefits due to the stereotyping by social values. Women account for half of Thailand's human resources and their contribution to Thai society and national socio-economic development is crucial. The number of women and men of working age (13 years and over) are almost equal (http://web.nso.go.th/eng/stat/1fs_e/1fse.htm). Women's employment *status* is relatively lower than of men. Well-educated women have achieved occupational advancement but women remain concentrated in traditional and relatively low status work. (http://web.nso.go.th/eng/stat/1fs_e/1fse.htm). The present investigator considers gender an important component of this research such that it is important to understand the actual

situation of women and men in Thai society and their values. The present investigator expects to obtain the ratio of women to men in participant to be 1:1. This will be a challenge to the present investigator as Thai society is hierarchical where men generally hold senior positions and receive more in regards to monthly pay per capita by level of working status (http://web.nso.go.th/eng/stat/1fs_e/1fse.htm).

Table 6-4:   **Employed persons by labor force status and sex: 2006**

Year 2006	Round / Quarter	Persons 15+ years of age	Total	Employed	Unemployed	Seasonally inactive labor force	Persons not in labor force
Female	Quarter 1	25,874.8	16,126.3	15,647.6	303.2	175.5	9,748.5
	Quarter 2	25,949.0	16,536.9	16,068.8	276.0	192.1	9,412.0
Male	Quarter 1	24,386.8	19,492.4	18,990.5	363.0	138.9	4,894.5
	Quarter 2	24,451.5	19,863.1	19,433.5	330.6	99.0	4,588.4
Total	Quarter 1	50,261.6	35,618.6	34,638.1	666.2	314.4	14,643.0
	Quarter 2	50,400.4	36,400.0	35,502.3	606.6	291.2	14,000.4

Source: http://web.nso.go.th/eng/stat/1fs_e/1fse.htm

6.7   The sample

The sample of organisations and participants in Thailand-Bangkok for the current study has been considered. The present investigator has considered the various ways of collecting the sample for this study. Many researchers have utilized random selection of samples that would yield a general overview for the research. A sample is a subject of a frame where elements are selected based on a randomised process with a known probability of selection (http://stats.oecd.org/glossary/detail.asp?ID=3853).

A sample size is the number of sampling units which are to be included in the sample (http://stats.oecd.org/glossary/detail.asp?ID=3853). In the present study, random samples were taken from a particular industry segment that share similar strategic goals to limit diversification and heterogeneity. It was unnecessary to represent the whole population due to cost and time. The building industry covering construction and mechanical services was

chosen. The boundaries were such that the randomly chosen foreign SMEs and MNEs were those which:

- operated in Thailand's building industry covering either construction or mechanical services but may engage in different functions;
- operated with similar environmental variables;
- had similar strategy;
- operated in Bangkok;
- provided similar product and services; and
- were well-established international operators.

The building construction industry of Thailand and the Department of Export Promotion (Thailand) provided a listing of all companies directly involved in construction or building services. The total number of companies sent to the present investigator for consideration was eight hundred and ninety-five (895). The majority of the eight hundred and ninety-five companies were located inside Bangkok and were comprised of foreign MNE's and SME's. Companies that operated outside the Bangkok region were eliminated from the population list. Randomly selected two hundred and twenty-five (225) companies were chosen and questionnaires were mailed out subsequently to these companies. One hundred (100) questionnaires were returned (equivalent to approximately (100/225) = 45% return rate, considered a reasonable return rate). Companies were provided with a reminder letter after the initial mailing of the survey questionnaire. The present investigator allowed three (3) to four (4) months for completed return questionnaires to eliminate or reduce the degree of bias.

The Australia division of the SMEs and MNEs operating in Thailand are listed in IBIS (2001) Australian companies' database (known as IBISWorld). They are familiar to the present investigator who has extensive experience working in the Australian building industry and with its products and services. Refer to Section 6.6.1: Organisation and Appendix 7: Companies invited to the research. Detailed description of the sample is described in Section 6.7.1 Participant characteristic, Section 6.7.2 Organisational

characteristics, and Section 6.7.3 Relationship between participant and corporate characteristics. The sections provides a better understanding of the background of foreign firms operating in Thailand and as well as the relationship between Thai socio- cultural milieu and foreign firm strategic intent.

6.7.1 Participant characteristics

This section presents the data analysis on the participants based on the five main participant characteristics. These participant characteristics are position, age, educational background, educational level, and gender.

Table 6-5:   **Frequencies for participants by place of birth (A5)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thailand	67	67.0	67.0	67.0
	Overseas	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The figures in Table 6-5 show that the majority of participants are from Thailand (67%) compared to being from overseas (33%). This highlights that foreign firms have a policy of employing locals where senior managerial positions may comprise individuals born from overseas. The majority of the participants reside in urban areas (84%) as oppose to rural area (14%) as illustrated in Table 6-6 for easier access to work. Bangkok is the centre of commercial activities where individuals from different backgrounds work together. This is highlighted in Table 6-7 where the majority of the participants are Buddhist (46%) and the remaining Christian (26%) and Muslim (20%).

Table 6-6:   **Frequencies for participants by area in which they live (A6)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban	86	86.0	86.0	86.0
	Rural	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-7:   **Frequency for participants by religion (A4)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Buddhist	46	46.0	46.0	46.0
	Christian	26	26.0	26.0	72.0
	Muslim	20	20.0	20.0	92.0
	Other	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

6.7.1.1   Participants by gender

Table 6-8:   **Frequency for participants by gender (A1)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	62.0	62.0	62.0
	Female	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The participants are representative of the current situation of the male to females working in Thailand's building construction industry where males tend to dominate the workforce. The results of the survey suggest a gender bias among participants. There were sixty-two percent (62%) of male participant compared to thirty-eight percent (38%) of female

participants where the ratio of male to female in the workforce is approximately two to one (2:1) (see Table 6-8).

When hierarchical position is taken into consideration, as represented in Table 6-9, the results suggest that males held the majority of senior positions within the foreign firms operating in Bangkok. The results also highlight that females held a higher percentage of supervisory roles (38.5% males compared to 61.5% females) which may be due to the growing number of educated females entering this industry segment. It confirms once again that Thailand's building construction industry is dominated by males illustrated across the fields of director (88.9% males compared to 11.1% females) and manager (62.9% males compared to 37.1% females) which are senior and decision making positions. Males also dominate in the general employee population (73.3% males compared to 26.7% females). This illustrates that Thai society is hierarchical, supported by the literature review in Chapter 3. Although women's contribution is crucial in socio-economic development, women remain unequal from the development process (refer Section 6.6.2), in light of this, Table 6-9 may suggest otherwise due to growing number of educated females. The survey data can be considered representative of the workplace.

Table 6-9: **Crosstabulation for participants by gender (A1) and position (A9)**

| | | | Gender | | |
			Male	Female	Total
Position	Director	Count	8	1	9
		Expected Count	5.6	3.4	9.0
		% within Position	88.9%	11.1%	100.0%
	Manager	Count	22	13	35
		Expected Count	21.7	13.3	35.0
		% within Position	62.9%	37.1%	100.0%
	Supervisor	Count	10	16	26
		Expected Count	16.1	9.9	26.0
		% within Position	38.5%	61.5%	100.0%
	Employee	Count	22	8	30
		Expected Count	18.6	11.4	30.0
		% within Position	73.3%	26.7%	100.0%
Total		Count	62	38	100
		Expected Count	62.0	38.0	100.0
		% within Position	62.0%	38.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-10: **Chi-square test for participants by gender (A1) and position (A9)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.523 [a]	3	.015
Likelihood Ratio	10.913	3	.012
Linear-by-Linear Association	.133	1	.715
N of Valid Cases	100		

(a) 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.42.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, there is a relationship between gender and hierarchical position. A much higher percentage of males expect to hold director, manager and

employee positions whilst a much higher percentage of females expect to hold supervisor positions. The chi-square analysis (see Table 6-10) indicated that the participants gender was significantly related (χ^2 significance = 0.015; $p<.05$, 2-sided; $n = 100$) to the hierarchical position.

Table 6-11: **Frequencies for participants by education (A7)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	10	10.0	10.0	10.0
	Secondary	22	22.0	22.0	32.0
	Tertiary	56	56.0	56.0	88.0
	Post-graduate	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In respect to education level (see Table 6-11), there are more employees in foreign firm with tertiary qualifications (56% tertiary and 10% post graduate) which may be due to the high work skills required in the building construction industry. The high percentage of employees with tertiary qualifications may be attributed to the increasing percentage of educated females entering the building and construction workforce.

Table 6-12:   **Crosstabulation for participants by gender (A1) and education (A7)**

| | | | Gender | | Total |
			Male	Female	
Education	Primary	Count	7	3	10
		Expected Count	6.2	3.8	10.0
		% within Education	70.0%	30.0%	100.0%
	Secondary	Count	13	9	22
		Expected Count	13.6	8.4	22.0
		% within Education	59.1%	40.9%	100.0%
	Tertiary	Count	39	17	56
		Expected Count	34.7	21.3	56.0
		% within Education	69.6%	30.4%	100.0%
	Post-graduate	Count	3	9	12
		Expected Count	7.4	4.6	12.0
		% within Education	25.0%	75.0%	100.0%
Total		Count	62	38	100
		Expected Count	62.0	38.0	100.0
		% within Education	62.0%	38.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The results in Table 6-12 suggest that there is a higher percentage of males with tertiary qualifications compared with females with tertiary qualifications (69.6% males compared to 30.4% females). Although that is a smaller percentage of females having tertiary qualification there is greater percentage of females moving into postgraduate qualification. Females account for a greater percentage of post graduate qualification (75% females compared to 25% males). As the building industry is dominated by males, females are using qualifications to gain access into the workplace. In essence, Table 6-12 suggests that foreign firms comprise of greater number of educated males compared to females (62% males compared to 38% females).

Table 6-13: **Chi-square test for participants by gender (A1) and education (A7)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.712 [a]	3	.033
Likelihood Ratio	8.580	3	.035
Linear-by-Linear Association	1.885	1	.170
N of Valid Cases	100		

(a) 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.80.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, Table 6-13 shows a relationship between gender and education level. A much higher percentage of males expect to have tertiary qualifications (or are more educated in general) whilst a much higher percentage of females expect to pursue post graduate qualifications. The chi-square analysis (see Table 6.13) indicated that the participants gender was significantly related (χ^2 significance = 0.033; p<.05, 2-sided; n = 100) to the level of education.

6.7.1.2 Participants by age

Table 6-14: **Frequency for participants by age (A2)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<30 years	18	18.0	18.0	18.0
	31-45 years	39	39.0	39.0	57.0
	46-60 years	35	35.0	35.0	92.0
	>60 years	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-14 suggests that the greatest percentage of participants was from the age 31 to 45 years of age (39%) followed by 46 to 60 years of age (35%). Greater than 60 years of age represented the least response (8%) followed by less than 30 years of age (18%). The

figures in Table 6-14 illustrates that the work force/employees in foreign firms have many years of experience.

Table 6-15: **Crosstabulation for participants by age (A2) and position (A9)**

			Age				
			<30 years	31-45 years	46-60 years	>60 years	Total
Position	Director	Count	0	1	3	5	9
		Expected Count	1.6	3.5	3.2	.7	9.0
		% within Position	.0%	11.1%	33.3%	55.6%	100.0%
	Manager	Count	1	20	11	3	35
		Expected Count	6.3	13.7	12.3	2.8	35.0
		% within Position	2.9%	57.1%	31.4%	8.6%	100.0%
	Supervisor	Count	4	9	13	0	26
		Expected Count	4.7	10.1	9.1	2.1	26.0
		% within Position	15.4%	34.6%	50.0%	.0%	100.0%
	Employee	Count	13	9	8	0	30
		Expected Count	5.4	11.7	10.5	2.4	30.0
		% within Position	43.3%	30.0%	26.7%	.0%	100.0%
Total		Count	18	39	35	8	100
		Expected Count	18.0	39.0	35.0	8.0	100.0
		% within Position	18.0%	39.0%	35.0%	8.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The results in Table 6-15 suggest that the greatest age bracket employed is 31 to 45 years of age comprising of the highest percentage employed at manager position (57.1%). At the age 46 to 60 years of age the figures suggest that foreign firm comprise of more employees at supervisory position (50.0%). Although there are fewer personnel greater than 60 years of age, the majority of these take on the director role. Less than 30 years of age take on the role general employee (43.3%) and supervisor role (15.4%).

Table 6-16:   **Chi-square test for participants by age (A2) and position (A9)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	54.712 [a]	9	.000
Likelihood Ratio	45.860	9	.000
Linear-by-Linear Association	21.678	1	.000
N of Valid Cases	100		

(a) 8 cells (50.0%) have expected count less than 5. The minimum expected count is .72.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, Table 6-16 suggests that there is a relationship between age and hierarchical position. A much higher percentage of 31 to 45 years of age and 46 to 60 years of age relate to senior positions (manager and supervisor role) whilst a much higher percentage of less than 30 years of age are tied general employee roles (see Table 6.15). The chi-square analysis (see Table 6-16) indicated that the participants age was significantly related (χ^2 significance = 0.00; p<.01, 2-sided; n = 100) to hierarchical position.

The Pearson correlation coefficient is used to determine the strength of significance. Table 6-17 indicates that the correlation between age and hierarchical position is r = -0.468.

Table 6-17:   **Pearson correlation – age (A2) and position (A9)**

		Age	Position
Age	Pearson Correlation	1	-.468 [**]
	Sig. (2-tailed)		.000
	N	100	100
Position	Pearson Correlation	-.468 [**]	1
	Sig. (2-tailed)	.000	
	N	100	100

[**]. Correlation is significant at the 0.01 level

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-18:   Crosstabulation for participants by age (A2) and education level (A7)

			Age				
			<30 years	31-45 years	46-60 years	>60 years	Total
Education	Primary	Count	2	3	2	3	10
		Expected Count	1.8	3.9	3.5	.8	10.0
		% within Education	20.0%	30.0%	20.0%	30.0%	100.0%
	Secondary	Count	8	5	6	3	22
		Expected Count	4.0	8.6	7.7	1.8	22.0
		% within Education	36.4%	22.7%	27.3%	13.6%	100.0%
	Tertiary	Count	8	21	25	2	56
		Expected Count	10.1	21.8	19.6	4.5	56.0
		% within Education	14.3%	37.5%	44.6%	3.6%	100.0%
	Post-graduate	Count	0	10	2	0	12
		Expected Count	2.2	4.7	4.2	1.0	12.0
		% within Education	.0%	83.3%	16.7%	0%	100.0%
Total		Count	18	39	35	8	100
		Expected Count	18.0	39.0	35.0	8.0	100.0
		% within Education	18.0%	39.0%	35.0%	8.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The results in Table 6-18 suggest that the majority of 31-45 years of age have post graduate qualifications (83.3%). This indicates that employees in foreign firms completing tertiary qualification will continue onto post graduate qualifications. The 46 to 60 years of age have the highest percentage in tertiary education (44.6%). The figures in Table 6-18 demonstrate that employees in foreign firms are very educated. Although the greater than 60 years of age are not well educated compared to 31-45 years of age and 46 to 60 years of age, this group may represent the directors that have gained the position through many years of experience within the building construction industry.

In this sample of 100 participants, Table 6-19 suggests that there is a relationship between age and education level. A much higher percentage of 31 to 45 years of age are educated whilst a much higher percentage 46 to 60 years of age have formal tertiary qualifications. The chi-square analysis (see Table 6-19) indicated that the participants age was significantly related (χ^2 significance = 0.001; p<.01, 2-sided; n = 100) to the level of education.

Table 6-19:   **Chi-square test for participants by age (A2) and education level (A9)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.429 [a]	9	.001
Likelihood Ratio	26.411	9	.002
Linear-by-Linear Association	.345	1	.557
N of Valid Cases	100		

(a) 11 cells (68.8%) have expected count less than 5. The minimum expected count is .80.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

6.7.1.3   Participants by education

The results in Table 6-20 shows that post graduate qualifications (75%) and tertiary qualifications (62.5%) were obtained overseas. Primary qualifications (100%) and secondary qualification (90.9%) were mainly obtained in Thailand. This demonstrates that individuals are likely to obtain further education overseas and this is supported by literature (http://www.business-in-asia.com/thai_tips.html).

In this sample of 100 participants, Table 6-21 suggests that there is a relationship between place of qualification and education level. A higher percentage of employees have obtained tertiary and post graduate qualification overseas whilst a much higher percentage of employees have completed their primary and secondary qualification in Thailand. The chi-square analysis (see Table 6-21) indicated that the participants place of qualification was significantly related (χ^2 significance = 0.000; p<.01, 2-sided; n = 100) to the level of education.

Table 6-20:   **Crosstabulation for pareticipants by place of qualifications (A8) and education level (A9)**

			Place of Qualification			
			Thailand	Overseas	4.00	Total
Education	Primary	Count	10	0	0	10
		Expected Count	5.4	4.5	.1	10.0
		% within Education	100.0%	.0%	.0%	100.0%
	Secondary	Count	20	1	1	22
		Expected Count	11.9	9.9	.2	22.0
		% within Education	90.9%	4.5%	4.5%	100.0%
	Tertiary	Count	21	35	0	56
		Expected Count	30.2	25.2	.6	56.0
		% within Education	37.5%	62.5%	.0%	100.0%
	Post-graduate	Count	3	9	0	12
		Expected Count	6.5	5.4	.1	12.0
		% within Education	25.0%	75.0%	.0%	100.0%
Total		Count	54	45	1	100
		Expected Count	54.0	45.0	1.0	100.0
		% within Education	54.0%	45.0%	1.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-21:   **Chi-square test for participants by place of qualification (A8) and education level (A7)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.418 [a]	6	.000
Likelihood Ratio	43.856	6	.000
Linear-by-Linear Association	18.515	1	.000
N of Valid Cases	100		

(a) 5 cells (41.7%) have expected count less than 5. The minimum expected count is .10.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-22:   **Crosstabulation for participants by education level (A7) and position (A9)**

			Education				
			Primary	Secondary	Tertiary	Post-graduate	Total
Position	Director	Count	3	2	3	1	9
		Expected Count	.9	2.0	5.0	1.1	9.0
		% within Position	33.3%	22.2%	33.3%	11.1%	100.0%
	Manager	Count	0	2	25	8	35
		Expected Count	3.5	7.7	19.6	4.2	35.0
		% within Position	.0%	5.7%	71.4%	22.9%	100.0%
	Supervisor	Count	0	5	19	2	26
		Expected Count	2.6	5.7	14.6	3.1	26.0
		% within Position	.0%	19.2%	73.1%	7.7%	100.0%
	Employee	Count	7	13	9	1	30
		Expected Count	3.0	6.6	16.8	3.6	30.0
		% within Position	23.3%	43.3%	30.0%	3.3%	100.0%
Total		Count	10	22	56	12	100
		Expected Count	10.0	22.0	56.0	12.0	100.0
		% within Position	10.0%	22.0%	56.0%	12.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-22 suggests that those with tertiary qualifications are more likely to obtain supervisory (73.1%) and managerial (71.4%) positions whilst those with primary (23.3%) and secondary (43.3%) qualification account for employee position. There is also a high percentage of tertiary qualified people at employee position (30%). This may indicate that educated people are increasingly entering this industry. The level of qualification for directors is not high (33% primary qualification) as senior positions require people with many years of experience and a thorough knowledge of Thailand's business environment as well as strong business networks.

Table 6-23:   **Chi-square test for participants by education level (A7) and position (A9)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.862 [a]	9	.000
Likelihood Ratio	43.763	9	.000
Linear-by-Linear Association	9.867	1	.002
N of Valid Cases	100		

(a) 9 cells (56.3%) have expected count less than 5. The minimum expected count is 0.90.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, Table 6-23 suggests that there is a relationship between education level and position. A higher percentage of managers and supervisors have obtained tertiary qualifications whilst employee positions account for a higher percentage of people with primary and secondary qualification. The chi-square analysis (see Table 6-23) indicated that the participants education level is related (χ^2 significance = 0.000; $p<.01$, 2-sided; n = 100) to the hierarchical position.

Table 6-24:   **Pearson correlation – education level (A7) and position (A9)**

		Education	Position
Education	Pearson Correlation	1	-.316 [**]
	Sig. (2-tailed)		.001
	N	100	100
Position	Pearson Correlation	-.316 [**]	1
	Sig. (2-tailed)	.001	
	N	100	100

[**] Correlation is significant at the 0.01 level (2-tailed).

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The Pearson correlation coefficient is used to determine the strength of significance. Table 6-24 indicates that the correlation between education level and hierarchical position is $r = -0.3.16$.

6.7.1.4 Participants by position

Table 6-25: Chi-square test for participants by number of years employed (A10) and position (A9)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.325 [a]	9	.000
Likelihood Ratio	58.525	9	.000
Linear-by-Linear Association	36.290	1	.000
N of Valid Cases	100		

(a) 10 cells (62.5%) have expected count less than 5. The minimum expected count is .27.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-26: Crosstabulation for participants by number of year's employed (A10) and position (A9)

			Years Employed				
			<5	6-10	11-20	>20	Total
Position	Director	Count	0	1	5	3	9
		Expected Count	3.8	4.1	.8	.3	9.0
		% within Position	.0%	11.1%	55.6%	33.3%	100.0%
	Manager	Count	10	21	4	0	35
		Expected Count	14.7	16.1	3.2	1.1	35.0
		% within Position	28.6%	60.0%	11.4%	.0%	100.0%
	Supervisor	Count	10	16	0	0	26
		Expected Count	10.9	12.0	2.3	.8	26.0
		% within Position	38.5%	61.5%	.0%	.0%	100.0%
	Employee	Count	22	8	0	0	30
		Expected Count	12.6	13.8	2.7	.9	30.0
		% within Position	73.3%	26.7%	.0%	.0%	100.0%
Total		Count	42	46	9	3	100
		Expected Count	42.0	46.0	9.0	3.0	100.0
		% within Position	42.0%	46.0%	9.0%	3.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-26 highlights that employees in the workplace for less than five years (73.3%) were greater compared to those employed in senior level (38.5%). Those in the senior role such as manager (55.6%) and director (33.3%) were employed for 11 to 20 years and greater than 20 years respectively. It suggests that to become a manager or a director the requirements is probably 11 years or greater of experience.

In this sample of 100 participants, Table 6-25 suggests that there is a relationship between the number of years employed and hierarchical position. A higher percentage of employees held employee and supervisor roles and a smaller percentage of individuals held manager and director roles but have been employed for more than 11 years or greater than 20 years. The chi-square analysis (see Table 6-25) indicated that the participants number of years employed was significantly related (χ^2 significance = 0.000; p<.01, 2-sided; n = 100) to the hierarchical position.

6.7.2 Organisational characteristics

This section presents the data analysis on the organisation, which includes location, size, function, and type as well as the firms' five main strategies. These strategies are joint venture, greenfield, full acquisition, strategic alliance, and local representation. The section also presents data analysis on the organisations' strategic intent. The strategic intent of the organisation to be discussed is related to economics, operations, and social environmental development.

Table 6-27:   Frequency for company type (B1)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Joint venture	27	27.0	27.0	27.0
	Fully owned	37	37.0	37.0	64.0
	Licensed	20	20.0	20.0	84.0
	Franchise	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-28:   Frequency for company intent (B6)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increase revenue	80	80.0	80.0	80.0
	Reduce manufacturing cost	19	19.0	19.0	99.0
	Environmental development	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-29:   Frequency for nationals employed (B9)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<40	1	1.0	1.0	1.0
	41-79	21	21.0	21.0	22.0
	>79	78	78.0	78.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-29 indicates that the percentage of nationals employed is seventy-eight (78%). This inevitably will have a bearing on the companies' social and cultural aspects. The majority of the companies are fully owned (37%) as shown in Table 6-27, followed by joint ventures (27%) that comprise foreign business ownerships and state owned. It is not uncommon for foreign firms to have Thai ownership or control as this is a requirement of business practice in Thailand (refer to Chapter 2). The Royal Thai government welcomes foreign investment and/or investors willing to meet certain requirements. Businesses are developed to produce a profit and it is not surprising that the majority of the companies' strategic intent is to increase revenue (80%) followed by reducing manufacturing cost (19%) as depicted in Table 6-28.

The high percentage of Thai nationals employed in foreign firms may be attributed to access and decision making in a socio-business context. The general recommendation for

foreign firms is ensuring local representatives are sufficiently senior to secure high level access and make final decisions. Thais observe hierarchy and become frustrated if they perceive they are dealing with someone too junior to follow through in business negotiations.

Table 6-30: **Crosstabulation for company type (B1) by company intent (B6)**

			Company				Total
			Joint venture	Fully owned	Licensed	Franchise	
Company Intent	Increase revenue	Count	16	34	16	14	80
		Expected Count	21.6	29.6	16.0	12.8	80.0
		% within Company Intent	20.0%	42.5%	20.0%	17.5%	100.0%
	Reduce manufacturing cost	Count	11	2	4	2	19
		Expected Count	5.1	7.0	3.8	3.0	19.0
		% within Company Intent	57.9%	10.5%	21.1%	10.5%	100.0%
	Environmental development	Count	0	1	0	0	1
		Expected Count	.3	.4	.2	.2	1.0
		% within Company Intent	.0%	100.0%	.0%	.0%	100.0%
Total		Count	27	37	20	16	100
		Expected Count	27.0	37.0	20.0	16.0	100.0
		% within Company Intent	27.0%	37.0%	20.0%	16.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-31: **Chi-square test for company type (B1) and company intent (B6)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.603 [a]	6	.024
Likelihood Ratio	14.807	6	.022
Linear-by-Linear Association	3.460	1	.063
N of Valid Cases	100		

(a) 6 cells (50.0%) have expected count less than 5. The minimum expected count is .16.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, Table 6-31 suggests that there is a relationship between the company type and company intent. Table 6-30 shows that joint ventures have a preference for the strategic intent of reducing manufacturing cost (57.9%). Fully owned

companies' have the strategic intent of increasing revenue (42.5%). Franchise and licensed companies also have a preference for increasing revenue (12.8% and 16.0% respectively). Table 6-30 illustrates that foreign firms are orientated towards the strategic intent of increasing revenue (80%). The chi-square analysis (see Table 6-31) indicated that the company type was significantly related (χ^2 significance = 0.024; p<.05, 2-sided; n = 100) to the company intent.

6.7.3 Relationship between participant and corporate characteristics

This section presents data analysis on the relationship between Thai social and cultural aspects to foreign firm characteristics. This includes participant's position, age, educational background, educational level, and gender and their relationship to organisation location, size, function, and type.

The results in Table 6-32 show that the manufacturing companies possessed the greatest number of employees having primary qualification. The manufacturing companies also had the most employees with secondary qualifications. The services sector had a greater percentage of employees at tertiary and post graduate levels. The import and export sector had an even distribution of employees with secondary (22.7%), tertiary (23.2%), and post graduate qualifications (21.0%). Post graduate employees were almost evenly distributed across all sectors. Primary and and secondary level educated employees were found in the manufacturing g sector. Tertiary educated employees were predominantly (76.7%) from the manufacturing and services sectors, with services sector at 13.5%.

Table 6-32: **Crosstabulation for company function (B2) by education (A7)**

			Company Function			
			Manufacturing	Service	Import/Export	Total
Education	Primary	Count	8	2	0	10
		Expected Count	4.3	3.6	2.1	10.0
		% within Education	80.0%	20.0%	.0%	100.0%
	Secondary	Count	13	4	5	22
		Expected Count	9.5	7.9	4.6	22.0
		% within Education	59.1%	18.2%	22.7%	100.0%
	Tertiary	Count	18	25	13	56
		Expected Count	24.1	20.2	11.8	56.0
		% within Education	32.1%	44.6%	23.2%	100.0%
		Function				
	Post-graduate	Count	4	5	3	12
		Expected Count	5.2	4.3	2.5	12.0
		% within Education	33.3%	41.7%	25.0%	100.0%
Total		Count	43	36	21	100
		Expected Count	43.0	36.0	21.0	100.0
		% within Education	43.0%	36.0%	21.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-33: **Chi-square test for company function (B2) and education (A7)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.578 [a]	6	.050
Likelihood Ratio	14.532	6	.024
Linear-by-Linear Association	6.924	1	.009
N of Valid Cases	100		

(a) 6 cells (50.0%) have expected count less than 5. The minimum expected count is 2.10.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In this sample of 100 participants, Table 6-33 suggests that there is a relationship between the company function and education. The chi-square analysis (see Table 6-33) indicated that the company function was significantly related (χ^2 significance = 0.050; p≤.05, 2-sided; n = 100) to education.

Table 6-34 shows that gender percentage wise, the highest male ratio among the participants was from the import-export sector. The highest female ratio comprised participants from the services sector. Among the males, most participants were from manufacturing companies, and females from the services companies.

In this sample of 100 participants, Table 6-35 suggests that there is a relationship between the company function and gender. The chi-square analysis (see Table 6-35) indicated that the company function was significantly related (χ^2 significance = 0.035; p<.05, 2-sided; n = 100) to education.

Table 6-34: **Crosstabulation for company function (B2) by gender (A1)**

| | | | Gender | | |
			Male	Female	Total
Company Function	Manufacturing	Count	28	15	43
		Expected Count	26.7	16.3	43.0
		% within Company Function	65.1%	34.9%	100.0%
	Service	Count	17	19	36
		Expected Count	22.3	13.7	36.0
		% within Company Function	47.2%	52.8%	100.0%
	Import/Export	Count	17	4	21
		Expected Count	13.0	8.0	21.0
		% within Company Function	81.0%	19.0%	100.0%
Total		Count	62	38	100
		Expected Count	62.0	38.0	100.0
		% within Company Function	62.0%	38.0%	100.0%

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-35: **Chi-square test for company function (B2) and gender (A1)**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.716 [a]	2	.035
Likelihood Ratio	6.949	2	.031
Linear-by-Linear Association	.495	1	.482
N of Valid Cases	100		

(a) 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.98.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

6.8   Data collection instrument development

The instrument used for data collection from organisations and participants in Thailand-Bangkok for the current study is considered next.

6.8.1 The questionnaire

A survey questionnaire was developed and used for this research. The purpose of the survey research is to collect primary data. A survey questionnaire is a research investigation tool used to determine the characteristics of a given population by means of collecting data from a sample of that population and estimating their characteristics through the systematic use of statistical methodology (http://stats.oecd.org/glossary/detail.asp?ID=3853).

The survey questionnaire was targeted towards a participant, using structured closed questions for this study. The questions in the survey were developed to answer the research objectives.

The survey questionnaire was to be such that:

- the participant was kept anonymous;
- it could obtain approval from Swinburne Human Research Ethics Committee (HREC) to commence data collection;
- the data collected could be statistically analyzed;
- simple and could survey large samples; and
- it could be distributed easily.

The advantage of the survey questionnaire was that it provided a quick, inexpensive, efficient, and accurate means of assessing information about the population. The problems and disadvantages were considered in light of that it may impact on the reliability of the questionnaire. These issues were addressed by statistical methods and industry advice.

6.8.2 Steps in the questionnaire development

The survey questionnaire for this research was developed based on existing measuring instruments, to minimise cost and time and, importantly, to ensure reliability. The data and information received from the participant and the statistical analysis conducted needed to be reliable and to ensure the validity of the research and to address the research objectives precisely. The survey questionnaire was based on the *Organisational Culture Profile* (OCP) (Chapman and Jehn 1994), *Psychology of the Thai People* (Komin 1990), and *The Balanced Scorecard Institute* (2001). The survey questionnaire was divided into eight parts (see Appendix 3 – The final questionnaire English version):

The component parts of the questionnaire are now described.

- *Part A – sought to collect relevant background information on the participant*

This section sought relevant background information about the participant. Background information included gender, age, marital status, religion, place of birth, area in which the participant resided, highest education level, place where qualification was gained, current position level and the number of years the participant had been employed by the company. These variables have potential to influence the social and cultural aspects undertaken in this research.

- *Part B – sought to collect relevant background information on the organisation being surveyed*

The questions in this section were designed to provide information on the company's background as well as the company's strategy. This section included aspects such as company function, location of the company's Head office, company type, company strategic intent, number of employees in the company, number of years the company had operated in Thailand, and the percentage of Thai nationals employed in the company. These

variables have potential to influence the strategic intent and strategy aspects undertaken in this research.

- *Part C – sought to collect relevant information on the company's strategy*

The purpose of this section was to gather as much information as possible on the company's strategy. The questions were deliberately designed to capture the importance and alignment of strategy to the socio-cultural and socio-economic environment. A total of thirty (30) strategy related questions was developed that had potential to influence the strategic intent and strategy aspects studied in this research. The questions were presented with a six (6) point Likert type scale, requiring the participants to indicate the degree of his/her agreement on the items, 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

- *Part D – contained a number of Thai values questions that could help to define the widely shared and strongly held values and culture*

This section was limited to the participant's social and cultural values. The section was developed to provide valuable data and information to help better understand Thai values. The section was in two parts. Part-A contained by twenty (20) items, including the participants' top five (5) social values to collect information on the participants social aspects. Part-B had twenty-three (23) items, including the participants' top five (5) cultural values, to collect information on the participant's cultural aspects. Information from this section was deemed to have the potential to influence the social and cultural aspects studied in this research. The questions were presented on a six (6) point Likert scale as above.

- *Part E – aimed to assess the degree of the company's competitive advantages and benefits that could be obtained*

This section sought to find information on the company's strategy, strategic intent, values, benefits and competitive advantage. The section comprised eighty-four (84) questions, in

six (6) sections. The six sections were high customer service that was represented by fourteen (14) items, questions E1 to E14; employee loyalty represented by twelve (12) items, questions E15 to E26; fast/precise time to market represented by fourteen (14) items, questions E27 to E40; high quality products represented by fifteen (15) items, questions E41 to E55; goods/service leadership represented by fourteen (14) items, questions E56 to E69; and brand loyalty represented by fifteen (15) items, questions E70 to E84. This section had the potential to influence the social and cultural aspects, values aspect, strategy and strategic intent aspects studied in this research. The questions were presented with a similar six (6) point Likert scale.

- *Part F – contained miscellaneous questions on strategy, culture, and values which could help better understand, interpret, and analyse response obtained*

The purpose of this section was to provide additional information on the company's strategy and strategic intent. The questions were deliberately designed to capture the importance and alignment of strategy to the socio-cultural and socio-economic environment. This section comprised thirty-nine (39) items, questions F1 to F39. This section had potential to influence the strategy and strategic intent aspects studied in this research. The questions were presented with a six (6) point Likert scale.

- *Part G – sought to collect relevant information on the alignment between company strategic intent and Thai social and cultural aspects*

This section was limited to the alignment of the company's strategic intent to Thai social and cultural aspects. It was specifically designed to determine the degree to which the participant perceived the company's strategic intent aligned with Thai social and cultural aspects, as well as to what extent the company had achieved benefits and competitive advantage through the alignment. The section comprised thirteen (13) items, alignment questions G1 to G13. This section had the potential to influence the interrelationship/alignment of strategic intent to Thai social and cultural aspects as studied in this research. The questions were presented with a six (6) point Likert scale.

- *Part H – gave the participant an opportunity to make additional comments*

6.8.3 Translation of the questionnaire

The context of the study and the level of education and hierarchical position of the participants determined whether the survey questionnaire – English version should be translated into Thai. It was recognised that some researchers have opted to present in Thailand questionnaires in English for the following reasons:

- The Thai participants obtained their degree from English speaking universities.
- Thai business people are mostly well educated in English.
- English is a common business language in Thailand.
- Thai business people frequently correspond in English.
- Thai business people read English newspapers (*The Bangkok Post* and *The Nation*).

However, Singhapakdi et al. (1995) believed that a research instrument in Thai would offend the participants and affect the response rate. Thus, in this study, both the Thai and the English version of the survey questionnaire were administered to give the participant an option with which they were most comfortable.

Accurate translation of the survey questionnaire had to be ensured, as an improper translation can lead to participants misunderstanding the questionnaire item(s). To Thai people, how a question is stated is very important. The present investigator consulted Thai scholars to combine words to create the right image and convey the content and intent. Considerable care was taken to ensure that the chosen translation was accurate and precise.

The following basic guidelines was established in order to find a reliable translator (see Chu 2000):

- It was preferable that someone who spoke the Thai language as his or her native tongue handled the translation rather than a Westerner who had learned it as a second language.
- It would be easier for the researcher to verify the translator's ability by having the translator read some of the questions and then explain the content.
- Once the translation was done, the researcher should obtain another native translator to validate the quality and sophistication of the first translator's work.

6.8.4 Final administered version of the questionnaires

The above described process derived the final/administered Thai and English survey questionnaire. Both versions are presented as Appendix 3 – *The final questionnaire English version* and Appendix 4 – *The final questionnaire Thai version*. These were the versions that was distributed to the invited participants to complete.

6.9 Data collection procedure

The procedure for data collection from organisations and participants in Thailand-Bangkok for the current study is now described. Experts were consulted to eliminate problems in data collection.

Data collection began by first obtaining approval from the Human Research Ethics Committee of Swinburne University of Technology. Swinburne University's research policy stipulates that no data may be collected from any human participants without approval from appropriate bodies.

6.9.1 Ethics approval

It is a Commonwealth legislative requirement that all projects involving human subjects must meet certain standards and have written approval from accredited ethics committees (Swinburne University of Technology – Guidelines for Ethics Approval of a Research Protocol). The Swinburne Human Research Ethics Committee (HREC) or one of its sub-committees has responsibility for ensuring that research within the University has met ethical principles (Swinburne University of Technology – Guidelines for Ethics Approval of a Research Protocol).

Details of the role of the HREC and its sub-committees are set out in the Terms of Reference of HREC at http://www.swin.edu.au/sgrs/ethics/ethicovr.html.

Prior to commencement of data collection, an application to Swinburne University Human Research Ethics Committee (HREC) was submitted in March 2007 and approved in April 2007. Following HREC approval of the project, a copy of the statement was given to all prospective participants.

The data collection process for this study thus meets the Guidelines for Ethics Approval of a Research Protocol and the Privacy Act 1988 – Section 14 – Information Principles.

6.9.2 Questionnaire administration in Thai organisation

Contact was made with the Australian and other foreign SMEs and MNEs in Thailand, explaining the objectives of the study to see whether they were able to distribute the survey questionnaire to the relevant people within their company. The approach was taken to achieve quick feedback and reduce the number of questions possibly asked by participants. When the present investigator was satisfied that the subject matter had been fully communicated to the participant and that he or she understood it, the relevant documents were sent to the participants by both mail and email (see Appendix 5 and 6 – *Confidentiality agreement with participants*).

To maximize the response rate the present investigator ensured confidentiality and that all replies would remain anonymous. The importance of the research and input of the participant to the overall study was communicated. It was emphasized that a research paper would likely be published in an appropriate journal. Participants received and returned the survey questionnaire with the signed confidentiality agreement in 2007. A thank you letter of participation was subsequently sent to all participants.

6.10 Data analysis procedures

The data analysis of the organisations and participants in the current study is now considered.

6.10.1 Reliability of the questionnaire

The questionnaire items were derived from established instruments. This ensured that the measurements obtained were reliable. Reliability refers to the capacity of a measure to produce consistent results (Blaikie 2003, Pallant 2007). The approach to ensure reliability was to design the survey questionnaire such that the participant answers multiple questions yielding measures for the same item. The present research used a 6-point Likert scale to measure the degree or extent of severity. The 6-point Likert scale was used to eliminate compromise answers from the participants. The participant indicated the degree of his/her agreement on the items, 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know. Industry advice was sought to assess the validity of the questions in the survey questionnaire, statistical measures used, and the conceptual and functional equivalence of the survey instrument constructs.

It is also possible to utilise *Cronbach's Alpha* to estimate the reliability. As stated by Blaikie (2003) the Cronbach's Alpha is the most commonly used test for scale reliability. A measure will be unreliable if all or at least some of the items are unreliable. The alpha value is the most important, this coefficient ranges between 0 and 1, with a high value (>0.7) indicating a high level of consistency among the items (Pallant 2007). The reliability of the

scale indicates how free it is from random errors. Where needed the alpha was calculated using the software package SPSS in the present research.

The survey questionnaire was constructed in *Parts*; refer to Section 6.8.2, to investigate key variables that may influence the interrelationship/alignment of strategic intent to Thai social and cultural aspects studied in this research. In validating each part of the survey questionnaire, reliability analyses were performed on the items of each part of the survey questionnaire to confirm that each part was measuring the same construct. It was also to check the internal consistency of the items (see Table 6-36 to Table 6-41). Tables 6-36 to 6-41 show that the Cronbach's alpha coefficient value was greater than 0.7, which suggests internal consistency of the scale and hence the items within each Part of the survey questionnaire were measuring the same underlying dimension.

Table 6-36:   **Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-C (items C1 to C30)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.877	30

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-37:   **Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-D (items DA1 to DA20)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.831	20

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-38:   Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-D (items DC1 to DC23)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.777	.771	23

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-39:   Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-E (items E1 to E84)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.931	84

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-40:   Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-F (items F1 to F39)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.896	39

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 6-41: Cronbach's alpha reliability coefficients of instrument/scales used in the survey questionnaire Part-G (items G1 to G13)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.855	13

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

6.10.2 Data analysis

Every precaution was taken to ensure the integrity and validity of the data presented in this study. Set procedures were put in place to ascertain suitability of the participant's data and systematic checking was conducted to filter out errors and incomplete unusable questionnaires. Data analysis is the process of transforming raw data into usable information; it is often presented in the form of a published analytical article (http://stats.oecd.org/glossary/detail.asp?ID=3853). Table 6-1 detailed the steps in the research process and Figure 6-4 provided the flow of action steps in the research approach adopted in the present study.

Statistical analyses (simple, inferential, and correlation) were applied to the data collected once the survey questionnaire responses were coded and entered into the data sheet. Statistical analysis provides outputs such as mean scores, range, central tendency, variance, and total scores for various items. The complex relationship of dependent variables and independent variables was also measured.

Analysis of variance tests the significance of the difference between more than two means (Blaikie 2003). The test may involve one-way analysis of variance or two-way analysis of variance. Table 6-42 presents the different types of analysis and level of measurements used in qualitative and quantitative research. One-way analysis of variance involves the comparison of means of one outcome variable between two or more different samples.

Two-way analysis of variance involves a combination of categories for which the means on a variable are compared. The concept of variance is important in theoretical statistics, but its square root, called *standard deviation* is the quantity most often used to describe data variation. Pearson's correlation coefficient (*r*) may be used to quantify the strength of linear relationships (Blaikie 2003).

Table 6-42:   **Measures of central tendency, dispersion, association, influence, and tests of significance**

Type of Analysis	Level of Measurement		
	Nominal	Ordinal	Interval/ratio
Univariate descriptive	Central tendency: Mode Dispersion: Variation ratio	Central tendency: Median Dispersion: Interquartile range	Central tendency: Mean Dispersion: Standard deviation
Bivariate descriptive (association)	Contingency tables: Three or more categories: Cramer's V Contingency coefficient (C_s) One or both dichotomous: Phi	Contingency tables: Gamma Kendall's *tau*-b Ordered items: Small samples Spearman's *rho* Kendall's *tau*	Pearson's r
Explanatory (influence)	Contingency tables: Lambda Three-way contingency tables: Lambda Cramer's V Contingency coefficient (C_s) Mean analysis: Eta	Contingency tables: Somer's *d* Three-way contingency tables: Somer's *d* Gamma Mean analysis: Eta	Bivariate regression Partial correlation (trivariate) Multiple regression
Inferential (test of significance)	Contingency tables: Chi-square test Z test for lambda Mean analysis Two means: Group t test More than two: *F* test	Contingency tables: Chi-square test z test for gamma z test for Somer's *d*	*t* test for Pearson's r *t* test for R (regression)

Source: Blaikie (2003)

SPSS software program (version 15.0) was used to conduct the statistical analysis. Data analysis involved descriptive statistics, and techniques that included correlation and factor analysis to explore relationships among variables. Refer to Section 6.6.1 and Chapter 7 for details on SPSS analysis used that includes Descriptive and Frequency, Pearson correlation coefficient, Phi and Cramers V, Chi-square and Crosstabulation, and Factor analysis.

Data analysis is an important component of this study in answering the research objectives about characteristics, relationships, patterns and influence. It enabled the assessment of whether and to what extent the research objectives could be answered. Statistical analysis was used to present the general information about the sample.

6.11   Conclusion

This chapter has presented an overview of the methodology used to investigate the research objectives. It has provided details of the conceptual framework, the research approach, research design, the sample, data collection instrument development, data collection procedure and data analysis. Further, it has provided a comprehensive outline of the statistical methods used to identify central tendency, reliability, dispersion, association, influence, and significance of the participants' data and information. The survey questionnaire used for primary data collection was also desribed. The conceptual framework was presented, with all its component parts.

The next chapter presents the data analysis of the interrelationship/alignment of foreign firm strategic intent to Thailand's social and cultural aspects and the participants and organisational characteristics as related to the achievement of the research objectives.

PART IV.

RESEARCH RESULTS

Chapter 7

DATA ANALYSIS – FINDING AND IMPLICATIONS

7.1   Introduction

The research investigated the interrelationship/alignment of foreign firm strategic intent with Thai social and cultural values. The survey questionnaire was designed to target a variety of participants within companies operating in Thailand's building industry covering construction and building services. Two hundred and twenty-five (225) companies were randomly chosen. The survey questionnaires were subsequently mailed out. One hundred (100) questionnaires were returned (equivalent to approximately (100/225) = 45% return rate, considered a reasonable return rate).

To investigate the interrelationship/alignment of foreign firm strategic intent with Thai social and cultural values and, in line with the introduction, background and rationale of the study, question items (in administered survey questionnaire) were developed to help understand and identify the significance of the interrelationship. Analyzing the responses to the survey questionnaire and addressing the points listed individually provided insights of the relationship between foreign firm strategic intent and Thai social and cultural values.

This chapter has been structured in line with the research objectives. Hence, the analyses are divided accordingly for ease of presentation and interpretation as follows:

- Thai values that are important to Thai people;
- Acknowledgement of Thai values in foreign firms;
- Differences in social and cultural values between Thailand and the West that can impact on business transactions and relationships;
- Thai values regarded as impacting foreign firms business transactions and relationships;
- Common and prevalent strategic intent of foreign firms operating in Thailand;

- Strategic values of foreign firms operating in Thailand;

- Expectations of Thais regarding foreign firms operating in Thailand;

- Strategic intent of foreign firms and their implications for the company and Thai people;

- Evidence of foreign firms wanting continued operations in Thailand; and

- Alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects.

The software package used to explore the relationship among variables was SPSS version 15.0. Statistical techniques that were used included *Descriptive* and *Frequency*, *Pearson correlation coefficient*, *Phi and Cramers V*, *Chi-square and Crosstabulation*, *Factor analysis* and *Independent sample-t-test*. These techniques helped detect and describe relationships among the variables of interest. Distributions identified the characteristics of single variables, while measure of association identified the connections between variables. Measures of association established forms of correlation. Chapter 6 provided a description of SPSS statistical techniques used herein.

Findings from the present chapter form an input into Chapter 8, which discussed the implications of those findings and makes related recommendations.

7.2 Thai values that are important to Thai people

7.2.1 Introduction

Thais have a particularly interesting character and personality that distinguishes them from others in the way that Thai people have a unique and significant cultural and social values that have derived from Buddhist philosophy which has been understood, reconciled and transcended by the Thai monarchy. As stated by Lawler (1996), Thailand is distinct from many of its neighbours in that it is much less diverse with regard to ethnic and religious differences. Interaction between partners, East and West, has provided a contrast between *old values* and *new values* but culture theorists (Gomez-Mejia & Palich 1997, Lawler 1996,

Rokeach 1973) suggest that Eastern values dominate whilst Western values are being tolerated. People across nations and cultures behave and believe differently. For foreign firms to operate successfully in Thailand these firms must adapt to the host country's way of business practices (Hofstede 1976, Lasserre & Probert 1998, Lasserre and Schutte 1999).

Many theorists (Komin 1990, Mulder 1997, Smuckarn 1979) have given their interpretation of Thai values according to their own insights, approaches and selective observations. In an attempt to understand Thai values, an SPSS analysis was conducted of the participants of the survey questionnaire Part-D containing terminal and instrumental values (Komin 1990) held by Thai people in general. It is broken into two sections, Thai social values and Thai cultural values. The analysis is derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, as well as the value ranking system: most important, second most important, third most important, fourth most important and fifth most important, of 100 employees employed in foreign firms located in Bangkok.

7.2.2 Analysis of Thai social values important to Thai people

The descriptive analysis in Table 7-1 suggests that valid responses were obtained from 87 participants. The SPSS descriptive method does not allow the user to select listwise deletion of missing data. Each Thai social value item is statistically treated separately and provides a *mean* for comparison. Table 7-1 highlights that the predominant Thai social value is *I value friendship, honesty and trustworthiness* (item DA5) (mean 4.51, standard deviation 0.559). The least valued Thai social value is *I value a love of nature, music and art* (item DA9) (mean 3.79, standard deviation 0.832). The standard deviation gives an indication of the dispersion of distributions. The significance of Table 7-1 indicates Thai social values that are most and least dominant via comparing means for items DA1 to DA20.

Table 7-1:   **Descriptive analysis for 'Thai social values'** (items DA1 to DA20)

	N	Minimum	Maximum	Mean	Std. Deviation
I value kindness, hospitality, and helping others (DA1)	99	3.00	5.00	4.2121	.55829
I value being recognised in society and being famous (DA2)	96	3.00	5.00	4.1875	.54892
I value an ambitious and exciting life (DA3)	100	3.00	5.00	4.4600	.59323
I value a job and good health (DA4)	100	3.00	5.00	4.4000	.66667
I value friendship, honesty and trustworthiness (DA5)	100	3.00	5.00	4.5100	.55949
I value a life-partner that understands me (DA6)	95	3.00	5.00	4.3474	.61486
I value high morality and religion (DA7)	100	2.00	5.00	4.3900	.63397
I value good relations and acceptance by people in the society (DA8)	100	3.00	5.00	4.2300	.48938
I value love of nature, music, and art (DA9)	100	2.00	5.00	3.7900	.83236
I value knowledge, wisdom, and experience (DA10)	100	3.00	5.00	4.3000	.55958
I value dignity and self-respect (DA11)	100	3.00	5.00	4.1700	.63652
I value prosperity and Security (DA12)	99	4.00	5.00	4.3636	.48349
I value the power of money and wealth (DA13)	95	2.00	5.00	4.0211	.75764
I value freedom and self-assurance (DA14)	100	3.00	5.00	4.0800	.63054
I value self-contentment (DA15)	95	3.00	5.00	4.0000	.54578
I value fairness and equality in society (DA16)	100	3.00	5.00	4.3600	.50292
I value a career and a satisfactory and successful life (DA17)	100	3.00	5.00	4.1600	.59831
I value warmth, love, and closeness within the family (DA18)	100	3.00	5.00	4.4400	.51874
I value all kinds of pleasure (DA19)	98	2.00	5.00	3.9184	.93801
I value a world filled with joy and peace and without war (DA20)	100	4.00	5.00	4.2700	.44620
Valid N (listwise)	87				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-2 provides the frequency for participants to the survey questionnaire for the social value item DA5. There were 54% participants to this item nominating strongly agree with 43% participants answered agree.

Table 7-2: **Frequencies for Thai social value – 'I value friendship, honesty and trustworthiness'** (item DA5)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	3.0	3.0	3.0
	Agree	43	43.0	43.0	46.0
	Strongly agree	54	54.0	54.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-3 provides the frequency for participants to the survey questionnaire for the social value item DA9. There were 24% participants to this item nominating strongly agree with 33% participants answered agree.

Table 7-3: **Frequencies for Thai social value – 'I value love of nature, music and art'** (item DA9)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Neutral	41	41.0	41.0	43.0
	Agree	33	33.0	33.0	76.0
	Strongly agree	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

A factor analysis was carried out on the twenty (20) Thai social items. Factor analysis is a data reduction technique. The data reduction procedure prepared data for analysis by recognizing or combining response categories, by transforming metric variables (both discrete and continuous) into ordinal categories and, more particularly, by reducing a number of items of data, or responses to a number of questions, to one or more new variables (Blaikie 2003). In essence, the statistical methodology takes a large set of variables and looks for a way the data may be reduced or summarised using a small set of factors or components (Pallant 2007). The methodology used on the twenty (20) Thai social items is the rotated component matrix. This method is used to sort out higher loadings on a smaller number of items on each factor compared to the general un-rotated solution. An un-rotated solution produces an initial solution on the number of factors that might be present in the response to the items e.g. via simple clumps or groups among the intercorrelations (Pallant 2007). This section did not run factor analysis on excluded items.

Table 7-4 highlights the initial eigenvalues that show the variance explained by each of the twenty (20) factors extracted by principal axis factoring. The principal components analysis shows the presence of six (6) components with eigenvalues exceeding 1, explaining 26.8%, 12.3%, 10.1%, 7.8%, 6.8% and 6.2% of the variance respectively. The second section details the extraction sums of squared loadings; from this six (6) factors explain 70.5% of the original variance. Table 7-5 suggests that it was appropriate to retain six factors. The line begins to flatten out at about the sixth factor – this is the beginning of the *scree* (see Figure 7-1).

In the interpretation of the components, a factor loading of 0.60 and above was considered. Pallant (2007) suggest 0.60 as the minimum value for a good factor analysis. Only the loadings in four (4) components were used (Table 7-4) in labeling the underlying dimensions. Component one (1) with the factors 0.608, 0.744, 0.606, and 0.822 could be labeled as Factor-1: *Self Contentment*. Component two (2) with the factors 0.672, 0.624, 0.682, and 0.841 could be labeled as Factor-2: *Social Orientation/Acceptance*. Component three (3) with the factors 0.690 and 0.857 could be labeled as Factor-3: *Future Life*

Orientatation. Component four (4) with the factors 0.644 and 0.671 could be labeled as Factor-4; *Status Social Standing*.

Appendix 8 to 12 identify which of the twenty (20) (items DA1 to DA20) Thai social value items participants considered as the top five (5) social values. Appendix 8 suggests that item DA1-*I value kindness, hospitality, and helping others* (16.8%) and item DA4-*I value a job and good health* (16.8%) as most important. Appendix 9 suggests that item DA3-*I value an ambitious and exciting life* (23.8%) as second most important. Appendix 10 suggests that item DA4-*I value a good job and good health* (13.9%) as third most important. Appendix 11 suggests that item DA4-*I value a job and good health* (14.9%) as fourth most important. Appendix 12 suggests that item DA16-*I value fairness and equality in society* (17.8%) as fifth most important.

Table 7-4: **Factor analysis for 'Thai social values' (items DA1 to DA20)**

	Component					
	1	2	3	4	5	6
I value kindness, hospitality, and helping others (DA1)	.528	.291	-.063	.270	-.012	.297
I value being recognised in society and being famous (DA2)	.109	.672	.147	.162	.146	-.031
I value an ambitious and exciting life (DA3)	-.146	-.122	.433	.737	-.029	-.115
I value a job and good health (DA4)	.244	.079	.690	.128	.197	.135
I value friendship, honesty and trustworthiness (DA5)	.104	.113	.559	.214	-.430	.397
I value a life-partner that understands me (DA6)	-.016	.214	.857	.127	-.075	-.018
I value high morality and religion (DA7)	.020	.100	-.069	-.204	.805	-.104
I value good relations and acceptance by people in the society (DA8)	-.095	.624	-.092	-.081	.161	.457
I value love of nature, music, and art (DA9)	.608	.516	.295	.091	.252	.094
I value knowledge, wisdom, & experience (DA10)	.474	.121	-.170	.376	.128	.559
I value dignity and self-respect (DA11)	.245	.326	-.106	.644	.023	.157
I value prosperity and security (DA12)	.744	.167	.250	.178	.193	-.100
I value the power of money and wealth (DA13)	-.032	-.047	.295	.299	.709	.233
I value freedom and self-assurance (DA14)	.406	.682	.283	.023	-.049	.145
I value self-contentment (DA15)	.479	.033	.103	.671	-.113	-.147
I value fairness and equality in society (DA16)	.021	-.007	.148	-.114	-.044	.788
I value a career and a satisfactory and successful life (DA17)	.303	.354	.552	-.170	.230	-.079
I value warmth, love, and closeness within the family (DA18)	.050	.841	.090	.024	-.150	-.068
I value all kinds of pleasure (DA19)	.606	.393	-.543	.173	.045	.053
I value a world filled with joy and peace and without war (DA20)	.822	-.110	.124	-.054	-.291	.079

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
   a. Rotation converged in 19 iterations.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-5:   **Total Varimax for 'Thai social values' (items DA1 to DA20)**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.376	26.882	26.882	3.133	15.667	15.667
2	2.474	12.369	39.251	2.898	14.492	30.159
3	2.029	10.143	49.394	2.761	13.807	43.966
4	1.577	7.887	57.282	1.980	9.900	53.866
5	1.377	6.887	64.169	1.725	8.624	62.490
6	1.258	6.288	70.456	1.593	7.967	70.456
7	.910	4.548	75.005			
8	.834	4.171	79.176			
9	.806	4.028	83.204			
10	.690	3.450	86.653			
11	.559	2.797	89.450			
12	.432	2.162	91.611			
13	.377	1.884	93.495			
14	.370	1.848	95.343			
15	.286	1.429	96.772			
16	.222	1.109	97.881			
17	.156	.781	98.662			
18	.120	.599	99.261			
19	.092	.458	99.719			
20	.056	.281	100.000			

Extraction Method: Principal Component Analysis.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Figure 7-1:   **Scree plot for Factor analysis – 'Thai social values' (items DA1-DA20)**

Eigenvalue   Component Number

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

An independent sample-t-test was used to compare the mean score of two different groups of participants; those participants where their place of birth is 'Thailand' compared to those participants where their place of birth is 'Overseas' as illustrated in Part-A survey questionnaire item A5. The significance of the independent sample-t-test is that if the value in the Sig. (2-tailed) column is equal or less than .05, there is a significant difference in the mean scores on the dependent variables for the different groups (Pallant 2007). If the value is above .05, there is no significant difference between the two groups (Pallant 2007).

The independent sample-t-test also provides 'effective size statistics' that indicate the magnitude of the differences between the different groups (Pallant 2007). The most commonly used effective size statistic is the 'eta squared' that ranges from 0 to 1 and represents the proportion of variance in the dependent variable that is explained by the independent (group) variable (Pallant 2007). The interpretations of 'eta squared' value are: .01 = small effect; .06 = moderate effect; and .14 = large effect (Pallant 2007).

Table 7.6 and Table 7.7 show significant difference (for survey questionnaire item DA3: I value an ambitious and exciting life) in scores for participants where their birth place is 'Thailand' (M = 4.314, SD = 0.618) and for participants where their place is 'Overseas' (M = 4.756, SD = 0.435); t (98) = -3.745, p = 0.000 (two-tailed); p<.01. The magnitude of the difference in the means (means difference = -0.444, 95% CI: -0.679 to -0.208) was large (eta squared = 0.12).

The significant difference (for survey questionnaire item DA8: I value good relations and acceptance by people in the society) in scores for participants where their birth place is 'Thailand' (M = 4.298, SD = 0.522) and for participants where their place is 'Overseas' (M = 4.090, SD = 0.384); t (98) = 2.026, p = 0.046 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = 0.207, 95% CI: 0.004 to 0.410) was moderate (eta squared = 0.04).

The significant difference (for survey questionnaire item DA9: I value love of nature, music and art) in scores for participants where their birth place is 'Thailand' (M = 3.910, SD = 0.811) and for participants where their place is 'Overseas' (M = 3.545, SD = 0.832); t (98) = 2.097, p = 0.039 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = 0.364, 95% CI: 0.019 to 0.710) was moderate (eta squared = 0.04).

The significant difference (for survey questionnaire item DA11: I value dignity and self-respect) in scores for participants where their birth place is 'Thailand' (M = 4.074, SD = 0.610) and for participants where their place is 'Overseas' (M = 4.363, SD = 0.652); t (98) = -2.175, p = 0.032 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = -0.289, 95% CI: -0.552 to -0.025) was moderate (eta squared = 0.04).

The significant difference (for survey questionnaire item DA17: I value a career and satisfactory and successful life) in scores for participants where their birth place is 'Thailand' (M = 4.314, SD = 0.528) and for participants where their place is 'Overseas' (M = 3.848, SD = 0.618); t (98) = 3.909, p = 0.000 (two-tailed); p<.01. The magnitude of the difference in the means (means difference = 0.464, 95% CI: 0.228 to 0.701) was large (eta squared = 0.13).

Table 7-6:   Group statistics for 'Thai social values' (items DA1 to DA20)

	Birth	N	Mean	Std. Deviation	Std. Error Mean
I value kindness, hospitality, and helping others	Thailand	66	4.2424	.55638	.06849
	Overseas	33	4.1515	.56575	.09848
I value being recognised in society and being famous	Thailand	63	4.1905	.61846	.07792
	Overseas	33	4.1818	.39167	.06818
I value an ambitious and exciting life (DA3)	Thailand	67	4.3134	.60825	.07431
	Overseas	33	4.7576	.43519	.07576
I value a job and good health	Thailand	67	4.3881	.65030	.07945
	Overseas	33	4.4242	.70844	.12332
I value friendship, honesty and trustworthiness	Thailand	67	4.4776	.58668	.07167
	Overseas	33	4.5758	.50189	.08737
I value a life-partner that understands me	Thailand	64	4.3594	.60072	.07509
	Overseas	31	4.3226	.65254	.11720
I value high morality and religion	Thailand	67	4.4627	.58590	.07158
	Overseas	33	4.2424	.70844	.12332
I value good relations and acceptance by people in the society (DA8)	Thailand	67	4.2985	.52267	.06385
	Overseas	33	4.0909	.38435	.06691
I value love of nature, music, and art (DA9)	Thailand	67	3.9104	.81150	.09914
	Overseas	33	3.5455	.83258	.14493
I value knowledge, wisdom, and experience	Thailand	67	4.3284	.58745	.07177
	Overseas	33	4.2424	.50189	.08737
I value dignity and self-respect (DA11)	Thailand	67	4.0746	.61085	.07463
	Overseas	33	4.3636	.65279	.11364
I value prosperity and security	Thailand	66	4.3636	.48473	.05967
	Overseas	33	4.3636	.48850	.08504
I value the power of money and wealth	Thailand	62	4.0806	.66031	.08386
	Overseas	33	3.9091	.91391	.15909
I value freedom and self-assurance	Thailand	67	4.1343	.64890	.07928
	Overseas	33	3.9697	.58549	.10192
I value self-contentment	Thailand	64	3.9219	.48155	.06019
	Overseas	31	4.1613	.63754	.11450
I value fairness and equality in society	Thailand	67	4.4179	.52655	.06433
	Overseas	33	4.2424	.43519	.07576
I value a career and a satisfactory and successful life (DA17)	Thailand	67	4.3134	.52826	.06454
	Overseas	33	3.8485	.61853	.10767
I value warmth, love, and closeness within the family	Thailand	67	4.4627	.50237	.06137
	Overseas	33	4.3939	.55562	.09672
I value all kinds of pleasure	Thailand	66	3.9394	.82048	.10099
	Overseas	32	3.8750	1.15703	.20454
I value a world filled with joy and peace and without war	Thailand	67	4.2687	.44661	.05456
	Overseas	33	4.2727	.45227	.07873

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-7:　　　**Independent sample-t-test for 'Thai social values' (items DA1 to DA20)**

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
| | | | | | | | | | 95% Confidence Interval of the Difference | |
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I value kindness, hospitality, and helping others	Equal variances assumed	.448	.505	.762	97	.448	.09091	.11928	-.14584	.32765
	Equal variances not assumed			.758	63.160	.451	.09091	.11996	-.14879	.33061
I value being recognised in society and being famous	Equal variances assumed	6.935	.010	.073	94	.942	.00866	.11858	-.22678	.24410
	Equal variances not assumed			.084	90.497	.934	.00866	.10354	-.19702	.21434
I value an ambitious and exciting life (DA3)	Equal variances assumed	8.480	.004	-3.745	98	.000	-.44414	.11860	-.67950	-.20878
	Equal variances not assumed			-4.185	85.034	.000	-.44414	.10612	-.65513	-.23315
I value a job and good health	Equal variances assumed	.510	.477	-.254	98	.800	-.03618	.14245	-.31888	.24651
	Equal variances not assumed			-.247	59.133	.806	-.03618	.14670	-.32971	.25735
I value friendship, honesty and trustworthiness	Equal variances assumed	2.413	.124	-.824	98	.412	-.09815	.11918	-.33466	.13836
	Equal variances not assumed			-.869	73.439	.388	-.09815	.11301	-.32334	.12705
I value a life-partner that understands me	Equal variances assumed	.218	.642	.272	93	.786	.03679	.13521	-.23171	.30530
	Equal variances not assumed			.264	55.252	.792	.03679	.13919	-.24212	.31571
I value high morality and religion	Equal variances assumed	1.208	.274	1.648	98	.103	.22026	.13367	-.04501	.48553
	Equal variances not assumed			1.545	54.209	.128	.22026	.14259	-.06559	.50612
I value good relations and acceptance by people in the society (DA8)	Equal variances assumed	18.041	.000	2.026	98	.046	.20760	.10248	.00422	.41097
	Equal variances not assumed			2.245	83.324	.027	.20760	.09249	.02366	.39154
I value love of nature, music, and art (DA9)	Equal variances assumed	.165	.685	2.097	98	.039	.36499	.17406	.01958	.71040
	Equal variances not assumed			2.079	62.335	.042	.36499	.17560	.01402	.71597
I value knowledge, wisdom, and experience	Equal variances assumed	3.616	.060	.720	98	.473	.08593	.11930	-.15081	.32267
	Equal variances not assumed			.760	73.524	.450	.08593	.11307	-.13938	.31125
I value dignity and self-respect (DA11)	Equal variances assumed	3.716	.057	-2.175	98	.032	-.28901	.13289	-.55272	-.02530
	Equal variances not assumed			-2.126	60.131	.038	-.28901	.13595	-.56094	-.01708
I value prosperity and security	Equal variances assumed	.000	1.000	.000	97	1.000	.00000	.10361	-.20564	.20564
	Equal variances not assumed			.000	63.667	1.000	.00000	.10388	-.20755	.20755
I value the power of money and wealth	Equal variances assumed	1.794	.184	1.051	93	.296	.17155	.16317	-.15246	.49557
	Equal variances not assumed			.954	50.219	.345	.17155	.17984	-.18963	.53273
I value freedom and self-assurance	Equal variances assumed	2.241	.138	1.231	98	.221	.16463	.13375	-.10079	.43005
	Equal variances not assumed			1.275	70.009	.207	.16463	.12912	-.09290	.42216
I value self-contentment	Equal variances assumed	5.435	.022	-2.038	93	.044	-.23942	.11747	-.47269	-.00614
	Equal variances not assumed			-1.851	47.157	.070	-.23942	.12936	-.49964	.02081
I value fairness and equality in society	Equal variances assumed	13.965	.000	1.655	98	.101	.17549	.10603	-.03492	.38590
	Equal variances not assumed			1.766	75.700	.081	.17549	.09938	-.02247	.37344
I value a career and a satisfactory and successful life (DA17)	Equal variances assumed	.018	.893	3.909	98	.000	.46495	.11895	.22889	.70101
	Equal variances not assumed			3.704	55.641	.000	.46495	.12553	.21344	.71645
I value warmth, love, and closeness within the family	Equal variances assumed	.504	.479	.621	98	.536	.06875	.11066	-.15086	.28836
	Equal variances not assumed			.600	58.370	.551	.06875	.11455	-.16052	.29801
I value all kinds of pleasure	Equal variances assumed	13.861	.000	.317	96	.752	.06439	.20300	-.33856	.46735
	Equal variances not assumed			.282	46.637	.779	.06439	.22811	-.39460	.52339
I value a world filled with joy and peace and without war	Equal variances assumed	.007	.932	-.043	98	.966	-.00407	.09537	-.19334	.18520
	Equal variances not assumed			-.042	63.066	.966	-.00407	.09579	-.19548	.18734

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.2.3 Analysis of Thai cultural values important to Thai people

Table 7-8:   Descriptive analysis for 'Thai cultural values' (items DC1 to DC23)

	N	Minimum	Maximum	Mean	Std. Deviation
I value self-control (DC1)	100	3.00	5.00	4.2700	.64909
I value self-reliance and self-support (DC2)	100	3.00	5.00	4.3500	.64157
I value improving situations and opportunities (DC3)	100	3.00	5.00	4.3000	.54123
I value self-contentment (DC4)	95	3.00	5.00	4.2211	.68694
I value helping and caring for others (DC5)	100	3.00	5.00	4.2500	.59246
I value being skillful and having knowledge (DC6)	100	3.00	5.00	4.3500	.50000
I value being thoughtful and deliberate (DC7)	100	2.00	5.00	4.1300	.61390
I value being caring and considerate, dislike abusing others (DC8)	100	3.00	5.00	4.2100	.49838
I value treating others with warmth, love, and kindness (DC9)	100	3.00	5.00	4.4400	.60836
I value forgiving and forgetting (DC10)	100	2.00	5.00	4.1200	.76910
I value honesty and faithfulness (DC11)	100	3.00	5.00	4.2600	.50493
I value ambition and hard work to achieve success (DC12)	100	3.00	5.00	4.3400	.57243
I value manners and being gentle (DC13)	100	3.00	5.00	4.0500	.59246
I value obedience and respect for the elderly and professional people (DC14)	100	3.00	5.00	4.3200	.51010
I value being educated and having wisdom (DC15)	100	3.00	5.00	4.2000	.66667
I value your opinions and beliefs (DC16)	98	3.00	5.00	4.0000	.57437
I value being true-hearted (DC17)	100	2.00	5.00	3.8500	.80873
I value commitment and punctuality (DC18)	100	3.00	5.00	4.2100	.53739
I value being fun-loving, humorous, and animated (DC19)	100	3.00	5.00	4.0200	.75183
I value imagination (DC20)	93	3.00	5.00	3.9247	.62964
I value tidiness and being hygienic (DC21)	94	3.00	5.00	4.2128	.48354
I value being generous, kind and helpful (DC22)	99	3.00	5.00	3.9697	.63010
I value different opinions and performance of others (DC23)	100	2.00	5.00	3.8000	.77850
Valid N (listwise)	84				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The descriptive analysis in Table 7-8 suggests that valid responses were obtained from 84 participants. Each Thai cultural value item is statistically treated separately and provides a *mean* for comparison. Table 7-8 highlights that the predominant Thai cultural value is *I value treating others with warmth, love and kindness* (item DC9) (mean 4.44, standard deviation 0.608). The least dominant Thai social value is *I value different opinions and performance of others* (item DC23) (mean 3.80, standard deviation 0.778). The standard deviation gives an indication of the dispersion of distributions. Table 7-8 indicates Thai cultural values that are most and least dominant via comparing means for items DC1 to DC23.

Table 7-9 provides the frequency for participants to the survey questionnaire for the cultural value item DC9. There were 50% participants to this item nominating 'strongly agree' with 44% participants answering agree.

Table 7-9: **Frequencies for Thai cultural value – 'I value treating others with warmth, love, and kindness' (item DC9)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	6.0	6.0	6.0
	Agree	44	44.0	44.0	50.0
	Strongly agree	50	50.0	50.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-10 provides the frequency for participants to the survey questionnaire for the cultural value item DC23. There were 13% participants to this item nominating strongly agree with 63% participants answered agree.

Table 7-10:   Frequencies for Thai cultural value – 'I value different opinions and performance of others' (item DC23)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	9.0	9.0	9.0
	Neutral	15	15.0	15.0	24.0
	Agree	63	63.0	63.0	87.0
	Strongly agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

A factor analysis was carried out on the twenty-three (23) Thai cultural items. The methodology used on the twenty-three (23) Thai cultural items is the rotated component matrix. This method is used to sort out higher loadings on a smaller number of items on each factor compared to the general un-rotated solution. This section does not run factor analysis on excluded items.

Table 7-11 highlights the initial eigenvalues that shows the variance explained by each of the twenty-three (23) factors extracted by principal axis factoring. The principal components analysis show the presence of sixteen (16) components with eigenvalues exceeding 1, explaining 21.0%, 12.1%, 12.4%, 8.9%, 6.8%, 6.3%, 5.4%, 5.6%, 3.7%, 3.0%, 2.5%, 2.2%, 1.8%, 1.5%, 1.2% and 1.0% of the variance respectively. The second section details the extraction sums of squared loadings; sixteen (16) factors explain 79.0% of the original variance. Table 7-12 suggests that it was appropriate to retain eight factors. The line begins to flatten out at about the eighth factor – this is the beginning of the *scree* (see Figure 7-2).

In the interpretation of the components a factor loading of 0.60 and above was considered. Pallant (2007) suggest 0.60 as the minimum value for a good factor analysis. Only the loadings in four (4) components were analysed (Table 7-11) in labeling the underlying dimensions. Component one (1) with the factors 0.640, 0.674, 0.788, 0.653 and 0.856 could be labeled as Factor-1: *Respect for Others*. Component two (2) with the factors 0.795,

0.719, 0.732 and 0.627 could be labeled as Factor-2: *Self Respect / Imagination*. Component three (3) with the factors 0.891 and 0.721 could be labeled as

Factor-3: *Integrity / Reputation*. Component four (4) with the factors 0.767, 0.735 and 0.697 could be labeled as Factor-4: *Professionalism*.

Appendix 13 to 17 identify which of the twenty-three (23) (items DC1 to DC23) Thai cultural value items participants considered as the top five (5) social values. Appendix 13 suggest that item DC2-*I value self-reliance and self-support* (16.8%) as most important. Appendix 14 suggests that item DC3-*I value improving situations and opportunities* (13.9%) as second most important. Appendix 15 suggests that item DC5-*I value helping and caring for others* (11.9%) as third most important. Appendix 16 suggests that item DC11-*I value honesty and faithfulness* (13.9%) as fourth most important. Appendix 17 suggests that item DC9-*I value treating others with warmth, love and kindness* (16.8%) as fifth most important.

Table 7-11:   Factor analysis for 'Thai cultural values' (items DC1 to DC23)

	Component							
	1	2	3	4	5	6	7	8
I value self-control (DC1)	.312	.795	-.232	.021	-.010	.074	-.158	.144
I value self-reliance and self-support (DC2)	.640	.336	.354	.153	.225	-.297	-.121	.100
I value improving situations and opportunities (DC3)	.180	.101	.515	.029	.522	-.205	.003	.290
I value self-contentment (DC4)	.169	.719	-.040	.102	-.073	.027	.272	-.248
I value helping and caring for others (DC5)	.674	.042	.202	.367	.194	.089	-.025	.086
I value being skillful and having knowledge (DC6)	.057	-.029	.414	.767	-.012	-.032	-.043	.013
I value being thoughtful and deliberate (DC7)	-.116	.373	.051	-.069	-.689	.157	.062	-.149
I value being caring and considerate, dislike abusing others (DC8)	.138	.239	.143	.735	-.009	.054	-.084	-.261
I value treating others with warmth, love, and kindness (DC9)	.788	.131	.180	-.029	.053	.062	.225	.250
I value forgiving and forgetting (DC10)	.653	.419	-.124	-.243	-.214	.183	-.178	-.239
I value honesty and faithfulness (DC11)	.182	.038	.891	.181	.026	-.009	-.036	-.045
I value ambition and hard work to achieve success (DC12)	.106	.011	-.519	.697	-.175	-.144	.110	-.209
I value manners and being gentle (DC13)	.406	-.056	.721	-.086	.025	.021	.232	.016
I value obedience and respect for the elderly and professional people (DC14)	-.024	.144	.154	-.195	.828	.024	.021	-.318
I value being educated and having wisdom (DC15)	-.002	.164	.021	-.018	-.058	.092	.935	-.006
I value your opinions and beliefs (DC16)	.024	-.011	-.161	.524	.454	.439	-.145	.203
I value being true-hearted (DC17)	.856	-.030	.121	.102	-.021	.170	-.114	-.089
I value commitment and punctuality (DC18)	.102	.128	.064	-.178	-.032	.013	.037	.915
I value being fun-loving, humorous, and animated (DC19)	-.048	.732	.161	-.069	-.070	.135	.340	.296
I value imagination (DC20)	-.020	.627	.483	.176	.067	.042	.034	.210
I value tidiness and being hygienic (DC21)	.029	.461	.201	-.541	.097	-.361	-.164	-.091
I value being generous, kind and helpful (DC22)	.158	.226	.108	.017	-.096	.823	.209	.069
I value different opinions and performance of others (DC23)	.253	-.041	-.159	.060	-.099	.630	-.523	-.235

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
   a. Rotation converged in 12 iterations.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-12:   Total Varimax for 'Thai cultural values' (items DC1 to DC23)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.846	21.070	21.070	4.846	21.070	21.070	3.150	13.696	13.696
2	2.975	12.934	34.004	2.975	12.934	34.004	2.928	12.730	26.426
3	2.855	12.412	46.416	2.855	12.412	46.416	2.718	11.818	38.244
4	2.051	8.916	55.332	2.051	8.916	55.332	2.577	11.203	49.447
5	1.576	6.853	62.184	1.576	6.853	62.184	1.855	8.066	57.513
6	1.465	6.367	68.552	1.465	6.367	68.552	1.687	7.334	64.847
7	1.252	5.442	73.994	1.252	5.442	73.994	1.647	7.162	72.009
8	1.169	5.084	79.079	1.169	5.084	79.079	1.626	7.070	79.079
9	.874	3.798	82.877						
10	.706	3.069	85.946						
11	.576	2.503	88.449						
12	.510	2.217	90.666						
13	.429	1.863	92.529						
14	.365	1.587	94.116						
15	.276	1.200	95.317						
16	.249	1.083	96.400						
17	.220	.956	97.356						
18	.170	.740	98.096						
19	.157	.681	98.777						
20	.104	.451	99.228						
21	.073	.316	99.543						
22	.064	.280	99.823						
23	.041	.177	100.000						

Extraction Method: Principal Component Analysis.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Figure 7-2:   Scree plot for Factor analysis – 'Thai cultural values' (items DC1-DC23)
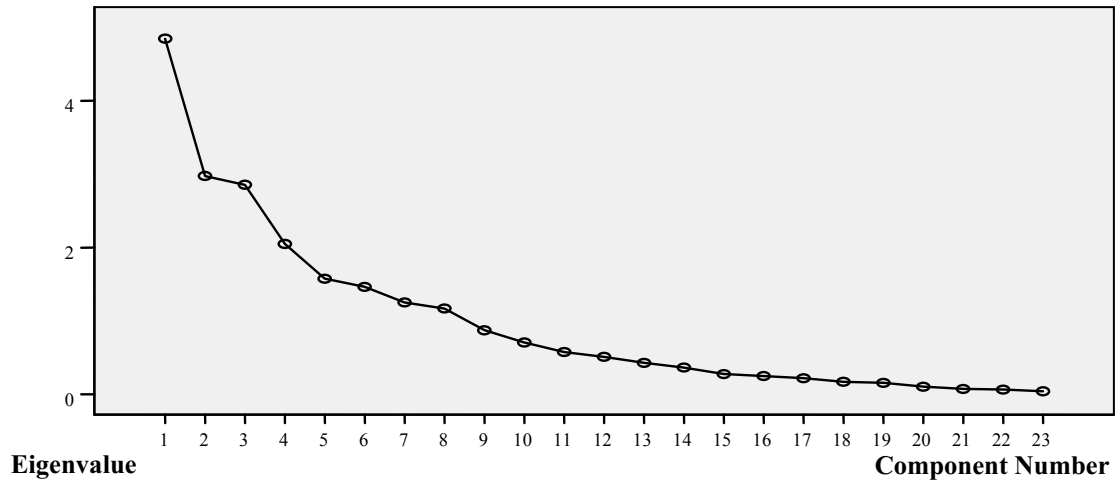
Eigenvalue   **Component Number**

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

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Table 7.13 and Table 7.14 shows significant difference (for survey questionnaire item DC4: I value self-contentment) in scores for participants where their birth place is 'Thailand' (M = 4.046, SD = 0.676) and for participants where their place is 'Overseas' (M = 4.580, SD = 0.564); t (93) = -3.796, p = 0.000 (two-tailed); p<.01. The magnitude of the difference in the means (means difference = -0.533, 95% CI: -0.813 to -0.254) was large (eta squared = 0.13).

The significant difference (for survey questionnaire item DC7: I value being thoughtful and deliberate) in scores for participants where their birth place is 'Thailand' (M = 4.029, SD = 0.602) and for participants where their place is 'Overseas' (M = 4.333, SD = 0.595); t (98) = -2.379, p = 0.019 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = -0.303, 95% CI: -0.556 to -0.050) was moderate (eta squared = 0.05).

The significant difference (for survey questionnaire item DC13: I value manners and being gentle) in scores for participants where their birth place is 'Thailand' (M = 3.955, SD = 0.534) and for participants where their place is 'Overseas' (M = 4.242, SD = 0.662); t (98) = -2.330, p = 0.022 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = -0.287, 95% CI: -0.531 to -0.042) was moderate (eta squared = 0.05).

The significant difference (for survey questionnaire item DC19: I value being fun-loving, humerous, and animated) in scores for participants where their birth place is 'Thailand' (M = 3.895, SD = 0.761) and for participants where their place is 'Overseas' (M = 4.272, SD = 0.674); t (98) = -2.416, p = 0.018 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = -0.377, 95% CI: -0.687 to -0.067) was moderate (eta squared = 0.05).

The significant difference (for survey questionnaire item DC23: I value different opinions and performance of others) in scores for participants where their birth place is 'Thailand' (M = 3.910, SD = 0.733) and for participants where their place is 'Overseas' (M = 3.575, SD = 0.830); t (98) = 2.054, p = 0.043 (two-tailed); p<.05. The magnitude of the difference in the means (means difference = 0.334, 95% CI: 0.011 to 0.658) was moderate (eta squared = 0.04).

Table 7-13: Group statistics for 'Thai cultural values' (items DC1 to DC23)

	Birth	N	Mean	Std. Deviation	Std. Error Mean
I value self-control	Thailand	67	4.2537	.65928	.08054
	Overseas	33	4.3030	.63663	.11082
I value self-reliance and self-support	Thailand	67	4.2985	.67454	.08241
	Overseas	33	4.4545	.56408	.09819
I value improving situations and opportunities	Thailand	67	4.2687	.56628	.06918
	Overseas	33	4.3636	.48850	.08504
I value self-contentment (DC4)	Thailand	64	4.0469	.67682	.08460
	Overseas	31	4.5806	.56416	.10133
I value helping and caring for others	Thailand	67	4.2537	.61159	.07472
	Overseas	33	4.2424	.56071	.09761
I value being skillful and having knowledge	Thailand	67	4.3134	.49875	.06093
	Overseas	33	4.4242	.50189	.08737
I value being thoughtful and deliberate (DC7)	Thailand	67	4.0299	.60227	.07358
	Overseas	33	4.3333	.59512	.10360
I value being caring and considerate	Thailand	67	4.2388	.52482	.06412
	Overseas	33	4.1515	.44167	.07689
I value treating others with warmth, love, and kindness	Thailand	67	4.4030	.60452	.07385
	Overseas	33	4.5152	.61853	.10767
I value forgiving and forgetting	Thailand	67	4.1194	.76915	.09397
	Overseas	33	4.1212	.78093	.13594
I value honesty and faithfulness	Thailand	67	4.1940	.43480	.05312
	Overseas	33	4.3939	.60927	.10606
I value ambition and hard work to achieve success	Thailand	67	4.3881	.60190	.07353
	Overseas	33	4.2424	.50189	.08737
I value manners and being gentle (DC13)	Thailand	67	3.9552	.53464	.06532
	Overseas	33	4.2424	.66287	.11539
I value obedience and respect for the elderly	Thailand	67	4.3881	.49099	.05998
	Overseas	33	4.1818	.52764	.09185
I value being educated and having wisdom	Thailand	67	4.1493	.67988	.08306
	Overseas	33	4.3030	.63663	.11082
I value your opinions and beliefs	Thailand	67	4.0746	.55904	.06830
	Overseas	31	3.8387	.58291	.10469
I value being true-hearted	Thailand	67	3.8358	.82750	.10110
	Overseas	33	3.8788	.78093	.13594
I value commitment and punctuality	Thailand	67	4.1940	.39844	.04868
	Overseas	33	4.2424	.75126	.13078
I value being fun-loving, humorous and animated (DC19)	Thailand	67	3.8955	.76146	.09303
	Overseas	33	4.2727	.67420	.11736
I value imagination	Thailand	60	3.8333	.66808	.08625
	Overseas	33	4.0909	.52223	.09091
I value tidiness and being hygienic	Thailand	63	4.1587	.48214	.06074
	Overseas	31	4.3226	.47519	.08535
I value being generous, kind and helpful	Thailand	66	3.9545	.64287	.07913
	Overseas	33	4.0000	.61237	.10660
I value performance of others	Thailand	67	3.9104	.73302	.08955
	Overseas	33	3.5758	.83030	.14454

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

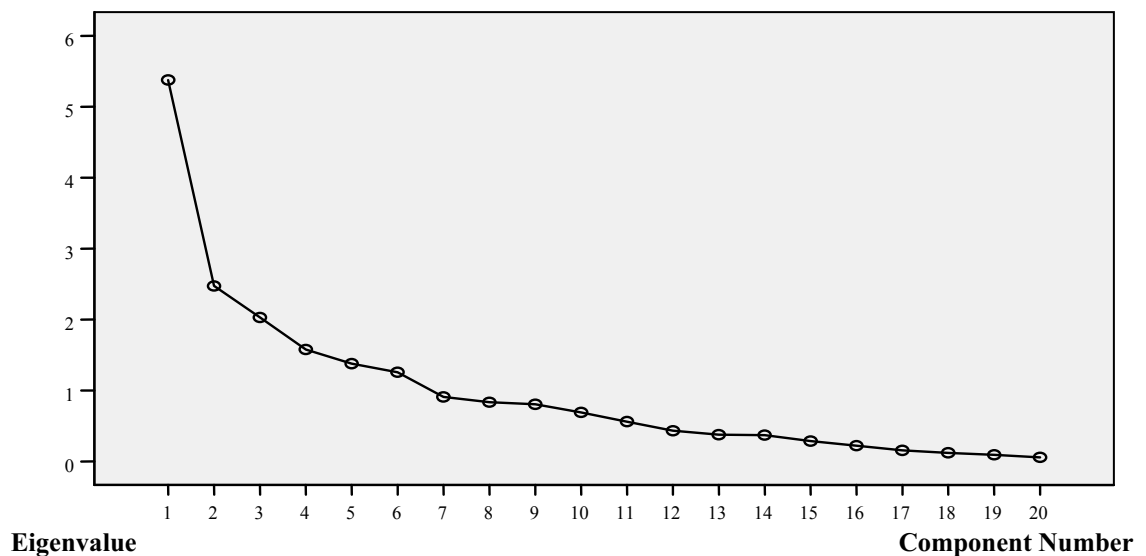**Table 7-14:** Independent sample-t-test for 'Thai cultural values' (items DC1 to DC23)

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
I value self-control	Equal variances assumed	.012	.913	-.356	98	.723	-.04930	.13865		-.32445	.22586
	Equal variances not assumed			-.360	65.828	.720	-.04930	.13700		-.32284	.22424
I value self-reliance and self-support	Equal variances assumed	.898	.346	-1.145	98	.255	-.15604	.13623		-.42638	.11430
	Equal variances not assumed			-1.217	74.929	.227	-.15604	.12819		-.41141	.09934
I value improving situations and opportunities	Equal variances assumed	.105	.746	-.824	98	.412	-.09498	.11529		-.32377	.13381
	Equal variances not assumed			-.866	72.894	.389	-.09498	.10962		-.31347	.12351
I value self-contentment (DC4)	Equal variances assumed	.174	.678	-3.796	93	.000	-.53377	.14062		-.81302	-.25452
	Equal variances not assumed			-4.044	70.169	.000	-.53377	.13200		-.79703	-.27051
I value helping and caring for others	Equal variances assumed	.602	.440	.089	98	.929	.01131	.12663		-.24000	.26261
	Equal variances not assumed			.092	69.003	.927	.01131	.12292		-.23391	.25653
I value being skillful and having knowledge	Equal variances assumed	1.029	.313	-1.043	98	.300	-.11081	.10629		-.32174	.10012
	Equal variances not assumed			-1.040	63.425	.302	-.11081	.10652		-.32364	.10202
I value being thoughtful and deliberate (DC7)	Equal variances assumed	4.779	.031	-2.379	98	.019	-.30348	.12759		-.55668	-.05028
	Equal variances not assumed			-2.388	64.473	.020	-.30348	.12707		-.55729	-.04967
I value being caring and considerate, dislike abusing others	Equal variances assumed	3.739	.056	.822	98	.413	.08729	.10616		-.12339	.29797
	Equal variances not assumed			.872	74.512	.386	.08729	.10011		-.11216	.28675
I value treating others with warmth, love, and kindness	Equal variances assumed	.013	.909	-.866	98	.389	-.11217	.12954		-.36924	.14491
	Equal variances not assumed			-.859	62.488	.394	-.11217	.13057		-.37312	.14879
I value forgiving and forgetting	Equal variances assumed	.005	.944	-.011	98	.991	-.00181	.16440		-.32805	.32443
	Equal variances not assumed			-.011	62.919	.991	-.00181	.16526		-.33206	.32844
I value honesty and faithfulness	Equal variances assumed	14.747	.000	-1.886	98	.062	-.19991	.10602		-.41031	.01049
	Equal variances not assumed			-1.685	48.585	.098	-.19991	.11862		-.43834	.03852
I value ambition and hard work to achieve success	Equal variances assumed	6.333	.013	1.199	98	.233	.14564	.12147		-.09542	.38669
	Equal variances not assumed			1.275	75.118	.206	.14564	.11419		-.08185	.37312
I value manners and being gentle (DC13)	Equal variances assumed	7.478	.007	-2.330	98	.022	-.28720	.12327		-.53183	-.04257
	Equal variances not assumed			-2.166	53.146	.035	-.28720	.13259		-.55313	-.02127
I value obedience and respect for the elderly and professional people	Equal variances assumed	2.939	.090	1.927	98	.057	.20624	.10703		-.00615	.41863
	Equal variances not assumed			1.880	59.838	.065	.20624	.10970		-.01321	.42569
I value being educated and having wisdom	Equal variances assumed	.037	.847	-1.086	98	.280	-.15378	.14165		-.43488	.12733
	Equal variances not assumed			-1.110	67.691	.271	-.15378	.13850		-.43016	.12261
I value your opinions and beliefs	Equal variances assumed	.677	.413	1.917	96	.058	.23592	.12308		-.00839	.48022
	Equal variances not assumed			1.887	56.330	.064	.23592	.12500		-.01446	.48629
I value being true-hearted	Equal variances assumed	.809	.370	-.249	98	.804	-.04297	.17281		-.38591	.29997
	Equal variances not assumed			-.254	67.214	.801	-.04297	.16941		-.38110	.29516
I value commitment and punctuality	Equal variances assumed	28.266	.000	-.422	98	.674	-.04839	.11476		-.27614	.17935
	Equal variances not assumed			-.347	41.098	.731	-.04839	.13954		-.33019	.23340
I value being fun-loving, humorous, and animated (DC19)	Equal variances assumed	.228	.634	-2.416	98	.018	-.37720	.15612		-.68703	-.06738
	Equal variances not assumed			-2.519	71.213	.014	-.37720	.14976		-.67580	-.07861
I value imagination	Equal variances assumed	5.111	.026	-1.915	91	.059	-.25758	.13452		-.52479	.00964
	Equal variances not assumed			-2.055	80.263	.043	-.25758	.12531		-.50694	-.00821
I value tidiness and being hygienic	Equal variances assumed	2.012	.159	-1.556	92	.123	-.16385	.10528		-.37295	.04525
	Equal variances not assumed			-1.564	60.571	.123	-.16385	.10476		-.37335	.04565
I value being generous, kind and helpful	Equal variances assumed	.477	.491	-.337	97	.737	-.04545	.13495		-.31329	.22238
	Equal variances not assumed			-.342	66.972	.733	-.04545	.13276		-.31045	.21954
I value different opinions and performance of others (DC23)	Equal variances assumed	4.741	.032	2.054	98	.043	.33469	.16294		.01135	.65803
	Equal variances not assumed			1.968	57.197	.054	.33469	.17003		-.00576	.67514

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.3 Acknowledgment of Thai values in foreign firms

7.3.1 Introduction

The generalist concept of Thai values reflects Asian values with key commonalities such as communitarianism. Although the Thai value system is understood as being unique, in reality Thai values differ through the different ethnic, social, and economic status groups of different regions (Mulder 1992). Bangkok presents itself as a modern Thai society and its values differ from the rural areas (Maisrikrod 1999). A limitation of this research is the consideration of diversity of Thai values in different micro-regions within Bangkok. Foreign firm performance will be dependent on how well it manages and acknowledges the diversity of Thai values. Gomez-Mejia and Palich (1997) state that firm performance begins to suffer in part by the difficulty of managing higher levels of cultural diversity.

The impact of Thai values on strategic decision making is outside the scope of this research. The importance is that foreign firms must define and integrate with Thai values and develop personal trust (Niffenegger, Kulviwat, & Engchanil 2006). A statistical analysis was instituted using SPSS of the participants of the survey questionnaire Part-C and Part-F to determine whether Thai values were acknowledged by foreign firms. The analysis is derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.3.2 Analysis on the acknowledgment of Thai values in foreign firms

This section uses SPSS descriptive and frequency statistical method to provide an insight on foreign firm responses to Thai values. From Table 7-15 the responses to the questionnaire suggest that item C3-*My company recognises the importance of religion to Thai people* (mean 4.33) is the most important, Table 7-16 highlights the frequency to this item 39% strongly agree and 55% agree; compared to item F37-*My employer knows my values* (mean 3.71), Table 7-17 shows the frequency to this item 9% strongly agree and

60% agree. It suggests that foreign firms are more interested in Thailand's national values as opposed to individual values. It is an approach to managing diversity of values amongst individuals and in geographic regions. The average mean for Table 7-15 is 4.08. The item C11-*My company aligns its operations to Thai way of life* (mean 4.07) lies closest to the average mean. The means for the items in Table 7-15 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-15 strongly represent foreign firm acknowledgement of Thai values.

Table 7-15: Descriptive analysis for 'foreign firm acknowledgement of Thai values'

	N	Minimum	Maximum	Mean	Std. Deviation
My company recognizes the importance of religion to Thai people (C3)	100	3.00	5.00	4.3300	.58698
My company aligns its operations to Thai way of life (C11)	100	3.00	5.00	4.0700	.57305
My company aligns its operations to Thai festival Calendar (C12)	100	2.00	5.00	4.2000	.56854
My company observes local customs (C23)	98	2.00	5.00	4.1224	.67755
My employer acknowledges emerging modern values (F33)	100	3.00	5.00	4.1800	.55741
My employer acknowledges Thai traditional values (F34)	100	3.00	5.00	4.2300	.60059
My employer knows my values (F37)	100	2.00	5.00	3.7100	.72884
My employer respects my values (F38)	100	1.00	5.00	3.8100	.52599
Valid N (listwise)	98				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-16:   **Frequencies for 'foreign firm acknowledgement of Thai value' (item C3)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	5.9	6.0	6.0
	Agree	55	54.5	55.0	61.0
	Strongly agree	39	38.6	39.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-17:   **Frequencies for 'foreign firm acknowledgement of Thai value' (item F37)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	6.9	7.0	7.0
	Neutral	24	23.8	24.0	31.0
	Agree	60	59.4	60.0	91.0
	Strongly agree	9	8.9	9.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.4   Differences in social and cultural values between Thailand and the West that can impact on business transactions and relationships

7.4.1 Introduction

Thailand has been transformed from an import-led to an export-led economy and is the major exporter to North America. Thailand recently has witnessed an increasing flow of foreign direct investment due to the Thai Government's implementation of trade and investment programmes. Conducting business in Thailand means recognizing the cultural and social factors at play. There is high emphasis and importance on personal and

professional values. According to the Hofstede's cultural dimensions, Thailand is classified as a collectivist culture (refer to Chapter 3); this clearly differentiates Eastern culture and Western culture and therefore provides a guideline for understanding value patterns at a business level. Differences in social and cultural values between Thailand and the West have implications on business success (Lasserre & Probert 1998). As suggested by Niffenegger, Kulviwat, and Engchanil (2006) differences in social and cultural values can create barriers in business transactions and obstruct negotiation due to misunderstanding and misinterpretation. The roles of Thai values and their impact on business transactions and relationships are significant.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-C and Part-F was used to establish and describe the differences in social and cultural values between Thailand and the West that can impact on business transaction and relationship. The analysis was derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.4.2 Analysis on the differences in social and cultural values between Thailand and the West that can impact on business transactions and relationships

The major differences in social and cultural values between Thailand and the West which can impact on business transactions and relationships are referred to in Table 2.2.

Section 7.2 demonstrates that the five most important Thai social values are (1) *I value kindness, hospitality, and helping others* (item DA1) and *I value a job and good health* (item DA4) as most important, (2) *I value an ambitious and exciting life* (item DA3) as second most important, (3) *I value a good job and good health* (item DA4) as third most important, (4) *I value a job and good health* (item DA4) as fourth most important, and (5) *I value fairness and equality in society* (item DA16) as fifth most important.

Section 7.2 demonstrates that the five most important Thai cultural values are (1) *I value self-reliance and self-supportt* (item DC2) as most important, (2) *I value improving situations and opportunities* (item DC3) as second most important, (3) *I value helping and caring for others* (item DC5) as third most important, (4) *I value honesty and faithfulness* (item DC11) as fourth most important, and (5) *I value treating others with warmth, love and kindness* (item DC9) as fifth most important.

This section used SPSS descriptive and frequency statistical method to provide an insight on foreign firm strategic values in counteracting the differences in social and cultural values between Thailand and the West which can impact on business transactions and relationships. From Table 7-18 the response to the questionnaire suggest that item C4-*My company places high emphasis on corporate social responsibility and Thailand's economic development* (mean 4.27) is the most important, Table 7-19 highlights the frequency to this item 43% strongly agree and 41% agree; compared to item C25-*My company has Thai government support* (mean 3.67), Table 7-20 shows the frequency to this item 13% strongly agree and 51% agree. It suggests that foreign firms are obligated in meeting the social and economic development. It also highlights foreign firm's willingness to internalize and adapt to host country social practices and eliminate business barriers. It is an approach to managing differences in social and cultural values between the West and East (Barkema & Pennings 1996). The average mean for Table 7-18 is 4.05. The item F28-*My company operates like other Thai small-medium enterprise* (mean 4.05) matches with the average mean. The distribution of the means for the items in Table 7-18 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-18 strongly represent foreign firm's strategic approach in adapting to and adopting Thai values for improved business transactions and relationships.

Table 7-18: Descriptive analysis for 'foreign firm social and cultural values that can impact business transactions and relationships'

	N	Minimum	Maximum	Mean	Std. Deviation
My company focuses on social development and business development (C2)	100	4.00	5.00	4.1900	.39428
My company places high emphasis on corporate social responsibility and Thailand's economic development (C4)	100	3.00	5.00	4.2700	.72272
My company aligns its operations to Thai way of life (C11)	100	3.00	5.00	4.0700	.57305
My company aligns its operations to Thai festival calendar (C12)	100	2.00	5.00	4.2000	.56854
My company understands the way of doing business in Thailand (C15)	100	3.00	5.00	4.2200	.57875
My company has social-political contacts as well as business contacts in Thailand (C16)	98	3.00	5.00	4.1020	.77977
My company has good personal network relationship in Thailand (C17)	97	3.00	5.00	4.1031	.68442
My company understands Thai government policy on business operations in general (C19)	100	3.00	5.00	4.0700	.53664
My company observes local customs (C23)	98	2.00	5.00	4.1224	.67755
My company has Thai government support (C25)	94	2.00	5.00	3.6702	.89669
My company makes use of Thailand government assistance in doing business (C26)	90	2.00	5.00	3.8778	.68413
My company gets help from other organisations in doing business (C27)	94	2.00	5.00	3.7234	.67846
My company incorporates social responsibility into its business activities (F2)	100	3.00	5.00	3.9200	.58049
My company respects employees' cultural and social values (F5)	100	3.00	5.00	4.2600	.61332
My company considers Thailand's way of life and work (F21)	97	3.00	5.00	4.1753	.64566
My employer allows me to take time off to join in Thai festivals (F23)	100	2.00	5.00	4.0200	.68135
My company operates like other Thai small-medium enterprise (F28)	91	3.00	5.00	4.0549	.56495
My employer is considerate of the values of its employees from the rural areas (F32)	100	3.00	5.00	3.9500	.38599
Valid N (listwise)	85				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-19: Frequencies for 'foreign firm strategic value for business transactions and relationships' (item C4)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	15.8	16.0	16.0
	Agree	41	40.6	41.0	57.0
	Strongly agree	43	42.6	43.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-20: Frequencies for 'foreign firm strategic value for business transactions and relationships' (item C25)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	13.9	14.9	14.9
	Neutral	16	15.8	17.0	31.9
	Agree	51	50.5	54.3	86.2
	Strongly agree	13	12.9	13.8	100.0
	Total	94	93.1	100.0	
Missing	Don't know	6	5.9		
	System	1	1.0		
	Total	7	6.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.5 Thai values regarded as impacting foreign firms business transactions and relationships

7.5.1 Introduction

There is a greater challenge for foreign firms to compete successfully in countries like Thailand due to the unfamiliar business milieu. Foreign firms are more likely to enter the Thai market as a joint venture to reduce the cultural and social distance (Lasserre 1995, Ross 1999). To mange cross-national or cross-cultural partnership effectively, both nominal and systematic differences in these partnerships must be understood, managed and respected. There are rules in Thai business society that must be adhered to (Graen & Hui 1996). Western methods of negotiation and business behavior are considered ineffective as Thais require a paternalistic approach and where business relationships are based on trust. Western values or *alien values* are considered a threat. Thais are sophisticated consumers and business people. A critical skill for foreigners is the understanding of demographics and the values in different regions. Foreign firms must understand transactions cross borders as well as cross cultures. It is considered important to develop personal relationships to gain access to Thai business society. This includes accessing the Thai government; hence, the concept of *mithshay* (all goodness accepted and never lost – not to worry) or *pheanthidy* (doing goodness) and *in-group and out-group* is so important in Thai business. The significance of this is that host country negotiations practices need to be understood by foreign businesses. For foreigners to be considered in business negotiations they must understand the Thai way of doing business at all levels. This section identifies Thai values foreign firms operating in Thailand regard as impacting (influencing) business transactions and relationships.

The Thai values discussed in Section 7.2 can impact on business transactions and relationships. The analysis has been derived from the value ranking system: most important, second most important, third most important, fourth most important and fifth most important, of 100 employees employed in foreign firms located in Bangkok.

7.5.2 Analysis of Thai values regarded as impacting foreign firms business transactions and relationships

A foreign firm that is superior in technical ability but lacks an understanding of the Thai social and cultural environment may experience business uncertainty and become unsustainable. Cultural differences are the biggest barrier in doing business. Foreign businesses with superior *corporate image* and which understand the social and cultural dynamics of Thai people are more likely to achieve competitive advantage. Thai culture demands trust in business relationships, through tradition and social business networks. Thais also tend to attach themselves to the corporate image than to the physical attributes of products. The significance of this is the *degree of attachment* and *social status* Thais experience being associated with a particular brand or organisation. The ideas of 'hierarchy', 'interrelatedness', and 'beyond business' are important to Thai people (refer to Section 3.3.3). This leads to the idea that how one presents oneself reflects one's social life. Mulder (1992) states that presentation is deeply important, both socially and psychologically. Thai society tends to accept people at their face value, to recognise the wishes of role players who take their manners and presentation seriously (Mulder 1992).

The word *kaniyom* in Thai represents the word *value* in English (Wichiencharoen 1976). Foreign firms operating in Thailand must understand Thai values. The key questions that need to be asked by foreign firms are *how to understand Thailand and Thai people* and *how to do business with Thai people*. The answers to these questions should be linked to Thai values as they influence business transactions and relationships. When discussing Thai values or professional values, these values relate to one's professional conduct.

In clarifying the differences in values between Thailand and the West, reference can be made to Hofstede's and Bond's (1988) cultural dimensions (refer to Chapter 3) and Komin's (1990) instrumental and terminal values (refer to Chapter 3).

The theory presented by Hofstede and Bond (1988) suggests that the Thai value system appreciates duty to the group, harmony among members and attention to relationships than

to contracts. These values are based on the premises that Thailand is long term-orientated (relational-orientated), low in individualism (strong collectivism), medium femininity, and high for uncertainty avoidance. Thais place high importance on values of security, sense of belonging, being well respected and warm relationship with others. Thailand is a collectivistic culture with emphasis on cooperation, interdependence and group goals, in essence adopting cooperative strategies.

Komin (1990) and Wichiencharoen (1976) identified many Thais values. These values are terminal and instrumental values that are very specific to Thailand (refer to Section 3.3). Values identified by Komin (1990) and Wichiencharoen (1976) include *bunkhun* (indebted goodness) and *kreng jai* (restraining one's desire's or interest which could cause conflict or displeasure to others). Komin (1990) presents Thai values that do not appear in Hofstede's and Bond's (1988) value system. These include terminal values: brotherhood spirit, social relations, status and wealth and instrumental values: Grateful, caring-considerate, responsive to situations, calm-cautious, contented and interdependence-mutually helpful.

In a business or social environment the idea of *losing face* is not attractive to Thai people. Kulick and Wilson (1992) states that *face saving* is a part of a more positive and much richer system of relationships. Thais avoid losing face and damaging the concept *mithshay* or *pheanthidy*. Conflicts are resolved through negotiation and compromise and Thais will try to use indirect ways to avoid direct and open conflict. Foreign firms must understand this. From an employer's perspective they have the duty to take care of employees, avoid lay-offs and protect investors from 'taking a hair cut' (loss), thus suffering a loss of face.

The Thai values have been presented in section 3.3. These values influence business transactions and business relationships. Thailand continues to become modernized, but the modernization of Thailand or any Southeast Asian or Asian country does not necessary mean that the country is westernized with *alien* socio-cultural values. Thailand understands *modernity* whilst respecting and upholding traditional Thai values. Foreign firms must understand that alien values are seen as a threat to the Thai monarchy and, hence, to Buddhism. To interate, business transactions and business relationship can improve by

aligning one's business activities and behavior with Thai values or value system (Komin 1990, Lasserre 1995, Leppert 1992).

7.6 Common and prevalent strategic intent of foreign firm's operating in Thailand

7.6.1 Introduction

Foreign firms are more likely to fail in Thailand due to the cultural distance and unfamiliar business milieu. Businesses succeed but take time due to the process of adaptation and acknowledgement of the business demographics (Lasserre & Probert 1998). From a strategy perspective, foreign businesses become troubled in Thailand as a result of strategy not aligning with the environment's expectations. There must be a fit between foreign firm strategy and the environment; that is, there must be a clear understanding of strategy, goals and purpose (Fawcett, Smith & Cooper 1997, Schneider 1989). Lasserre (1995) asserted that long term competitiveness for foreign firms requires a strategy aligned with Thailand's characteristics.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-E was instituted to identify the most common and prevalent strategic intent of foreign firms operating in Thailand. The analysis was derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.6.2 Analysis of common and prevalent strategic intent of foreign firm's operating in Thailand

This section used SPSS descriptive, frequency and Cramers V statistical method to provide an insight on foreign firm strategic intent. Table 7-21 demonstrates that the most dominant and prevalent strategic intent for foreign firms operating in Thailand is to 'increase revenue' (80% frequency) followed by 'reduce manufacturing cost' (19%) and 'participate in Thailand's environmental development projects' (1%).

Table 7-21:   **Prevalent strategic intent for 'foreign firms operating in Thailand'**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increase revenue	80	80.0	80.0	80.0
	Reduce manufacturing cost	19	19.0	19.0	99.0
	Environmental development	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-22 highlights the frequency to this item with 34.7% strongly agree and 61.4% agree; compared to *Employee loyalty help achieve the company strategic intent* (mean 3.97). Table 7-23 shows the frequency to this item of 15.8% strongly agree and 64.5% agree. It suggests that foreign firms choose high customer service in achieving the strategic intent of increasing revenue.

Table 7-22:   **Frequencies for 'foreign firm strategic intent' (item E14)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	3.0	3.0	3.0
	Agree	62	61.4	62.0	65.0
	Strongly agree	35	34.7	35.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-23:   Frequencies for 'foreign firm strategic intent' (item E26)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	19	18.8	19.0	19.0
	Agree	65	64.4	65.0	84.0
	Strongly agree	16	15.8	16.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

The most used conservative measure of association (strength of relationships) for categorical variables, particularly at the nominal level, is *Cramer's V*. It can only take values between zero (0) and one (1) – zero indicating no relationship and one indicating perfect relationship. The value of Cramer's V in Table 7-24 indicates that the relationship is weak (value = 0.090) for customer service in helping achieving strategic the intent, it is not significant (approx sig = 0.807; p>.05).

The *Pearson's R* correlation in Table 7-24 is weak. The correlation coefficient takes values between (-)1 and (+)1. Values close to zero represent weak relationships, while values close to plus or minus one represent strong relationship. The Pearson's correlation coefficient (value = -0.032, approx sig = 0.754; p>.05) suggest the relationship is not significant for customer service in helping achieving the strategic intent, further supported by a high *Spearman Correlation coefficient* (value = -0.033, approx sig = 0.748; p>.05).

Table 7-24: Cramers V test for 'customer service' and 'strategic intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.090			.807
Interval by Interval	Pearson's R	-.032	.087	-.314	.754 [c]
Ordinal by Ordinal	Spearman Correlation	-.033	.093	-.322	.748 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

In achieving foreign firm strategic intent there are alternative strategies. Theses strategies include high customer service, employee loyalty, fast precise time to market, high quality products, goods/service leadership, and brand loyalty.

From Table 7-25 the responses to the questionnaire suggest that item E4-*High customer service helps achieve the company strategic intent* (mean 4.32) is the most important. The average mean for Table 7-25 is 4.14. The item E83-*Cost saving helps achieve the company strategic intent* (mean 4.11) is the closest match with the average mean. The means for the items in Table 7-25 are relatively evenly distributed (no visible outliers) which suggests that the items represented in Table 7-25 strongly represent foreign firm's strategic approach in achieving the overall strategic intent.

Table 7-25:   Descriptive analysis for 'foreign firm in achieving strategic intent'

	N	Minimum	Maximum	Mean	Std. Deviation
High customer service help achieve the strategic intent (E14)	100	3.00	5.00	4.3200	.52953
Employee loyalty help achieve the company strategic (E26)	100	3.00	5.00	3.9700	.59382
Fast precise time to market help achieve the company strategic intent (E40)	100	3.00	5.00	4.0600	.46753
High product quality help achieve the company strategic intent (E55)	100	3.00	5.00	4.2200	.56102
Goods/services leadership help achieve the company strategic intent (E69)	100	3.00	5.00	4.0700	.45516
Brand loyalty help achieve the company strategic intent (E84)	100	3.00	5.00	4.1900	.44256
Increasing revenue help achieve the company strategic intent (E82)	100	3.00	5.00	4.0600	.39747
Cost savings help achieve the company strategic intent (E83)	100	3.00	5.00	4.1100	.34510
Increase market share help achieve the company strategic intent (C29)	100	3.00	5.00	4.2400	.45216
Ensuring sustainable Competitive advantage help achieve the company strategic intent (C30)	100	3.00	5.00	4.2300	.52905
Valid N (listwise)	100				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.7   Strategic values of foreign firms operating in Thailand

7.7.1 Introduction

Thailand represents a unique culture and commercial opportunities for foreign firms to operate in. Researchers have contrasted Thailand to most Asian countries in terms of its social and cultural fabric due to its traditional roots and Buddhism – it is collectivist and has uncertainty avoidance, power distance and long-term orientation. Mulder (1997) has outlined the importance of Buddhism for Thai people and its influences on the Thai character. Buddhism plays a crucial role in Thai decision making including for King Bhumibol Adulyadej (Rama IX). Many researchers including Komin (1990) and most notably Hofstede and Bond (1988) have recognised that Thais have very subtle social and cultural characteristics that stand out from the rest of its neighbours. They and many others (Kogut & Singh 1988, Lasserre & Schutte 1999, Luo 1999) understood that strategies need to be designed, aligned and applied specifically to the host nation. This section identifies the strategic values of foreign firms operating in Thailand.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-C and Part-F helped to identify the strategic values of foreign firms operating in Thailand. The analysis is derived from value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.7.2 Analysis of strategic values (religion) of foreign firms operating in Thailand

Therevada Buddhism is the religion in Thailand, also known as *teaching of the elders* or the *way of elders*. The significance of religion is the interconnection between national identity and culture and the nations development. The Thai royal family is greatly respected by the Thai people due to their Buddhist ways by providing stability and unity in a changing political world. Thais have a strong desire for harmony with a focus on developing

kindness and compassion which derive from Buddhist teachings. This section used SPSS descriptive, frequency and Cramers V statistical method to provide an insight on the strategic values of foreign firms.

From Table 7-26 the responses to the questionnaire suggest that item C3-*My company recognises the importance of religion to Thai people* (mean 4.33) is the most important. Table 7-27 highlights the frequency to this item 38.6% strongly agree and 54.5% agree; compared to item F11-*Religion plays a role or is considered in the goals of my company* (mean 3.47), Table 7-28 shows the frequency to this item 7% strongly agree and 43% agree. It suggests that foreign firms recognise the importance of religion to Thai people. The average mean for Table 7-26 is 3.88. The item F17-*Religion plays a role or is considered in the mission of my company* (mean 3.78) is the closest match with the average mean. The distribution of the means for the items in Table 7-26 is relatively even (no visible outliers), which suggests that the items represented in Table 7-26 strongly represent foreign firm's strategic approach in achieving the overall strategic intent.

Table 7-26: Descriptive analysis for 'foreign firm strategic values (religion)'

	N	Minimum	Maximum	Mean	Std. Deviation
My company recognizes the importance of religion to Thai people (C3)	100	3.00	5.00	4.3300	.58698
Religion plays a role or is considered in the goals of my company (F11)	94	2.00	5.00	3.4787	.81292
Religion plays a role or is considered in the vision of my company (F14)	93	2.00	5.00	3.7419	.72086
Religion plays a role or is considered in the mission of my company (F17)	93	2.00	5.00	3.7849	.76399
Religion plays a role or is considered in the strategic intent of my company (F20)	88	3.00	5.00	3.9545	.60475
My employer respects the Thai monarchy (F27)	100	3.00	5.00	4.1600	.54532
Religion plays a major role in the behavior of employees and employers in my company (F29)	91	3.00	5.00	3.9121	.64375
Religion is considered in the strategy of my company (F30)	89	2.00	5.00	3.7191	.67401
Valid N (listwise)	86				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-27: Frequencies for 'foreign firm strategic value – religion' (item C3)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	5.9	6.0	6.0
	Agree	55	54.5	55.0	61.0
	Strongly agree	39	38.6	39.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-28: Frequencies for 'foreign firm strategic value – religion' (item F11)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	11.9	12.8	12.8
	Neutral	32	31.7	34.0	46.8
	Agree	43	42.6	45.7	92.6
	Strongly agree	7	6.9	7.4	100.0
	Total	94	93.1	100.0	
Missing	Don't know	6	5.9		
	System	1	1.0		
	Total	7	6.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramer's V is used to measure association for religion and foreign firm strategic value. The value of Cramer's V in Table 7-29 indicates that the relationship is weak (value = 0.134). It is also insignificant (approx sig = 0.529; p>.05)

The Pearson's correlation coefficient (value = 0.081, approx sig = 0.453; p>.05) suggests a weak relationship for religion and foreign firm strategic value, further supported by *Spearman Correlation coefficient* (value = 0.082, approx sig = 0.446; p>.05) (see Table 7-29).

Table 7-29: Cramers V test for 'religion' and 'strategic intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.134			.529
Interval by Interval	Pearson's R	.081	.108	.754	.453 [c]
Ordinal by Ordinal	Spearman Correlation	.082	.116	.765	.446 [c]
N of Valid Cases		88			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.7.3 Analysis of strategic values (socio-cultural) of foreign firms operating in Thailand

From Table 7-32 the response to the questionnaire suggest that item F7-*My employer observes the festival calendar of Thailand* (mean 4.32) is the most important, Table 7-30 highlights the frequency to this item 39.6% strongly agree and 51.5% agree; compared to item F37-*My employer knows my values* (mean 3.71), Table 7-31 shows the frequency to this item 8.9% strongly agree and 59.4% agree. It suggests that foreign firm's recognises the importance of social and cultural values of Thai people as opposed to individual values. The average mean for Table 7-32 is 4.05. The item F25-*My employer participates in Thai recreational activities* (mean 4.05) is the closest match with the average mean. The means for the items in Table 7-32 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-32 strongly represent foreign firm's strategic approach in achieving the overall strategic intent.

Table 7-30: **Frequencies for 'foreign firm strategic value (socio-cultural)' (item F7)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	8	7.9	8.0	8.0
	Agree	52	51.5	52.0	60.0
	Strongly agree	40	39.6	40.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-31: **Frequencies for foreign firm strategic value (socio-cultural)' (item F37)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	6.9	7.0	7.0
	Neutral	24	23.8	24.0	31.0
	Agree	60	59.4	60.0	91.0
	Strongly agree	9	8.9	9.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-32: **Descriptive analysis for 'foreign firm strategic values (socio-cultural values)'**

	N	Minimum	Maximum	Mean	Std. Deviation
My company places high emphasis on corporate social responsibility and Thailand's economic development (C4)	100	3.00	5.00	4.2700	.72272
My company aligns its operations to Thai way of life (C11)	100	3.00	5.00	4.0700	.57305
My company aligns its operations to Thai festival calendar (C12)	100	2.00	5.00	4.2000	.56854
My company observes local customs (C23)	98	2.00	5.00	4.1224	.67755
My company respects employees' cultural and social values (F5)	100	3.00	5.00	4.2600	.61332
My employer observes the festival calendar of Thailand (F7)	100	3.00	5.00	4.3200	.61759
My employer considers social responsibility very important (F8)	100	3.00	5.00	4.0300	.57656
My company considers Thailand's way of life and work (F21)	97	3.00	5.00	4.1753	.64566
My employer is paternalistic towards employees (F24)	91	2.00	5.00	3.7692	.73147
My employer participates in Thai recreational activities (F25)	97	3.00	5.00	4.0515	.60158
My employer supports my religious activities (F26)	94	3.00	5.00	4.0745	.53359
My employer is considerate of the values of its employees from the rural areas (F32)	100	3.00	5.00	3.9500	.38599
My employer acknowledges emerging modern values (F33)	100	3.00	5.00	4.1800	.55741
My employer acknowledges Thai traditional values (F34)	100	3.00	5.00	4.2300	.60059
Social development is a strategy of my company (F35)	100	2.00	5.00	3.9800	.69602
My employer treats me well (F36)	99	2.00	5.00	3.8889	.60422
My employer knows my values (F37)	100	2.00	5.00	3.7100	.72884
My employer respects my values (F38)	100	1.00	5.00	3.8100	.52599
The history of Thailand is important to me (F39)	97	3.00	5.00	4.0000	.54006
Valid N (listwise)	89				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

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Cramers V coefficient was used to measure the association between socio-cultural values and foreign firm strategic values. Table 7-33 suggests that there is a weak relationship (value = 0.078, approx sig = 0.876; p>.05). The *Pearson's coefficient* also highlights that the strength of the relationship for socio-cultural values and foreign firm strategic values is weak (value = 0.021, approx sig = 0.839; p>.05) further supported by *Spearman correlation coefficient* (value = 0.032, approx sig = 0.823; p>.05). These coefficients used to measure the strength of correlation indicate that foreign firms may utilise socio-cultural values to achieve company strategic intent.

Table 7-33:   **Cramers V test for 'socio-cultural values' and 'strategic intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.078			.876
Interval by Interval	Pearson's R	.021	.089	.203	.839 [c]
Ordinal by Ordinal	Spearman Correlation	.023	.095	.224	.823 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai social and cultural aspects.

7.8 Expectations of Thais regarding foreign firms operating in Thailand

7.8.1 Introduction

Individual values and cultural personalities are shaped through socialization, institutional and societal forces (Komin 1990). These values are organised into hierarchies of importance, but nonetheless the Thai values are stable to constitute national character and national characteristics (Komin 1990). Thai needs and values may include security, social status and achievement that stem from Thailand being a hierarchical and collectivist

society. Foreign firms operating in Thailand must meet Thai socio-cultural milieu. Thais expect foreign firms to conduct business in a manner that is not in conflict with Buddhism and tradition and Thai values such as communitarian and paternalism. Ross (1999) identifies the importance on the link between strategy and the dimensions of national culture. This section establishes the expectations of Thais on foreign firms operating in Thailand.

A statistical analysis of items selected from survey questionnaire Part-C, Part-E and Part-F was used to establish the expectations of Thais on foreign firms operating in Thailand. The analysis is derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.8.2 Analysis of expectations of Thais (business considerations) regarding foreign firms operating in Thailand

From Table 7-34 the responses to the questionnaire suggest that item C15-*My company understands the way of doing business in Thailand* (mean 4.22) is the most important, Table 7-35 highlights the frequency to this item 29.7% strongly agree and 61.4% agree; compared to item C27-*My company gets help from other organizations in doing business* (mean 3.72), Table 7-36 shows the frequency to this item 8.9% strongly agree and 52.5% agree. It suggests that foreign firm's recognises the importance of doing business the Thai way. The average mean for Table 7-34 is 3.99. The item item C18-*My company has steps in protecting Thailand's environment* (mean 3.96) is the closest match with the average mean. Table 7-37 highlights the frequency for this item C18. The distribution of the means for the items in Table 7-34 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-34 strongly represent foreign firm's strategic approach in meeting the expectations of Thais in doing business.

Table 7-34:   Descriptive analysis for 'Thai expectation on foreign firms (business consideration)'

	N	Minimum	Maximum	Mean	Std. Deviation
My company contributes to the economic wealth of Thailand (C5)	100	2.00	5.00	4.1100	.73711
My company understands the way of doing business in Thailand (C15)	100	3.00	5.00	4.2200	.57875
My company has steps in protecting Thailand's environment (C18)	99	2.00	5.00	3.9697	.66170
My company understands Thai government policy on business operations in general (C19)	100	3.00	5.00	4.0700	.53664
My company makes use of Thailand government assistance in doing business (C26)	90	2.00	5.00	3.8778	.68413
My company gets help from other organisations in doing business (C27)	94	2.00	5.00	3.7234	.67846
Valid N (listwise)	89				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-35:   Frequencies for 'Thai expectation on foreign firms (business consideration)' (item C15)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	8	7.9	8.0	8.0
	Agree	62	61.4	62.0	70.0
	Strongly agree	30	29.7	30.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-36: Frequencies for 'Thai expectation on foreign firms (business consideration)' (item C27)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3.0	3.2	3.2
	Neutral	29	28.7	30.9	34.0
	Agree	53	52.5	56.4	90.4
	Strongly agree	9	8.9	9.6	100.0
	Total	94	93.1	100.0	
Missing	Don't know	6	5.9		
	System	1	1.0		
	Total	7	6.9		
Total		101	100.0		

Table 7-37: Frequencies for 'Thai expectation on foreign firms (business consideration)' (item C18)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	5.9	6.1	6.1
	Neutral	5	5.0	5.1	11.1
	Agree	74	73.3	74.7	85.9
	Strongly agree	14	13.9	14.1	100.0
	Total	99	98.0	100.0	
Missing	Don't know	1	1.0		
	System	1	1.0		
	Total	2	2.0		
Total		101	100.0		

Cramers V coefficient was used to measure the association between business activities and strategic intent. Table 7-38 suggests that there is weak relationship (value = 0.085, approx sig = 0.837; p>.05). The *Pearson's coefficient* also highlights that the strength of the relationship for business operation and strategic intent is weak (value = 0.023,

approx sig = 0.820; p>.05) further supported by *Spearman correlation coefficient* (value = 0.023, approx sig = 0.817; p>.05). These coefficients to measure the strength of correlation indicate that foreign firms need to understand Thai business expectations and utilize this in meeting their strategic intent.

Table 7-38. **Cramers V test for 'my company understands Thai government policy on business operations in general' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.085			.837
Interval by Interval	Pearson's R	.023	.081	.228	.820 [c]
Ordinal by Ordinal	Spearman Correlation	.023	.087	.232	.817 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.8.3 Analysis of expectations of Thais (customer's expectations) regarding foreign firms operating in Thailand

From Table 7-39 the responses to the questionnaire suggest that item E36-*Customers expect fast/precise time to market from my company* (mean 4.28) is the most important, Table 7-40 highlights the frequency to this item 27.7% strongly agree and 65.3% agree; compared to item E23-*Customers expect employee loyalty from me* (mean 3.84), Table 7-41 shows the frequency to this item 1.0% strongly agree and 74.3% agree. It suggests that foreign firms recognise the importance of customer's expectations of foreign firms. The

average mean for Table 7-39 is 4.01. The item E10-*Customers expect high customer service from my company* (mean 4.00) is the closest match with the average mean.

Table 7-42 shows the frequency to this item E10. The distribution of the means for the items in Table 7-39 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-39 strongly represent foreign firm's strategic approach in meeting customers expectations.

Table 7-39:   Descriptive analysis for 'customer expectation on foreign firms'

	N	Minimum	Maximum	Mean	Std. Deviation
Customers expect high customer service from my company (E10)	94	3.00	5.00	4.0000	.63922
Customers expect employee loyalty from me (E23)	91	3.00	5.00	3.8462	.39223
Customers expect fast/precise time to market from my company (E36)	95	3.00	5.00	4.2842	.47631
Customers expect high quality products from my company (E50)	100	3.00	5.00	3.8700	.56237
Customers expect goods/services leadership from my company (E65)	90	3.00	5.00	4.1000	.45097
Customers expect brand loyalty from my company (E79)	92	3.00	5.00	3.9891	.52403
Valid N (listwise)	89				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-40: **Frequencies for 'customers expect fast/precise time to market from my company (customer expectation)' (item E36)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	1.0	1.1	1.1
	Agree	66	65.3	69.5	70.5
	Strongly agree	28	27.7	29.5	100.0
	Total	95	94.1	100.0	
Missing	Don't know	5	5.0		
	System	1	1.0		
	Total	6	5.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-41: **Frequencies for 'customers expect employee loyalty from me (customer expectation)' (item E23)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	15	14.9	16.5	16.5
	Agree	75	74.3	82.4	98.9
	Strongly agree	1	1.0	1.1	100.0
	Total	91	90.1	100.0	
Missing	Don't know	9	8.9		
	System	1	1.0		
	Total	10	9.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-42: Frequencies for 'customers expect high customer service from me (customer expectation)' (item E10)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	19	18.8	20.2	20.2
	Agree	56	55.4	59.6	79.8
	Strongly agree	19	18.8	20.2	100.0
	Total	94	93.1	100.0	
Missing	Don't know	6	5.9		
	System	1	1.0		
	Total	7	6.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between customer's expectations and strategic intent. Table 7-43 suggests that there is a weak relationship (value = 0.104, approx sig = 0.709; p>.05). The *Pearson's coefficient* also highlights that the strength of the relationship for customer expectation and strategic intent is weak (value = 0.030, approx sig = 0.765; p>.05) further supported by *Spearman correlation coefficient* (value = 0.036, approx sig = 0.722; p>.05). These coefficients to measure the strength of correlation indicate that foreign firms need to understand customer's expectations that impact on strategic intent.

Table 7-43: Cramers V test for 'customers expect high quality products from my company' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.104			.709
Interval by Interval	Pearson's R	.030	.079	.300	.765 [c]
Ordinal by Ordinal	Spearman Correlation	.036	.085	.357	.722 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.9 Strategic intent of foreign firms and their implications for the company and Thai people

7.9.1 Introduction

The culture of a foreign company is an aspect that needs to be considered in strategy design. Fombrun (1983) recognizes that systems need to be created to support corporate culture. Foreign firms operating in Thailand employ a high percentage of Thai nationals. Thai culture and social values will be prevalent as oppose Western business values. As stated by Fombrun (1983) a concept of effectiveness is introduced as a way of addressing culture and strategic orientation of the organisation. The significance of this is the integration of culture, society and strategy (Ulijn et al. 2000). The strategic intent of foreign firms require much greater coordination and integration as it will have implications for both the company and Thai people. Cultural diversity needs to be thoroughly integrated as an important construct in strategy. The level of relatedness of foreign firm strategic intent to Thailand will determine its success. This section will identify the strategic intent of foreign firms and its implications for the company and Thai people.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-E will identify the strategies in achieving the strategic intent of foreign firms and its implications for the company and Thai people. The analysis is derived from the present investigators' value ranking system; strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.9.2 Analysis of strategic intent of foreign firms and their implications for the company

From Table 7-44 The response to the questionnaire suggest that item E52-*High quality products has given my company increased market share* (mean 4.13) is the most important, Table 7-45 highlights the frequency to this item 17.8% strongly agree and 71.3% agree; compared to item E68-*Delivering goods/services leadership has provided cost savings to my company* (mean 3.97), Table 7-46 shows the frequency to this item 7.9% strongly agree and 76.2% agree. It suggests that foreign firm's recognises the implications of strategy to achieve strategic intent. The average mean for Table 7-44 is 4.06. The item E54-*Delivering high quality products has provided cost saving to my company* (mean 4.07) is the closest match with the average mean. Table 7-47 highlights the frequency for this item E54. The distribution of the means for the items in Table 7-44 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-44 strongly represent foreign firms strategy that impact on strategic intent.

Table 7-44:   **Descriptive analysis for 'foreign strategic intent and its implications for the company'**

	N	Minimum	Maximum	Mean	Std. Deviation
High customer service has given my company increased market share (E12)	95	3.00	5.00	4.0947	.54721
Delivering high customer service has provided cost savings to my company (E13)	89	2.00	5.00	4.1236	.53979
Employee loyalty has given my company increased market share (E24)	94	3.00	5.00	4.1170	.58395
Employee loyalty has provided cost savings to my company (E25)	95	2.00	5.00	4.0000	.58346
Fast/precise time to market has given my company increased market share (E38)	94	3.00	5.00	4.0319	.51748
Fast/precise time to market has provided cost savings to my company (E39)	95	3.00	5.00	4.0947	.52741
High quality products has given my company increased market share (E52)	95	3.00	5.00	4.1368	.47514
Delivering high quality products has provided cost savings to my company (E54)	95	3.00	5.00	4.0737	.44344
Goods/services leadership has given my company increased market share (E67)	95	3.00	5.00	4.0316	.47159
Delivering goods/services leadership has provided cost savings to my company (E68)	95	3.00	5.00	3.9789	.43708
Brand loyalty has given my company increased market share (E81)	96	3.00	5.00	4.1146	.64677
Valid N (listwise)	89				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-45: **Frequencies for 'high quality products has given my company increased market share (implications for company)' (item E52)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	5.0	5.3	5.3
	Agree	72	71.3	75.8	81.1
	Strongly agree	18	17.8	18.9	100.0
	Total	95	94.1	100.0	
Missing	Don't know	5	5.0		
	System	1	1.0		
	Total	6	5.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-46: **Frequencies for 'delivering goods/services leadership has provided cost savings to my company (implications for company)' (item E68)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	10	9.9	10.5	10.5
	Agree	77	76.2	81.1	91.6
	Strongly agree	8	7.9	8.4	100.0
	Total	95	94.1	100.0	
Missing	Don't know	5	5.0		
	System	1	1.0		
	Total	6	5.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-47: **Frequencies for 'delivering high quality products has provided cost savings to my company (implications for company)' (item E54)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	5.9	6.3	6.3
	Agree	76	75.2	80.0	86.3
	Strongly agree	13	12.9	13.7	100.0
	Total	95	94.1	100.0	
Missing	Don't know	5	5.0		
	System	1	1.0		
	Total	6	5.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between customer service (giving foreign firms increased market share) and strategic intent. Table 7-48 suggests that there is a weak relationship (value = 0.069, approx sig = 0.923; p>.05). The *Pearson's coefficient* also highlights that the strength of the relationship for customer service and strategic intent is weak (value = 0.014, approx sig = 0.896; p>.05) further supported by *Spearman correlation coefficient* (value = 0.015, approx sig = 0.886; p>.05). These coefficients to measure the strength of correlation indicate that foreign firms understand high customer service (giving foreign firms increased market share) and its influence on strategic intent.

Table 7-48: **Cramers V test for 'high customer service has given my company increased market share' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.069			.923
Interval by Interval	Pearson's R	.014	.085	.132	.896 [c]
Ordinal by Ordinal	Spearman Correlation	.015	.092	.144	.886 [c]
N of Valid Cases		95			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between customer service (providing foreign firms cost savings) and strategic intent. Table 7-49 suggests that there is a weak relationship (value = 0.104, approx sig = 0.926; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for customer service and strategic intent is weak (value = 0.087, approx sig = 0.419; p>.05) further supported by *Spearman correlation coefficient* (value = 0.089, approx sig = 0.407; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for customer service (providing foreign firms cost savings) and its influence on strategic intent.

Table 7-49: **Cramers V test for 'delivering high customer service has provided cost savings to my company' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.104			.926
Interval by Interval	Pearson's R	.087	.083	.812	.419 [c]
Ordinal by Ordinal	Spearman Correlation	.089	.095	.833	.407 [c]
N of Valid Cases		89			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between employee loyalty (giving the company increased market share) and strategic intent. Table 7-50 suggests that there is a weak relationship (value = 0.125, approx sig = 0.571; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for employee loyalty and strategic intent is weak (value = 0.048, approx sig = 0.644; p>.05) further supported by *Spearman correlation coefficient* (value = 0.057, approx sig = 0.588; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for employee loyalty (giving the company increased market share) and its influence on strategic intent.

Table 7-50: **Cramers V test for 'employee loyalty has given my company increased**
market share' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.125			.571
Interval by Interval	Pearson's R	-.048	.076	-.464	.644 [c]
Ordinal by Ordinal	Spearman Correlation	-.057	.082	-.544	.588 [c]
N of Valid Cases		94			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural
and social aspects.

Cramers V coefficient was used to measure the association between employee loyalty (providing cost savings to the company) and strategic intent. Table 7-51 suggests that there is a weak relationship (value = 0.220, approx sig = 0.163; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for employee loyalty and strategic intent is weak (value = 0.174, approx sig = 0.092; p>.05) further supported by a *Spearman correlation coefficient* (value = 0.147, approx sig = 0.156; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for employee loyalty (providing cost savings to the company) and its influence on strategic intent.

Table 7-51: Cramers V test for 'employee loyalty has provided cost savings to my company' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.220			.163
Interval by Interval	Pearson's R	.174	.085	1.700	.092 [c]
Ordinal by Ordinal	Spearman Correlation	.147	.081	1.430	.156 [c]
N of Valid Cases		95			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between fast/precise time to market (giving the company increased market share) and strategic intent. Table 7-52 suggests that there is a fairly weak relationship (value = 0.160, approx sig = 0.308; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for fast/precise time to market and strategic intent is weak (value = 0.021, approx sig = 0.841; p>.05) further supported by *Spearman correlation coefficient* (value = 0.020, approx sig = 0.845; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for fast/precise time to market (giving the company increased market share) and strategic intent.

Table 7-52: **Cramers V test for 'fast/precise time to market has given my company increased market share' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.160			.308
Interval by Interval	Pearson's R	.021	.060	.201	.841 [c]
Ordinal by Ordinal	Spearman Correlation	.020	.067	.196	.845 [c]
N of Valid Cases		94			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between fast/precise time to market (giving the company increased market share) and strategic intent. Table 7-53 suggests that there is a weak relationship (value = 0.059, approx sig = 0.956; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for fast/precise time to market and strategic intent is weak (value = 0.014, approx sig = 0.892; p>.05) further supported by *Spearman correlation coefficient* (value = 0.017, approx sig = 0.874; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for fast/precise time to market (providing cost savings to the company) and strategic intent.

Table 7-53: Cramers V test for 'fast/precise time to market has provided cost savings to my company' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.059			.956
Interval by Interval	Pearson's R	.014	.087	.136	.892 [c]
Ordinal by Ordinal	Spearman Correlation	.017	.094	.159	.874 [c]
N of Valid Cases		95			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between high quality products (giving the company increased market share) and strategic intent. Table 7-54 suggests that there is a weak relationship (value = 0.107, approx sig = 0.704; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for high quality products and strategic intent is weak (value = -0.025, approx sig = 0.812; p>.05) further supported by a fairly *Spearman correlation coefficient* (value = -0.029, approx sig = 0.782; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for high quality products (giving the company increased market share) and strategic intent.

Table 7-54: Cramers V test for 'high quality products has given my company increased market share' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.107			.704
Interval by Interval	Pearson's R	-.025	.074	-.238	.812 [c]
Ordinal by Ordinal	Spearman Correlation	-.029	.081	-.277	.782 [c]
N of Valid Cases		95			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between high quality products (providing cost saving to the company) and strategic intent. Table 7-55 suggests that there is a weak relationship (value = 0.132, approx sig = 0.507; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for high quality products and strategic intent is weak (value = 0.153, approx sig = 0.104; p>.05) further supported by *Spearman correlation coefficient* (value = 0.167, approx sig = 0.105; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for high quality products (providing cost saving to the company) and strategic intent.

Table 7-55:   Cramers V test for 'delivering high quality products has provided cost savings to my company' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.132			.507
Interval by Interval	Pearson's R	.153	.091	1.490	.140 [c]
Ordinal by Ordinal	Spearman Correlation	.167	.097	1.638	.105 [c]
N of Valid Cases		95			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between delivering goods/services leadership (providing cost savings to the company) and strategic intent. Table 7-56 suggests that there is a weak relationship (value = 0.121, approx sig = 0.595; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for delivering goods/services leadership and strategic intent is weak (value = 0.138, approx sig = 0.183; p>.05) further supported by *Spearman correlation coefficient* (value = 0.148, approx sig = 0.152; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for delivering goods/services leadership (providing cost savings to the company) and strategic intent.

Table 7-56: **Cramers V test for 'delivering goods/services leadership has provided cost savings to my company' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.121			.595
Interval by Interval	Pearson's R	.138	.074	1.342	.183 [c]
Ordinal by Ordinal	Spearman Correlation	.148	.077	1.445	.152 [c]
N of Valid Cases		95			

  a. Not assuming the null hypothesis.

  b. Using the asymptotic standard error assuming the null hypothesis.

  c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between delivering goods/services leadership (giving the company increased market share) and strategic intent. Table 7-57 suggests that there is a strong relationship (value = 0.227, approx sig = 0.045; p<.05). The *Pearson's coefficient* highlights that the strength of the relationship for delivering goods/services leadership and strategic intent is strong (value = 0.232, approx sig = 0.024; p<.05) further supported by *Spearman correlation coefficient* (value = 0.206, approx sig = 0.045; p<.05). These coefficients to measure the strength of correlation indicate that there is a strong relationship for delivering goods/services leadership (giving the company increased market share) and strategic intent.

Table 7-57: **Cramers V test for 'goods/services leadership has given my company increased market share' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.227			.045
Interval by Interval	Pearson's R	.232	.115	2.300	.024 [c]
Ordinal by Ordinal	Spearman Correlation	.206	.113	2.035	.045 [c]
N of Valid Cases		95			

  a. Not assuming the null hypothesis.

  b. Using the asymptotic standard error assuming the null hypothesis.

  c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between brand loyalty (giving company increased market share) and strategic intent. Table 7-58 suggests that there is a weak relationship (value = 0.189, approx sig = 0.145; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for brand loyalty and strategic intent is weak (value = 0.177, approx sig = 0.085; p>.05) further supported by *Spearman correlation coefficient* (value = 0.170, approx sig = 0.097; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for brand loyalty (giving company increased market share) and strategic intent.

Table 7-58: **Cramers V test for 'brand loyalty has given my company increased market share' and 'company intent'**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.189			.145
Interval by Interval	Pearson's R	.177	.110	1.742	.085 [c]
Ordinal by Ordinal	Spearman Correlation	.170	.114	1.674	.097 [c]
N of Valid Cases		96			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.9.3 Analysis of strategic intent of foreign firms and their implications for the Thai people

The strategic intent of foreigns must align itself with Thai social and cultural values. This section highlights strategies used by foreign firms to achieve the strategic intent. It is important that these strategies are supported by Thais in order for foreign firms to achieve their strategic intent. Thai values and their implications on foreign firm strategies are significant in designing and implementing successful corporate strategies.

From Table 7-59 the response to the questionnaire suggest that item E49-*delivering high quality products is part of my values* (mean 4.00) is the most important, Table 7-60 highlights the frequency to this item 21.8% strongly agree and 57.4% agree; compared to item E-78 *Delivering brand loyalty is part of my values* (mean 3.88), Table 7-61 shows the frequency to this item 14.9% strongly agree and 66.3% agree. It suggests that foreign firms recognise the importance of Thai values and their implications on strategy/strategic intent. The average mean for Table 7-59 is 3.94. The items E35-*Fast/precise time to market is part of my values* and item E64-*goods/services leadership is part of my values* (both with a mean of 3.95) are the closest match with the average mean. Table 7-62 provides the frequency for the item E35.

Table 7-63 provides the frequency for item E64. The means for the items in Table 7-59 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-59 strongly represent Thai values and their implications on strategy.

Table 7-59: Descriptive analysis for 'foreign strategic intent and its implications for Thai people'

High customer service is a part of my values (E9)	100	2.00	5.00	3.9000	.55958
Employee loyalty is a part of my values (E22)	100	2.00	5.00	3.9700	.59382
Fast/precise time to market is a part of my values (E35)	99	2.00	5.00	3.9596	.58761
Delivering high quality products is a part of my values (E49)	100	2.00	5.00	4.0000	.69631
Goods/services leadership is a part of my values (E64)	99	2.00	5.00	3.9596	.49320
Delivering brand loyalty is a part of my values (E78)	99	2.00	5.00	3.8889	.76783
Valid N (listwise)	98				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-60: Frequencies for levels of agreement on 'delivering high quality products is a part of my values (implications for Thai people)' (item E49)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Neutral	18	17.8	18.0	20.0
	Agree	58	57.4	58.0	78.0
	Strongly agree	22	21.8	22.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-61: **Frequencies for levels of agreement on 'delivering brand loyalty is a part of my values (implications for Thai people)' (item E78)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	8.9	9.1	9.1
	Neutral	8	7.9	8.1	17.2
	Agree	67	66.3	67.7	84.8
	Strongly agree	15	14.9	15.2	100.0
	Total	99	98.0	100.0	
Missing	Don't know	1	1.0		
	System	1	1.0		
	Total	2	2.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-62: **Frequencies for levels of agreement on 'delivering fast/precise time to market is a part of my values (implications for Thai people)' (item E35)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Neutral	16	15.8	16.2	17.2
	Agree	68	67.3	68.7	85.9
	Strongly agree	14	13.9	14.1	100.0
	Total	99	98.0	100.0	
Missing	Don't know	1	1.0		
	System	1	1.0		
	Total	2	2.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-63: Frequencies for levels of agreement on 'delivering goods/services leadership is a part of my values (implications for Thai people)' (item E64)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Neutral	11	10.9	11.1	12.1
	Agree	78	77.2	78.8	90.9
	Strongly agree	9	8.9	9.1	100.0
	Total	99	98.0	100.0	
Missing	Don't know	1	1.0		
	System	1	1.0		
	Total	2	2.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between high customer service and strategic intent. Table 7-64 suggests that there is a weak relationship (value = 0.092, approx sig = 0.944; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for high customer service and strategic intent is weak (value = 0.046, approx sig = 0.651; p>.05) further supported by *Spearman correlation coefficient* (value = 0.037, approx sig = 0.715; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for customer service and strategic intent.

Table 7-64: Cramers V test for 'high customer service is a part of my values' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.092			.944
Interval by Interval	Pearson's R	.046	.096	.454	.651 [c]
Ordinal by Ordinal	Spearman Correlation	.037	.106	.366	.715 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.10 Evidence of foreign firm wanting continued operations in Thailand

7.10.1 Introduction

Thailand's economy has grown rapidly in the past decade due to the Thai government's overview and implementation of more relaxed foreign direct investment as opposed to restricting foreign investor participation. The building construction sector is experiencing steady growth and the majority of joint-venture companies are reaping financial benefits after the industry being hit hard by the 1997-1998 crisis (Bureau of East Asian and Pacific Affairs 2005). There were 3,280 construction establishments; most of them were engaged in building of complete construction followed by those engaged in building installation. There were a total of 73,162 persons who worked in the construction establishment. Most of them worked in building of complete constructions. Classes of construction include 4510-site preparation, 4520-building of complete construction, 4530-building installation, 4540-building completion, 4550-renting of construction or demolition equipment. This section provides evidence of foreign firms wanting continued operations in Thailand. Foreign firms operating in Thailand are, by definition, multinationals.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-C helped provide the evidence that foreign firms wanting continued operation in Thailand. The analysis is derived from the value ranking system: strongly agree, agree, neutral, disagree, strongly disagree and don't know, of 100 employees employed in foreign firms located in Bangkok.

7.10.2 Analysis of the evidence of foreign firm wanting continued operations in Thailand

This section demonstrates whether foreign firms wanting continued operations in Thailand. The significance of this section will highlight the the alignment/interrelationship of foreign firm strategic intent and Thai social and cultural values based on foreign firms decision to continue operations in Thailand. Foreign firms continue to operate in Thailand on the basis they understand the Thai way of doing business (Refer to Chapter 3).

From Table 7-65 the responses to the questionnaire suggest that item C1-*My company places high importance on increasing market share* (mean 4.31) is the most important. Table 7-66 highlights the frequency of this item at 30.7% for strongly agree and 68.3% for agree; compared to item C13-*My company endeavors to expand to neighboring areas in Asia* (mean 3.68), Table 7-67 shows the frequency for this item at 10.9% for strongly agree and 62.4% for agree. The average mean for Table 7-65 is 4.00. The item C14-*My company endeavors to expand into other market segments* (mean 3.96) is the closest match with the average mean, Table 7-68 provides the frequency for this item.

The means for the items in Table 7-65 are relatively evenly distributed (no visible outliers) which suggest that the items represented in Table 7-65 strongly represent foreign firms wanting continued operations in Thailand. The average mean for Table 7-65 is 4.00. The following five (5) items which are above and near the average mean of 4.00: *My company places high importance on increasing market share* (item C1 with a mean of 4.31); *My company places high emphasis on corporate social responsibility and Thailands economic development* (item C4 with a mean of 4.27); *My companys strategic intent is to increase market share* (item C29 with a mean of 4.24); *My companys strategic intent is ensuring sustainable competitive advantage* (item C30 with a mean of 4.23); and *My companys operation aligns itself to Thailands economic and social development* (item F22 with a mean of 4.08). Item C13-*My company endeavors to expand to neighboring areas in Asia* (mean 3.68) has the lowest mean. This indicate that foreign firms more likely to continue doing business in Thailand.

Table 7-65: Descritive analysis for items on 'foreign firms wanting continued operation in Thailand'

	N	Minimum	Maximum	Mean	Std. Deviation
My company places high importance on increasing market share (C1)	100	4.00	5.00	4.3100	.46482
My company places high emphasis on corporate social responsibility and Thailand's economic development (C4)	100	3.00	5.00	4.2700	.72272
My company invests in research, training and technological development (C6)	100	2.00	5.00	3.8800	1.02770
My company endeavors to expand to neighboring areas in Asia (C13)	95	2.00	5.00	3.6842	.93698
My company endeavors to expand into other market segments in Thailand (C14)	98	2.00	5.00	3.9694	.72445
My company endeavors to adapt and differentiate products (C20)	99	2.00	5.00	3.9596	.74120
My company invests in training expatriates from parent firm (C24)	90	2.00	5.00	3.7889	1.06523
My company gets help from other organisations in doing business (C27)	94	2.00	5.00	3.7234	.67846
My company's strategic intent is to increase market share (C29)	100	3.00	5.00	4.2400	.45216
My company's strategic intent is ensuring sustainable competitive advantage (C30)	100	3.00	5.00	4.2300	.52905
My company carries out and completes its social responsibility projects (F3)	99	3.00	5.00	3.9394	.69720
My company's operation aligns itself to Thailand's economic and social development (F22)	97	3.00	5.00	4.0825	.34370
Valid N (listwise)	85				

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-66: **Frequencies for levels of agreement on 'my company places high importance on increasing market share' (item C1)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	69	68.3	69.0	69.0
	Strongly agree	31	30.7	31.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-67: **Frequencies for levels of agreement on 'my company endeavors to expand to neighboring areas in Asia' (item C13)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	19.8	21.1	21.1
	Neutral	1	1.0	1.1	22.1
	Agree	63	62.4	66.3	88.4
	Strongly agree	11	10.9	11.6	100.0
	Total	95	94.1	100.0	
Missing	Don't know	5	5.0		
	System	1	1.0		
	Total	6	5.9		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-68: Frequencies for levels of agreement on 'my company endeavors to expand into other market segments' (item C14)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Neutral	24	23.8	24.5	25.5
	Agree	50	49.5	51.0	76.5
	Strongly agree	23	22.8	23.5	100.0
	Total	98	97.0	100.0	
Missing	Don't know	2	2.0		
	System	1	1.0		
	Total	3	3.0		
Total		101	100.0		

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient was used to measure the association between company strategy of increasing market share and strategic intent. Table 7-69 suggests that there is a weak relationship (value = 0.073, approx sig = 0.900; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategy of increasing market share and strategic intent is weak (value = 0.049, approx sig = 0.625; p>.05) further supported by *Spearman correlation coefficient* (value = 0.061, approx sig = 0.544; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship between company strategy of increasing market share and strategic intent.

Table 7-69: Cramers V test for 'my company's strategic intent is to increase market share' and 'company intent'

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.073			.900
Interval by Interval	Pearson's R	.049	.097	.491	.625 [c]
Ordinal by Ordinal	Spearman Correlation	.061	.102	.609	.544 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.11 Alignment that exists between foreign firms strategic intent and Thailand's social and cultural aspects

7.11.1 Introduction

Theorists in culture and strategy (Chapman & Jehn 1994, Denison1990, Ellson 2004, Fombrun 1983, Gomez-Mejia & Palich 1997) have recognised the relevance and relatedness of corporate strategy and host country social and cultural aspects. Hofstede provided much of the foundation to the continual interest in strategy and culture fit. The cultural distance established by the Hofstede dimensions have allowed researchers like Komin Suntaree and Adul Wichiencharoen to further explore cultural dimensions explicit to Thailand whilst others (Leppert 1992, Lasserre & Probert 1998, Lorange 1998) have discussed the benefits and competitive advantages that can be achieved through the alignment of strategy and culture. Charles Fombrun combined these aspects and devised dimensions based on industry, society and organisation dimensions and discussed the contingent relationship. The significance is that there is a relationship/interrelationship between foreign firm strategic intent and host country social and cultural aspects. This section demonstrates the alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects.

A statistical analysis using SPSS of the participants of the survey questionnaire Part-G demonstrates the alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects through frequency of responses. The analysis is derived from the ranking categories; chaotic, misfit, mixed, threshold, harmonious and perfect, of 100 employees employed in foreign firms located in Bangkok.

7.11.2 Analysis on the alignment that exists between foreign firms strategic intent and Thailand's social and cultural aspects

This section demonstrates the frequencies or degrees of ranking for the questionnaire items G1 to G13 (Section G of the questionnaire). The frequencies or degree of ranking highlights the alignment/interrelationship of foreign firm strategic intent and Thai social and cultural aspects. Foreign firms need to design strategies to better adapt and integrate with host country socio-cultural aspects. The consequence of internalization with host country socio-cultural milieu is achieving sustainable competitive advantage and benefits.

Table 7-70 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-70 highlights one hundred (100) responses to the survey questionnaire item G1-*How well does your companys strategic intent aligns itself with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 58.0% (harmonious ranking) and 23.0% (threshold ranking).

Table 7-70: Frequencies or degrees of ranking for 'how well does your company's strategic intent align itself with Thai social and cultural aspects' (item G1)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	3	3.0	3.0	3.0
	Threshold	23	23.0	23.0	26.0
	Harmonious	58	58.0	58.0	84.0
	Perfect	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-71 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-71 highlights the responses to the survey questionnaire item G13-*To what degree has your company achieved sustainable competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 56.0% (harmonious ranking) and 28.0% (perfect ranking).

Table 7-71: Frequencies or degrees of ranking for 'to what degree has your company achieved <u>sustainable</u> competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects' (item G13)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Threshold	16	16.0	16.0	16.0
	Harmonious	56	56.0	56.0	72.0
	Perfect	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-72 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-72 highlights the responses to the survey questionnaire item G2- *To what degree has your company achieved competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 41.0% (harmonious ranking) and 37.0% (threshold ranking).

Table 7-72: Frequencies or degrees of ranking for 'to what degree has your company achieved competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects' (item G2)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	2	2.0	2.0	2.0
	Threshold	37	37.0	37.0	39.0
	Harmonious	41	41.0	41.0	80.0
	Perfect	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-71 and Table 7-72 demonstrates that foreign firms achieved <u>sustainable</u> *competitive advantage* (56% frequency with harmonious ranking and 28% frequency with perfect ranking) as oppose to *competitive advantage* (41% frequency with harmonious ranking and 20% frequency with perfect ranking) through aligning corporate strategic intent with Thai

social and cultural aspects. This highlights that foreign firms are adapting and integrating with Thai socio-cultural in doing business successfully in Thailand.

Table 7-73 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-73 highlights the responses to the survey questionnaire item G6- *To what degree has your company achieved high product quality through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 61.0% (harmonious ranking) and 24.0% (threshold ranking).

Table 7-73: **Frequencies or degrees of ranking for 'to what degree has your company achieved high product quality through aligning corporate strategic intent with Thai social and cultural aspects' (item G6)**

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Threshold	24	24.0	24.0	24.0
	Harmonious	61	61.0	61.0	85.0
	Perfect	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects. Item B6 and item G1 was used to compute Cramers V coefficient. Table 7-74 suggests that there is a quite a weak relationship (value = 0.197, approx sig = 0.259; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects is weak (value = 0.057, approx sig = 0.572; p>.05) further supported by *Spearman correlation coefficient* (value = 0.055, approx sig = 0.587; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects.

Table 7-74: Cramers V test for 'how well does your company's strategic intent align itself with Thai social and cultural aspects' (item G1) and 'company intent' (item B6)

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.197			.259
Interval by Interval	Pearson's R	.057	.065	.567	.572 [c]
Ordinal by Ordinal	Spearman Correlation	.055	.075	.545	.587 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic (achieved via competitive advantage) intent and Thai social and cultural aspects. Item B6 and item G2 was used to compute Cramers V coefficient. Table 7-75 suggests that there is a weak relationship (value = 0.163, approx sig = 0.502; $p > .05$). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via competitive advantage) and Thai social and cultural aspects is weak (value = 0.161, approx sig = 0.109; $p > .05$) further supported by *Spearman correlation coefficient* (value = 0.135, approx sig = 0.181; $p > .05$). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via competitive advantage) and Thai social and cultural aspects.

Table 7-75: **Cramers V test 'to what degree has your company achieved competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects' (item G2) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.163			.502
Interval by Interval	Pearson's R	.161	.101	1.617	.109 [c]
Ordinal by Ordinal	Spearman Correlation	.135	.100	1.347	.181 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via customer service) and Thai social and cultural aspects. Item B6 and item G3 was used to compute Cramers V coefficient. Table 7-76 suggests that there is a weak relationship (value = 0.104, approx sig = 0.904; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via customer service) and Thai social and cultural aspects is weak (value = 0.092, approx sig = 0.361; p>.05) further supported by *Spearman correlation coefficient* (value = 0.085, approx sig = 0.401; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via customer service) and Thai social and cultural aspects.

Table 7-76: **Cramers V test for 'to what degree has your company achieved customer service through aligning corporate strategic intent with Thai social and cultural aspects' (item G3) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.104			.904
Interval by Interval	Pearson's R	.092	.074	.918	.361 [c]
Ordinal by Ordinal	Spearman Correlation	.085	.087	.844	.401 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via employee loyalty) and Thai social and cultural aspects. Item B6 and item G4 was used to compute Cramers V coefficient. Table 7-77 suggests that there is a weak relationship (value = 0.127, approx sig = 0.779; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via employee loyalty) and Thai social and cultural aspects is weak (value = -0.097, approx sig = 0.335; p>.05) further supported by *Spearman correlation coefficient* (value = -0.093, approx sig = 0.357; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via employee loyalty) and Thai social and cultural aspects.

Table 7-77: **Cramers V test for 'to what degree has your company achieved employee loyalty through aligning corporate strategic intent with Thai social and cultural aspects' (item G4) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.127			.779
Interval by Interval	Pearson's R	-.097	.094	-.969	.335 [c]
Ordinal by Ordinal	Spearman Correlation	-.093	.098	-.926	.357 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via fast time to market) and Thai social and cultural aspects. Item B6 and item G5 was used to compute Cramers V coefficient. Table 7-78 suggests that there is a weak relationship (value = 0.090, approx sig = 0.807; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via fast time to market) and Thai social and cultural aspects is weak (value = 0.046, approx sig = 0.650; p>.05) further supported by *Spearman correlation coefficient* (value = 0.051, approx sig = 0.617; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via fast time to market) and Thai social and cultural aspects.

Table 7-78: **Cramers V test for 'to what degree has your company achieved fast time to market through aligning corporate strategic intent with Thai social and cultural aspects' (item G5) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.090			.807
Interval by Interval	Pearson's R	.046	.086	.455	.650 [c]
Ordinal by Ordinal	Spearman Correlation	.051	.091	.502	.617 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via product quality) and Thai social and cultural aspects. Item B6 and item G6 was used to compute Cramers V coefficient. Table 7-79 suggests that there is a weak relationship (value = 0.185, approx sig = 0.145; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via product quality) and Thai social and cultural aspects is quite weak (value = 0.108, approx sig = 0.283; p>.05). *Spearman correlation coefficient* (value = 0.075, approx sig = 0.459; p>.05) suggest that there is a weak relationship. These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via product quality) and Thai social and cultural aspects.

Table 7-79: **Cramers V test for 'to what degree has your company achieved high product quality through aligning corporate strategic intent with Thai social and cultural aspects' (item G6) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.185			.145
Interval by Interval	Pearson's R	.108	.116	1.080	.283 [c]
Ordinal by Ordinal	Spearman Correlation	.075	.112	.744	.459 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via goods/services leadership) and Thai social and cultural aspects. Item B6 and item G7 was used to compute Cramers V coefficient. Table 7-80 suggests that there is a weak relationship (value = 0.127, approx sig = 0.779; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via goods/services leadership) and Thai social and cultural aspects is weak (value = -0.029, approx sig = 0.776; p>.05). *Spearman correlation coefficient* (value = -0.058, approx sig = 0.566; p>.05) suggest that there is a weak relationship. These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent (achieved via goods/services leadership) and Thai social and cultural aspects.

Table 7-80: **Cramers V test for 'to what degree has your company achieved goods/services leadership through aligning corporate strategic intent with Thai social and cultural aspects' (item G7) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.127			.779
Interval by Interval	Pearson's R	-.029	.078	-.286	.776 [c]
Ordinal by Ordinal	Spearman Correlation	-.058	.088	-.577	.566 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent (achieved via brand loyalty) and Thai social and cultural aspects. Table 7-81 suggests that there is a strong relationship (value = 0.253, approx sig = 0.046; p<.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent (achieved via brand loyalty) and Thai social and cultural aspects is strong (value = 0.182, approx sig = 0.070; p>.05) further supported by *Spearman correlation coefficient* (value = 0.226, approx sig = 0.024; p<.05). These coefficients to measure the strength of correlation indicate that there is a strong relationship for company strategic intent (achieved via brand loyalty) and Thai social and cultural aspects.

Table 7-81: **Cramers V test for 'to what degree has your company achieved strong brand loyalty through aligning corporate strategic intent with Thai social and cultural aspects' (item G8) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.253			.046
Interval by Interval	Pearson's R	.182	.109	1.831	.070 [c]
Ordinal by Ordinal	Spearman Correlation	.226	.095	2.292	.024 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects in achieving benefits. Item B6 and item G9 was used to compute Cramers V coefficient. Table 7-82 suggests that there is a weak relationship (value = 0.098, approx sig = 0.750; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects in achieving benefits is weak (value = 0.002, approx sig = 0.987; p>.05) further supported by *Spearman correlation coefficient* (value = -0.001, approx sig = 0.989; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects in achieving benefits.

Table 7-82: **Cramers V test for 'to what degree has your company achieved benefits through aligning corporate strategic intent with Thai social and cultural aspects' (item G9) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.098			.750
Interval by Interval	Pearson's R	.002	.098	.017	.987 [c]
Ordinal by Ordinal	Spearman Correlation	-.001	.105	-.014	.989 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects in achieving increased revenue. Item B6 and item G10 was used to compute Cramers V coefficient. Table 7-83 suggests that there is a weak relationship (value = 0.086, approx sig = 0.962; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects in achieving increased revenue is weak (value = 0.092, approx sig = 0.363; p>.05) further supported by *Spearman correlation coefficient* (value = 0.088, approx sig = 0.381; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects in achieving increased revenue.

Table 7-83:   **Cramers V test for 'to what degree has your company achieved increased revenues through aligning corporate strategic intent with Thai social and cultural aspects' (item G10) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.086			.962
Interval by Interval	Pearson's R	.092	.081	.914	.363 [c]
Ordinal by Ordinal	Spearman Correlation	.088	.090	.879	.381 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects in achieving significant cost savings. Item B6 and item G11 was used to compute Cramers V coefficient. Table 7-84 suggests that there is a weak relationship (value = 0.154, approx sig = 0.574; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects in achieving significant cost savings is weak (value = 0.137, approx sig = 0.173; p>.05) further supported by *Spearman correlation coefficient* (value = 0.129, approx sig = 0.200; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects in achieving significant cost savings.

Table 7-84: **Cramers V test for 'to what degree has your company achieved significant cost savings through aligning corporate strategic intent with Thai social and cultural aspects' (item G11) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.154			.574
Interval by Interval	Pearson's R	.137	.094	1.373	.173 [c]
Ordinal by Ordinal	Spearman Correlation	.129	.103	1.290	.200 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects in achieving increased market share. Item B6 and item G12 was used to compute Cramers V coefficient. Table 7-85 suggests that there is a weak relationship (value = 0.143, approx sig = 0.393; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects in achieving increased market share is weak (value = -0.033, approx sig = 0.746; p>.05). *Spearman correlation coefficient* suggests a weak relationship (value = -0.063, approx sig = 0.534; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects in achieving increased market share.

Table 7-85: **Cramers V test for 'to what degree has your company achieved increased market share through aligning corporate strategic intent with Thai social and cultural aspects' (item G12) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.143			.393
Interval by Interval	Pearson's R	-.033	.108	-.325	.746 [c]
Ordinal by Ordinal	Spearman Correlation	-.063	.101	-.623	.534 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Cramers V coefficient is used to measure the association between the alignment for company strategic intent and Thai social and cultural aspects in achieving sustainable competitive advantage. Item B6 and item G13 was used to compute Cramers V coefficient. Table 7-86 suggests that there is a weak relationship (value = 0.141, approx sig = 0.409; p>.05). The *Pearson's coefficient* highlights that the strength of the relationship for company strategic intent and Thai social and cultural aspects in achieving sustainable competitive advantage is weak (value = 0.053, approx sig = 0.603; p>.05). *Spearman correlation coefficient* suggests a weak relationship (value = 0.024, approx sig = 0.811; p>.05). These coefficients to measure the strength of correlation indicate that there is a weak relationship for company strategic intent and Thai social and cultural aspects in achieving sustainable competitive advantage.

Table 7-86: **Cramers V test for 'to what degree has your company achieved sustainable competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects' (item G13) and 'company intent' (item B6)**

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Cramer's V	.141			.409
Interval by Interval	Pearson's R	.053	.096	.522	.603 [c]
Ordinal by Ordinal	Spearman Correlation	.024	.093	.240	.811 [c]
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Tables 7-87 to 7-95 are frequency tables for Part-G Alignment items (see Survey Questionnaire). The tables also provide percentage response to survey questionnaire item. The results are used in discussion in Chapter 8.

Table 7-87 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-87 highlights the responses to the survey questionnaire item G3-*To what degree has your company achieved customer service through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 67.0% (harmonious ranking) and 19.0% (perfect ranking).

Table 7-87: **Frequencies or degrees of ranking for 'to what degree has your company achieved customer service through aligning corporate strategic intent with Thai social and cultural aspects' (item G3)**

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	3	3.0	3.0	3.0
	Threshold	11	11.0	11.0	14.0
	Harmonious	67	67.0	67.0	81.0
	Perfect	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-88 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-88 highlights the responses to the survey questionnaire item G4-*To what degree has your company achieved employee loyalty through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 44.0% (harmonious ranking) and 34.0% (threshold ranking).

Table 7-88: Frequencies or degress of ranking for 'to what degree has your company achieved employee loyalty through aligning corporate strategic intent with Thai social and cultural aspects' (item G4)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	2	2.0	2.0	2.0
	Threshold	34	34.0	34.0	36.0
	Harmonious	44	44.0	44.0	80.0
	Perfect	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-89 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-89 highlights the responses to the survey questionnaire item G5-*To what degree has your company achieved fast time to market through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 55.0% (harmonious ranking) and 28.0% (threshold ranking).

Table 7-89: Frequencies or degrees of ranking for 'to what degree has your company achieved fast time to market through aligning corporate strategic intent with Thai social and cultural aspects' (item G5)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Threshold	28	28.0	28.0	28.0
	Harmonious	55	55.0	55.0	83.0
	Perfect	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-90 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-90 highlights the responses to the survey questionnaire item G7-*To what degree has your company achieved goods/service leadership through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 63.0% (harmonious ranking) and 20.0% (threshold ranking).

Table 7-90: Frequencies or degrees of ranking for 'to what degree has your company achieved goods/service leadership through aligning corporate strategic intent with Thai social and cultural aspects' (item G7)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	4	4.0	4.0	4.0
	Threshold	20	20.0	20.0	24.0
	Harmonious	63	63.0	63.0	87.0
	Perfect	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-91 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-91 highlights the responses to the survey questionnaire item G8-*To what degree has your company achieved brand loyalty through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 59.0% (harmonious ranking) and 23.0% (perfect ranking).

Table 7-91: Frequencies or degrees of ranking for 'to what degree has your company achieved strong brand loyalty through aligning corporate strategic intent with Thai social and cultural aspects' (item G8)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	2	2.0	2.0	2.0
	Threshold	16	16.0	16.0	18.0
	Harmonious	59	59.0	59.0	77.0
	Perfect	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-92 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-92 highlights the responses to the survey questionnaire item G9-*To what degree has your company achieved benefits through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 53.0% (harmonious ranking) and 26.0% (threshold ranking).

Table 7-92: Frequencies or degrees of ranking for 'to what degree has your company achieved benefits through aligning corporate strategic intent with Thai social and cultural aspects' (item G9)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Threshold	26	26.0	26.0	26.0
	Harmonious	53	53.0	53.0	79.0
	Perfect	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-93 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-93 highlights the responses to the survey questionnaire item G10-*To what degree has your company achieved increased revenue through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 68.0% (harmonious ranking) and 21.0% (threshold ranking).

Table 7-93: Frequencies or degrees of ranking for 'to what degree has your company achieved increased revenues through aligning corporate strategic intent with Thai social and cultural aspects' (item G10)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	2	2.0	2.0	2.0
	Threshold	21	21.0	21.0	23.0
	Harmonious	68	68.0	68.0	91.0
	Perfect	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-94 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-94 highlights the responses to the survey questionnaire item G11-*To what degree has your company achieved significant cost savings through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 57.0% (harmonious ranking) and 28.0% (threshold ranking).

Table 7-94:   Frequencies or degrees of ranking for 'to what degree has your company achieved significant cost savings through aligning corporate strategic intent with Thai social and cultural aspects' (item G11)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mixed	2	2.0	2.0	2.0
	Threshold	28	28.0	28.0	30.0
	Harmonious	57	57.0	57.0	87.0
	Perfect	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Table 7-95 represents foreign firm's strategic intent and its alignment to Thai social and cultural aspects. Table 7-95 highlights the responses to the survey questionnaire item G12-*To what degree has your company increased market share through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 50.0% (harmonious ranking) and 25.0% (threshold and perfect ranking).

Table 7-95:   Frequencies or degrees of ranking for 'to what degree has your company achieved increased market share through aligning corporate strategic intent with Thai social and cultural aspects' (item G12)

Ranking Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Threshold	25	25.0	25.0	25.0
	Harmonious	50	50.0	50.0	75.0
	Perfect	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

7.12 Conclusion

The research was conducted to address the research objectives relating to the understanding of the alignment/interrelationship of foreign firm strategic intent with Thai social and cultural aspects.

The findings accompanied by explanations and implications (where relevant) were presented in the following order: (1) Thai values that are important to Thai people; (2) Foreign firm's acknowledgement of Thai values; (3) Differences in social and cultural values between Thailand and the West that can impact on business transaction and relationships; (4) Thai values foreign firm's operating in Thailand regard as impacting business transactions and relationships; (5) Common and prevalent strategic intent of foreign firm's operating in Thailand; (6) Strategic values of foreign firm's operating in Thailand; (7) Expectations of Thais on foreign firm's operating in Thailand; (8) Strategic intent of foreign firm's and their implications for the company and Thai people; (9) Evidence of foreign firm want continued operations in Thailand; and (10) Alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects.

The collective findings in Chapter 7 constitute an overall view of Thai social and cultural values, foreign firm strategic intent, strategies used to achieve the strategic intent and benefits and competitive advantages obtained through the alignment.

One hundred (100) responses to the survey questionnaire item G1-*How well does your companys strategic intent aligns itself with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 58.0% (harmonious ranking) and 23.0% (threshold ranking). Responses to the survey questionnaire item G13-*To what degree has your company achieved sustainable competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects*. The results of the responses show the frequency for this item at 56.0% (harmonious ranking) and 28.0% (perfect ranking).

The next chapter discusses the key findings in further detail and provides recommendations to foreign investors and foreign firms presently operating in Thailand on corporate strategy that may improve operating and business performance.

PART V.

CONCLUSIONS

Chapter 8

CONCLUSIONS AND RECOMMENDATIONS

8.1   Introduction

The main aim of this research was to explore the alignment between foreign firm strategic intent and Thai social and cultural aspects. In determining this alignment, a thorough understanding of Thailand and its people was required to develop an appropriate survey questionnaire. The rationale was that a better understanding of Thais and their Buddhism-originated values would result in foreign firms being able to design strategies to better adapt and integrate with host country socio-cultural aspects. Internalization with host country would help foreign firms achieve competitive advantage and benefits. In the quest, the following objectives were set (see Chapter 1) and are commented on in relevantly headed sections below:

1. identify the most common and prevalent strategic intent of foreign firms operating in Thailand;
2. identify the strategic values accepted by foreign firms operating in Thailand;
3. identify the expectations of Thais regarding foreign firms operating in Thailand;
4. identify the strategic intent of foreign firms and their implications for the company and Thai people;
5. identify the evidence of foreign firms wanting continued operations in Thailand; and
6. demonstrate any alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects.

Another key objective of this research was to make appropriate recommendations to foreign firms currently operating in Thailand and foreign firms endeavoring to do business in Thailand's (foreign investors) building construction sector. Recommendations for foreign firms operating in Thailand are presented in Section 8.8.1. The research endeavored to contribute to both theory and practice in strategy-culture fit (see Section 1.4). Implications

for strategy-culture theory and for strategic management practices are presented in Section 8.11.1 and Section 8.11.2. The chapter also presents key findings from Chapter 7.0 with references from the literature review (refer to Chapter 3) in answering the research objectives presented above. Those key findings are presented in Sections 8.2 to 8.7. The overall intention is to discuss significant aspects of the findings in both primary and secondary data, draw inferences and make recommendations.

The present investigator acknowledges certain shortcomings and limitations of the research, which are presented in Section 8.9. Future research directions and opportunities are discussed in relation to the limitations as well as to complement the research findings.

8.2 Most common and prevalent strategic intent of foreign firms operating in Thailand

Strategic intent refer(s) to the purposes the organisation strives to achieve (Miller and Dess 1996). It provides direction, discovery, and destiny for every person in the organisation. Strategic intent encompasses the mission, vision, and goals of the organisation with a commitment beyond producing profit (Hamel and Prahalad 1989). The strategic intent that was listed for consideration by the participants comprised increase revenue, reduce manufacturing cost, and participate in Thailand's environmental development projects.

The most common and prevalent strategic intent for foreign firms operating in Thailand was '*increase revenue*' followed by '*reduce manufacturing cost*' and '*participate in Thailand's environmental development projects*'. Alternative strategies employed by foreign firms in achieving their strategic intent included high customer service, employee loyalty, fast precise time to market, high quality products, goods/service leadership, and brand loyalty. Of these, the most prevalent strategy used to achieve the most common and prevalent strategic intent was item E14 '*high customer service*'.

8.3 Strategic values accepted by foreign firms operating in Thailand

Strategic value(s) (or distinguished values) is a mechanism or business concept that provides a basic rationale for the viability of a business (Kluckhohn 1951b). It links the firm to its environment, offsetting threats and creating opportunities, whilst helping the business achieve sustained competitive advantage and benefits within the marketplace (Lasserre & Schutte 1999). Strategic values for foreign firms may include fast-precise time to market (customer paradigm) and delivery of high quality products (competitor paradigm).

The strategic values of foreign firms operating in Thailand are represented in terms of '*religion*' and '*socio-cultural aspects*' because Thailand is recognised for its socio-cultural characteristics derived from traditional roots and Buddhism. It is also important to understand that Thai society is based on personal relationships that extend into the business environment. Thai society is not based on principles or law. As stated by Suehiro (1993) Thai business models are largely based on 'affiliation network' and 'kinship relation'.

The importance of religion to Thai people was recognised by foreign firms as the most prevalent response was to item C3 '*my company recognises the importance of religion to Thai people*' followed by item F27 '*my employer respects the Thai monarchy*'. The significance of this is that foreign firms are working towards eliminating nominal and systematic differences to conduct business successfully in Thailand. The response also show foreign firms understanding that Thailand is a Buddhist nation and is very much under the influence of traditional Buddhist practices. Graen & Hui (1996) highlighted that cultural and social ideology is the biggest barrier to doing business in Thailand. From a strategy-culture perspective strategic values must be developed through conceptualizing and re-conceptualizing so that there are beneficial linkages between the firm and its environment - customers, socio-cultural trends, and government policies. In essence, the strategic choice for foreign firms is to minimize the cultural distance and obtain a 'fit'.

Strategic values in terms of socio-cultural aspects suggest Thai social and cultural values are more recognised as opposed to individual values with most common response to item F7 '*my employer observes the festival calendar of Thailand*' followed by item C4 '*my company places high emphasis on corporate social responsibility and Thailand's economic development*' compared to the least response to item F37 '*my employer knows my values*'. This supports the strategy concept of '*internalization*' and '*integration with host nation*', since foreign firms operating in Thailand must ideally accept Thai socio-cultural values. According to Siengthai and Vadhanasindhu (1991) it is the cultural, linguistic, religious and political realm that gives Thailand and Thai people a strong sense of identity.

8.4 Expectations of Thais regarding foreign firms operating in Thailand

Foreign businesses operating in Thailand require an understanding of Thai people and Thai business practices (Lasserre and Schutte 1999). Thai business affairs are unique (Lasserre & Probert 1998) to the extent that Thailand's labor force with respect to religion and ethnicity is one of homogeneity (Lawler's 1996). As stated by Laothamatas (1988) companies are more likely to succeed through friendship/family ties where competitiveness is not always considered. This emphasizes the importance of conducting business through relationships as opposed to contracts (Luo 1998). The expectation of Thais (business consideration) regarding foreign firms operating in Thailand is highlighted by the most prevalent response to item C15 '*my company understands the way of doing business in Thailand*'. The response highlights the importance of 'internalization' and 'co-alignment' to succeed in Thailand's business environment. The expectation of Thais (customer's expectations) regarding foreign firms operating in Thailand is highlighted by the most common response to item E36 '*customers expect fast-precise time to market from my company*'.

8.5 Strategic intent of foreign firms and their implications for the company and Thai people

The majority of staffs employed in foreign firms are Thai nationals which account for seventy per cent compared to thirty per cent of employees of foreign origin. This highlights that foreign firms have a policy of employing Thai nationals with local business knowledge to sustain and achieve competitiveness. This suggests that there needs to be an integration of foreign firm strategy with the Thai social and cultural milieu. Cultural diversity needs to be an important construct considered in strategy design.

In achieving foreign firm strategic intent, businesses employ strategies such as 'high quality products' to raise their competitiveness in the marketplace. The importance of the most common response to item E52 '*high quality products have given my company increased market share*' illustrates the implications for the company, that is 'increased market share'. According to theorist (Lasserre & Schutte 1999, Chien Shih & Chu 2005) superior product quality and services are associated with increased market share. Kluckhohn (1951b) links strategy and values, such that values (or beliefs) drive successful strategy. The importance of 'strategic values' is illustrated in the most common response to item E49 '*delivering high quality products is part of my values*' and hence, the significance of Parhizgar (2002) statement 'values direct people to selectively attend to some goals'. There must be a clear understanding between the company and its employees on strategy, goals, purpose, and values. The implications for Thai people is the improved relationship with the company as a result of an alignment in business activities and behavior with Thai values or value system (Komin 1990, Lasserre 1995, Leppert 1992). This falls back to the idea that there needs to be an integration of foreign firm strategy with the Thai social and cultural milieu.

8.6 Evidence of foreign firms wanting continued operations in Thailand

Foreign direct investment into Thailand's building construction sector is steady (Bureau of East Asian and Pacific Affairs 2005). The majority of joint-venture companies are benefiting from the Thai governments *more relaxed* foreign direct investment policy. There

is evidence of foreign firms wanting continued operations in Thailand with the most and prevalent response to item C1 '*my company places high importance on increasing market share*' followed by item C4 '*my company places high emphasis on corporate social responsibility and Thailand's economic development*'. The responses are a reflection of the growing building statistics contributing to Thailand's economic growth. The industry comprises of 3,280 construction establishments with a total of 73,162 employees where the majority of employees worked in building of complete constructions (Bureau of East Asian and Pacific Affairs 2005).

8.7 Alignment that exists between foreign firm strategic intent and Thailand's social and cultural aspects

Theorists in culture-strategy fit have recognised the benefits and competitive advantages that can be achieved where there is an alignment of corporate strategy with host country social and cultural aspects (Barkema & Pennings 1996, Kluyver & Pearce 2002, Lasserre & Probert 1998). The response to item G1 '*how well does your company's strategic intent align itself with Thai social cultural aspects*' showed a *harmonious* ranking. 'Harmonious' ranking refers to the firm which has yet to achieve the alignment of strategic intent with Thai social cultural aspects, but is confident of the company's ability to do so. Item G13 '*to what degree has your company achieved sustainable competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects*' showed a *harmonious* ranking. Item G9 '*to what degree has your company achieved benefits through aligning corporate strategic intent with Thai social and cultural aspects*' showed also a *harmonious* ranking. The significance of this is that foreign firms can achieve sustainable competitive advantage and benefits, as well as brand loyalty. This is evident by response to item G8 '*to what degree has your company achieved strong brand loyalty through aligning corporate strategic intent with Thai social and cultural aspects*' that showed a *harmonious* ranking. The association for the alignment of company strategic intent (achieved through brand loyalty) with Thai socio-cultural aspects was *strong* (alignment survey questionnaire item G8, significant of alignment = 0.045; $p<.05$) (see Figure 8-1).

Theorists have argued that foreign firms have difficulty accessing and succeeding in different socio-cultural milieus (Lasserre & Probert 1998, Rodsutti & Swierczek 2002). The research findings showed that foreign firms can succeed and obtain sustainable competitive advantage and benefits through the alignment of company strategic intent with Thai socio-cultural aspects.

Figure 8-1:   Significance of alignment for survey questionnaire item G1 to G13
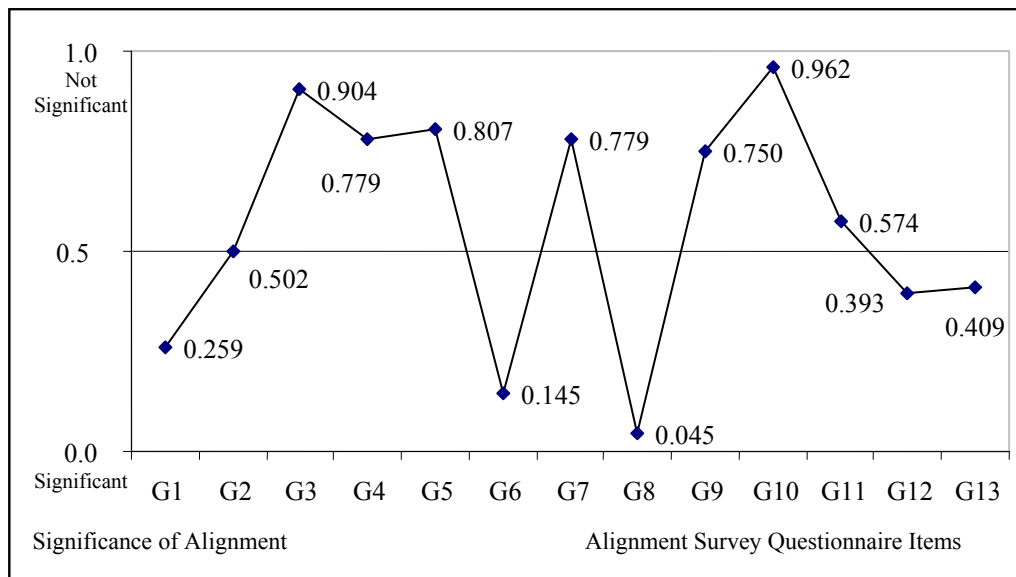
Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

8.8 Recommendations based on the present research

The recommendations hereunder are for foreign firms operating in Thailand, the Thai government and the Thai industry. The recommendations may be used to develop policies and practices to deliver *sustained* development and competitiveness for foreign firms. Foreign firm strategic decisions need to be tied to Thai societal aspects and committed to business integration with a focus on strategy alignment with Thai social and cultural values. Foreign firms operating in Thailand's building construction sector need confidence not only in industry, but also in the wider business environment, including political and economic dimensions. Foreign firm confidence for continued operations in Thailand can be gained

through good government policy supporting the industry. Government policy and foreign firm practices may give incentive for firms in undertaking innovative action and/or developing and exploiting differentiation opportunities.

8.8.1 Recommendations for foreign firms operating in Thailand

It is recommended that foreign firm strategic intent reflect the changes in the foreign firm's strategic direction including the wider public policy agenda and the objectives of Thai Government to ensure integration with the host country business network. This introduces the concept of '*sustainable development*' and '*sustainable competitiveness*', targeted at the long term viability of foreign firms operating in Thailand's building construction sector whilst dealing with and addressing both environmental and developmental agendas through broadening the conceptual framework. The recommendation of broadening the conceptual framework entails from the short-term to the long-term, from on-site to local, regional and global impacts and from sectoral interests to multiple stakeholders. There is the need to address issues of environmental justice in Thailand as part of the sustainable development and sustainable competitive agenda. It is also recommended that foreign firm strategic decisions be tied to societal definition of equitable standards and commitment to business integration as well as to Thai social and cultural values. Such a recommendation is for foreign firms to develop their understanding of the issues facing other organisations and stakeholders and build capacity both among its staff and those groups to participate effectively in such partnerships for mutual benefits.

8.8.2 Recommendations for the Thai government

It would generate dividends to the nation if government and to other public bodies acknowledge and appreciated how foreign firm strategic design and implementation affected Thailand's economy, in particular the Thai building construction sector. The strategic policies of the Thai government could formulate policy on how foreign firms approach, and the principles that they could adopt to address, issues related to the alignment/interrelationship of foreign firm strategic intent and Thai socio-cultural aspects.

A recommended government strategic policy would be for foreign firms to employ mostly Thai nationals as the latter possess local business, government and environmental knowledge. It would encourage foreign firms to appreciate the dynamics at play at a business, government and environmental level. It would allow foreign firms to strategically position themselves to achieve benefits and competitive advantage. It is recommended that government and its agencies, both locally and nationally, participate and have a key role in facilitating discussions on foreign firm strategy and in showing effective leadership in policy development. Such collaborative policy and practices would help generate mechanisms to ensure innovation and technical progress, economic rationale as input to strategic decision making and informed choices for prospective foreign investors.

8.8.3 Recommendations for Thai industry

The building construction sector must make a commitment to integrating and encompassing the requirements of delivering the principles of socially sustainable development to achieve competitiveness. This can be achieved through understanding Thai socio-cultural values for business networking and to become familiar with Thailand's business milieu. Firm competitiveness could also be achieved through implementing foreign firm strategies that are not in conflict with Thai Government socio-economical policies. It is recommended that strategists generate innovative policies and measures to reduce cultural distance and ensure good relationship between the company, the general public, and the Thai Government.

8.9 Limitations

Thai socio-cultural values were identified solely from foreign firms operating in Thailand's building construction sector. This is a limitation in terms of fully understanding Thailand's social and cultural aspects. A larger demographic area (Central, Northeastern and Southern Thailand) needs to be explored in identifying 'National Thai values'. It is important in recognizing grass-root Thai socio-cultural values to exploit them for business gains and for integration with Thai society.

8.10 Future research directions

The current research has some research limitations. These limitations should be explored through future research which builds upon either the theoretical framework, methodology, or the data base. Firstly, the data base on Thai values can be enlarged by comparing foreign firms to Thai companies operating in the building construction sector. The comparison may yield different sets of Thai values. It is important to understand Thai values and determine the important values that need to be considered in strategy design. Secondly, this research focused on foreign firms operating in the building construction sector in Bangkok only. The research could be expanded to cover foreign firms operating in the same sector in other major cities of Thailand. The data base on strategic intent and Thai values could thus be increased. Further research covering a larger demographic area would capture other Thai socio-cultural values (National Thai values).

Also worthwhile researching are Thai values from a socio-economic and socio-political perspective as Thailand is a hierarchical society. This may influence the alignment and foreign firms choice of strategy that have not been considered in the research. Politics in Thailand involve a unique set of culture and values due to the level of corruption in government. The role of bribery in setting up government linkages for project approval is an example of socio-economic and socio-political value that exists in the Thai hierarchical business network. Ministries can influence business decisions and make foreign business difficult to conduct. Politics has contributed to changes and dislocations to Thai value and structure in both local and national society.

Another area worthwhile researching is Thai values for males and females in Thailand's building construction sector and the implications that may have on company strategic direction. As the majority of participants to the survey questionnaire were male, further research needs to be conducted to evaluate and establish a better understanding of Thai values when the ratio of males to female is set at 50:50. Thai males and females have differing terminal and instrumental values. Thai society socializes men and women to play their gender role differently; therefore, Thai males and females internalize probably certain

values. Thailand's building construction sector is predominantly male therefore male values are more prevalent.

8.11 Conclusion

Thai people depend upon having a sustained healthy and attractive environment as well as robust social structures and economic wellbeing. The word 'sustain' means 'to uphold', or 'to keep (something) going'. Foreign firm and Thai government policies could play a major role in delivering this. It is that reasoning underlying the importance of the alignment/interrelationship of foreign firm strategic intent and Thai social and cultural aspects. Foreign firm strategy design must combine cultural, social, political, economic and environmental dimensions. The lack of or absence of 'alignment/interrelationship' with foreign firm strategic intent and Thai socio-cultural aspects create risk factors. There will always be a high risk that long-term partnership will be sacrificed for short-term economic gain which is, in essence, unsustainable. Foreign firms must understand and acknowledge that social and economic development and the environment are heavily interdependent. This highlights the importance of 'connectedness' and 'partnership' between foreign firms, the government, the industry and the Thai general public. Partnership develops trust, understanding, and an awareness of mutual responsibility through a process of dialogue, negotiation and cooperation. It provides the basis through which multiple benefits can be achieved through good policy and practice.

8.11.1 Implications for practice

This research on foreign firm strategic intent and its interrelationship/alignment with Thai social and cultural values has several implications for strategic management practices. Firstly, the research provides the strategist a detailed understanding of Thai socio-cultural aspects that could guide them to design and implement strategy that aligns with Thai values. From the perspective of strategy development and the importance of the Thai social and cultural milieu, strategists would be able to compare which foreign firm strategic intent is best or more applicable in the Thai building construction sector for foreign firms to

achieve benefits and competitive advantage. Secondly, strategists need to be aware of the socio-political influences impacting on foreign firms operating in Thailand. Their strategic planning ought to ensure that Thailand's *Alien Business Laws* are addressed in strategy design as Thai bureaucracy can make the conduct of business in Thailand difficult. Thirdly, a viable alternative for foreign firms that are not intimate with Thailand's socio-political and socio-cultural aspects and their impact on doing business is to gain knowledge through the employment of mostly Thai nationals to access host country business networks. Finally, the research findings are useful for prospective investors wanting to expand their portfolio into Thailand's building construction sector. The research findings could be used to make a better informed decision on whether expanding into Thailand's building construction sector would be profitable for the company.

8.11.2 Implications for theory

There are a number of implications for strategy-culture theory. Firstly, the unique study investigates the alignment/interrelationship between strategic intent and Thai socio-cultural values in Thailand's building construction sector. The study was also conducted during political change, economic transformation (after the financial crisis) and Thai government's constructive policy development towards foreign investment. Theorists could undertake research in strategy-culture fit in other similar countries and demonstrate the degree or level of alignment/interrelationship between strategic intent and socio-cultural values. Secondly, findings from this research and comparative results with previous studies further demonstrate the existence and importance of an alignment/interrelationship between strategy and host country socio-cultural values. Theorists can further demonstrate the existence and strength of alignment/interrelationship between strategic intent and socio-cultural values across various industry sectors in different time frames and under certain host country environmental conditions.

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APPENDIXES

Appendix 1: Thai social and culture value profile item set

Terminal Values

1.   National security
2.   Family happiness-security
3.   Self-esteem
4.   Success in life
5.   A comfortable life
6.   Equality
7.   Religious-spiritual life

8.   Happiness-inner harmony
9.   Brotherhood spirit
10.   Freedom-independence
11.   True friendship
12.   A world at peace
13.   Wisdom-knowledge

14.   Social recognition
15.   Social relation
16.   A world of beauty
17.   Mature love
18.   An exciting life
19.   Status wealth
20.   Pleasure

Instrumental Values

1.   Independent
2.   Honest-sincere
3.   Responsible
4.   Grateful
5.   Responsive to situations-opportunities
6.   Educated
7.   Caring-considerate
8.   Polite-humble

9.   Capable
10.   Kind-helpful
11.   Courageous
12.   Contented
13.   Self-controlled, tolerant-restrained
14.   Forgiving
15.   Calm-cautious

16.   Broadminded, open-minded
17.   Obedient-respectful
18.   Loving-affectionate
19.   Clean-neat
20.   Interdependent, mutually helpful
21.   Imaginative, creative
22.   Fun-loving, humorous
23.   Ambitious-hardworking

Source: **Komin, S 1990,** *Psychology of the Thai people: values and behavioral patterns*, **National Institute of Development Administration (NIDA), Bangkok.**

Appendix 2: Research correspondence

Appendix 2a

SUHREC Project 0607/162 Foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values

Approved Duration To 1/12/07

I am pleased to advise that the Chair of SHESC3 or delegated member has approved the revisions and clarification as emailed/submitted by you today in response to previous communication (SHESC3 email of 24/4/07). Unless otherwise notified, human research activity in the project may commence in line with standard or any special conditions for on-going ethics clearance.

The standard conditions for ethics clearance include the following:
- *All human research activity undertaken under Swinburne auspices must conform to Swinburne and external regulatory standards, including the current* National Statement on Ethical Conduct in Research Involving Humans *and with respect to secure data use, retention and disposal.*

- *The named Swinburne Chief Present investigator/Supervisor remains responsible for any personnel appointed to or associated with the project being made aware of ethics clearance conditions, including research and consent procedures or instruments approved. Any change in chief present investigator/supervisor requires timely notification and SUHREC endorsement.*

- *Amendments to approved procedures or instruments ordinarily require prior ethical appraisal/ clearance. SUHREC must be notified immediately or as soon as possible thereafter of (a) any serious or unexpected adverse effects on participants and any redress measures; (b) proposed changes in protocols; and (c) unforeseen events which might affect continued ethical acceptability of the project.*
- *At a minimum, an annual report on the progress of the project is required as well as at the conclusion (or abandonment) of the project.*

- *A duly authorised external or internal audit of the project can be undertaken at any time.*

Please contact me if you have any queries or concerns about on-going ethics clearance. The SUHREC project number should be cited in communication.

Sharman Feinberg
Secretary, SHESC3
Research Administrator
Faculty of Business and Enterprise
Swinburne University
Phone: (03) 9214 8605

Appendix 2b

From :   arm (phumkhet@depthai.go.th)
Sent :   Tuesday, 24 April 2007 2:46:30 AM
To :   <joelitmixay@hotmail.com>
Subject : Fwd: Bangkok RHVAC Foreign Firms Operating in Building Construction Industry

Dear Mr. Joe Litmixay

regarding to your request of rhvac list of exhibitors, all the company name and contact details are in our web site: www.depthai.go.th , cat: el or exporter list.

I hope you will fine information you need

Phumkhet Earferprasong
Trade Officer
Department of Export Promotion (Thailand)

Appendix 3: The final questionnaire – English version

You are invited to participate in this questionnaire. <u>Your participation is entirely voluntary and anonymous</u>. Most questions only require you to circle an option. A sample is provided below.

Please complete all items by circling one or more (where relevant) responses. For example, consider the following sample item:

A9.   Place of qualification gained   **1.**   Thailand   2.   Overseas

The sample item shows that the individual gained qualifications in Thailand.

Part A: About You

A1.   My gender

1. Male   2. Female

A2.   My age (in years)

1. <30   2. 31-45   3. 46-60   4. >60

A3.   My marital status

1. Never married   2. Married   3. Other

A4.   My religion

1. Buddhist   2. Christian   3. Muslim   4. Other

A5.   My place of birth

1. Thailand   2. Overseas

A6.   The area in which I live

1. Urban area (City)   2. Rural area (Country)

A7.   My highest education level

1. Not complete Primary   2. Primary   3. Secondary   4. Tertiary   5. Post-graduate

A8.   If completed education, my place of qualification gained

1. Thailand   2. Overseas

A9.   My current position level

1. Director   2. Manager   3. Supervisor   4. Employee

A10.   The number of years I have been employed by this company

1. <5   2. 6-10   3. 11-20   4. >20

Part B: Your Company's Business Background

B1.   My company is….

1.   Joint venture   2.   Fully owned   3.   Licensed   4.   Franchise

B2.   My company function

1.   Manufacturing   2.   Service   3.   Import/Export   4.   Other   (please state …………………………)

B3.   My company's Head Office location

1.   Europe   2.   Asia   2.   North America   4.   Asia Pacific

B4.   My company type

1.   International   2.   Domestic

B5.   Number of employees in my company

1.   <100   2.   101-500   3.   501-1000   4.   >1000

B6.   My company's intent   (you may choose more than one)

1.   Increase revenue 2.   Reduce manufacturing cost 3.   Participate in Thailand's environmental development projects

4.   Other   (please state …………………………………………………………………………………...)

B7.   Company website

1.   Yes, we have.   2.   No, we have none.

B8.   The number of years my company has operated in Thailand

1.   <10   2.   11-20   3.   >20

B9.   The percentage (%) of Thai nationals employed in my company

1.   <40   2.   41-79   3.   >79

Part C: Your Company's Strategy

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

C1.   My company places high importance on increasing market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C2.   My company focuses on social development and business development

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C3.   My company recognizes the importance of religion to Thai people

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C4.   My company places high emphasis on corporate social responsibility and Thailand's economic development

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C5.   My company contributes to the economic wealth of Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C6.   My company invests in research, training and technological development

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C7.   My company is focused on distribution and sales

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C8.   My company is customer service focused

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C9.   My company is operations and manufacturing focused

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C10.   My company takes advantage of low manufacturing costs

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C11.   My company aligns its operations to Thai way of life

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C12.   My company aligns its operations to Thai festival calendar

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C13.   My company endeavors to expand to neighboring areas in Asia

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C14. My company endeavors to expand into other market segments in Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C15. My company understands the way of doing business in Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C16. My company has social-political contacts as well as business contacts in Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C17. My company has good personal network relationship in Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C18. My company has steps in protecting Thailand's environment

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C19. My company understands Thai government policy on business operations in general

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C20. My company endeavors to adapt and differentiate products

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C21. My parent firm has international business experience

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C22. My parent firm has strong relationship with Thailand's government

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C23. My company observes local customs

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C24. My company invests in training expatriates from parent firm

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C25. My company has Thai government support

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C26. My company makes use of Thailand government assistance in doing business

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C27. My company gets help from other organisations in doing business

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C28. The majority of my company's clients are not in Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C29. My company's strategic intent is to increase market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

C30. My company's strategic intent is ensuring sustainable competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

Part D: Your Social and Cultural Values

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

DA1.   I value kindness, hospitality, and helping others

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA2.   I value being recognised in society and being famous

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA3.   I value an ambitious and exciting life

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA4.   I value a job and good health

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA5.   I value friendship, honesty and trustworthiness

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA6.   I value a life-partner that understands me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA7.   I value high morality and religion

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA8.   I value good relations and acceptance by people in the society

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA9.   I value love of nature, music, and art

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA10.   I value knowledge, wisdom, and experience

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA11.   I value dignity and self-respect

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA12.   I value prosperity and security

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA13.   I value the power of money and wealth

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA14. I value freedom and self-assurance

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA15. I value self-contentment

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA16. I value fairness and equality in society

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA17. I value a career and a satisfactory and successful life

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA18. I value warmth, love, and closeness within the family

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA19. I value all kinds of pleasure

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DA20. I value a world filled with joy and peace and without war

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DB1. Which of the twenty (20) items above would you consider to be the top five (5) social values for you?

Most important ☐   e.g. **DA6**

Second most important ☐

Third most important ☐

Fourth most important ☐

Fifth most important ☐

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

DC1.   I value self-control

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC2.   I value self-reliance and self-support

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC3.   I value improving situations and opportunities

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC4.   I value self-contentment

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC5.   I value helping and caring for others

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC6.   I value being skillful and having knowledge

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC7.   I value being thoughtful and deliberate

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC8.   I value being caring and considerate, dislike abusing others

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC9.   I value treating others with warmth, love, and kindness

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC10.   I value forgiving and forgetting

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC11.   I value honesty and faithfulness

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC12.   I value ambition and hard work to achieve success

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC13.   I value manners and being gentle

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC14.   I value obedience and respect for the elderly and professional people

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC15. I value being educated and having wisdom

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC16. I value your opinions and beliefs

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC17. I value being true-hearted

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC18. I value commitment and punctuality

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC19. I value being fun-loving, humorous, and animated

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC20. I value imagination

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC21. I value tidiness and being hygienic

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC22. I value being generous, kind and helpful

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DC23. I value different opinions and performance of others

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

DD1. Which of the twenty (23) items above would you consider to be the top five (5) cultural values for you?

Most important ☐ e.g. **DC22**

Second most important ☐

Third most important ☐

Fourth most important ☐

Fifth most important ☐

Part E: Your Company's Competitive Advantages and Benefits

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

High Customer Service

E1. My company values high customer service

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E2. I understand high customer service

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E3. My company delivers high customer service

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E4. My company recognizes that high customer service provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E5. I recognize that high customer service provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E6. My company recognizes that high customer service provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E7. I recognize that high customer service provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E8. My employer provides customer service training

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E9. High customer service is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E10. Customers expect high customer service from my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E11. Customers expect high customer service from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E12. High customer service has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E13. Delivering high customer service has provided cost savings to my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E14. High customer service helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

Employee Loyalty

E15.   My company values employee loyalty

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E16.   I understand employee loyalty

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E17.   My company rewards employee loyalty

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E18.   My company recognizes that employee loyalty provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E19.   I recognize that employee loyalty provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E20.   My company recognizes that employee loyalty provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E21.   I recognize that employee loyalty provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E22.   Employee loyalty is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E23.   Customers expect employee loyalty from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E24.   Employee loyalty has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E25.   Employee loyalty has provided cost savings to my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E26.   Employee loyalty helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

Fast/Precise Time to Market

E27.   My company values fast/precise time to market

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E28.   I understand fast/precise time to market

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E29.   My company achieves specified time to market

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E30.   My company recognizes that fast/precise time to market provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E31.   I recognize that fast/precise time to market provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E32.   My company recognizes that fast/precise time to market provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E33.   I recognize that fast/precise time to market provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E34.   My employer provides time to market training

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E35.   Fast/precise time to market is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E36.   Customers expect fast/precise time to market from my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E37.   Customers expect fast/precise time to market from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E38.   Fast/precise time to market has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E39.   Fast/precise time to market has provided cost savings to my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E40. Fast/precise time to market helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

High Product Quality

E41.   My company values high product quality

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E42.   I understand high product quality

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E43.   My company delivers high quality products

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E44.   My company recognizes that high product quality provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E45.   I recognize that high product quality provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E46.   My company recognizes that high product quality provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E47.   I recognize that high product quality provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E48.   My employer provides product quality training

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E49.   Delivering high quality products is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E50.   Customers expect high quality products from my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E51.   Customers expect high quality products from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E52.   High quality products has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E53.   My company invests in research and development

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E54. Delivering high quality products has provided cost savings to my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E55. High product quality helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

Goods/Service Leadership

E56.   My company values goods/services leadership

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E57.   I understand goods/services leadership

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E58.   My company delivers goods/services leadership

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E59.   My company recognizes that goods/services leadership provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E60.   I recognize that goods/services leadership provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E61.   My company recognizes that goods/services leadership provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E62.   I recognize that goods/services leadership provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E63.   My employer provides goods/services leadership training

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E64.   Goods/services leadership is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E65.   Customers expect goods/services leadership from my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E66.   Customers expect goods/services leadership from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E67.   Goods/services leadership has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E68.   Delivering goods/services leadership has provided cost savings to my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E69. Goods/services leadership helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

Brand Loyalty

E70.　　My company values brand loyalty

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E71.　　I understand brand loyalty

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E72.　　My company delivers quality brand products

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E73.　　My company recognizes that brand loyalty provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E74.　　I recognize that brand loyalty provides competitive advantage

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E75.　　My company recognizes that brand loyalty provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E76.　　I recognize that brand loyalty provides benefits

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E77.　　My employer provides brand loyalty training

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E78.　　Delivering brand loyalty is a part of my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E79.　　Customers expect brand loyalty from my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E80.　　Customers expect brand loyalty from me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E81.　　Brand loyalty has given my company increased market share

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E82.　　Increasing revenue helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E83. Cost savings helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

E84. Brand loyalty helps achieve the company strategic intent

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

Part F: Miscellaneous Questions

On a scale of 5 to 1, please indicate the degree of your agreement on these items. 5 being strongly agree, 4 being agree, 3 being neutral, 2 being disagree, 1 being strongly disagree, and 0 being don't know.

F1.   I understand my company's social responsibilities

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F2.   My company incorporates social responsibility into its business activities

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F3.   My company carries out and completes its social responsibility projects

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F4.   I value social development in the workplace

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F5.   My company respects employees' cultural and social values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F6.   My company participates in Thailand's national festivals

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F7.   My employer observes the festival calendar of Thailand

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F8.   My employer considers social responsibility very important

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F9.   I understand the goals of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F10.   My company achieves its goal statement

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F11.   Religion plays a role or is considered in the goals of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F12.   I understand the vision of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F13.   My company achieves its vision statement

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F14. Religion plays a role or is considered in the vision of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F15. I understand the mission of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F16. My company achieves its mission statement

5	4	3	2	1	
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F17. Religion plays a role or is considered in the mission of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F18. I understand the strategic intent of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F19. My company achieves its strategic intent statement

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F20. Religion plays a role or is considered in the strategic intent of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F21. My company considers Thailand's way of life and work

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F22. My company's operation aligns itself to Thailand's economic and social development

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F23. My employer allows me to take time off to join in Thai festivals

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F24. My employer is paternalistic towards employees

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F25. My employer participates in Thai recreational activities

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F26. My employer supports my religious activities

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F27. My employer respects the Thai monarchy

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F28. My company operates like other Thai small-medium enterprise

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F29. Religion plays a major role in the behavior of employees and employers in my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F30. Religion is considered in the strategy of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F31. I am comfortable working for my employer

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F32. My employer is considerate of the values of its employees from the rural areas

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F33. My employer acknowledges emerging modern values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F34. My employer acknowledges Thai traditional values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F35. Social development is a strategy of my company

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F36. My employer treats me well

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F37. My employer knows my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F38. My employer respects my values

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

F39. The history of Thailand is important to me

5	4	3	2	1	0
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know

Part G: Alignment Questions

G1.   How well does your company's strategic intent align itself with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G2.   To what degree has your company achieved competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G3.   To what degree has your company achieved customer service through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G4.   To what degree has your company achieved employee loyalty through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G5.   To what degree has your company achieved fast time to market through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G6.   To what degree has your company achieved high product quality through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G7.   To what degree has your company achieved goods/services leadership through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G8.   To what degree has your company achieved strong brand loyalty through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G9.   To what degree has your company achieved benefits through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G10.   To what degree has your company achieved increased revenues through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G11. To what degree has your company achieved significant cost savings through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G12. To what degree has your company achieved increased market share through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

G13. To what degree has your company achieved sustainable competitive advantage through aligning corporate strategic intent with Thai social and cultural aspects?

1	2	3	4	5	6
Chaotic	Misfit	Mixed	Threshold	Harmonious	Perfect

Part H: Additional Comments

If you feel that this questionnaire has overlooked some important issues, or you wish to add further comments, please use the space below.

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Thank you for your cooperation in completing this questionnaire. All the information that you have provided will be treated with STRICT CONFIDENTIALITY.

<u>แบบสอบถาม</u>

คุณถูกเชิญให้ตอบแบบสอบถาม การเข้าร่วมเป็นการสมัครใจและไม่เปิดเผยชื่อผู้ตอบแบบสอบถาม คำถามส่วนใหญ่เป็นการวงกลมตัวเลือก โปรดดูตัวอย่างข้างล่าง

โปรดตอบคำถามทุกข้อ โดยเลือกวงกลมตัวเลือกหนึ่งตัวเลือกหรือมากกว่า ถ้าคำตอบมีมากกว่าหนึ่ง <u>ตัวอย่าง</u>

ข้อ9. **สถานที่จบการศึกษา**
1. <u>ประเทศไทย</u>   2. ต่างประเทศ

ตัวอย่างแสดงวุฒิการศึกษาของแต่ละบุคคลที่ได้รับในประเทศไทย

หัวข้อที่หนึ่ง: เกี่ยวกับตัวคุณ

ข้อ1. เพศ

      1. ชาย   2. หญิง

ข้อ2. อายุ(ปี)

      1. <30   2. 31-45   3. 46-60   4. >60

ข้อ3. สถานะ

      1. ไม่เคยแต่งงาน   2. แต่งงานแล้ว   3. อื่นๆ

ข้อ4. ศาสนา

      1. พุทธ   2. คริสต์   3. อิสลาม   4. อื่นๆ

ข้อ5. สถานที่เกิด

      1. ประเทศไทย   2. ต่างประเทศ

ข้อ6. เขตที่อยู่

      1. ในเมือง(ตัวเมือง)   2. ชนบท (ต่างจังหวัด)

ข้อ7. ระดับการศึกษาสูงสุด

      1. ไม่จบชั้นประถม   2. ประถมศึกษา   3. มัธยมศึกษา
      4. ปริญญาตรี   5. ปริญญาโท

ข้อ8. ถ้าจบการศึกษา สถานที่จบการศึกษา

      1. ประเทศไทย   2. ต่างประเทศ

ข้อ9. ตำแหน่งปัจจุบัน

      1. ผู้อำนวยการ   2. ผู้จัดการ   3. ผู้ควบคุม
      4. ลูกจ้าง

ข้อ10. ระยะเวลาที่ถูกจ้างทำงานในบริษัทนี้

      1. <5 ปี   2. 6-10 ปี   3. 11-20 ปี   4. >20

หัวข้อที่สอง: รายละเอียดของลักษณะบริษัทที่คุณทำงาน

ข้อ1. บริษัทของผมเป็น

1. บริษัทร่วมหุ้น   2. บริษัทหุ้นเดียว 3. บริษัทที่ได้รับใบอนุญาติ

4. เฟรนไชน์ส

ข้อ2. รูปแบบของบริษัท

1.โรงงาน   2. บริการ   3. นำเข้า/ส่งออก

4. อื่นๆ (โปรดระบุ………………………………………………………..)

ข้อ3. ที่ตั้งสำนักงานใหญ่

1. ยุโรป   2. เอเชีย   3. อเมริกาเหนือ   4. เอเชียแปซิฟิก

ข้อ4. ประเภทของบริษัท

1. ระหว่างประเทศ   2. ภายในประเทศ

ข้อ5. จำนวนพนักงานในบริษัท

1. <100 2. 101-500   3. 501-1000   4. >1000

ข้อ6. เจตนารมณ์ของบริษัท (เลือกได้มากกว่าหนึ่งตัวเลือก)

1. เพิ่มรายได้   2. ลดต้นทุนการผลิต

3. เข้าร่วมโครงการพัฒนาสิ่งแวดล้อมของไทย

4. อื่นๆ (โปรดระบุ………………………………………………………..)

ข้อ7. เวปไซต์ของบริษัท

1. มี   2. ไม่มี

ข้อ8. ระยะเวลาที่บริษัทเปิดทำการในประเทศไทย

1. <10   2. 11-20   3. >20

ข้อ9. อัตราส่วนลูกจ้างคนไทยในบริษัทเป็น (%)เปอร์เซนต์

1. <40   2. 41-79   3. >79

หัวข้อที่สาม: กลยุทธ์ของบริษัท

จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง
2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ1.

บริษัทของเราให้ความสนใจในการเพิ่มหุ้นในธุรกิจ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ2.

บริษัทของเราให้ความสนใจในด้านการพัฒนาสังคมและการพัฒนาธุรกิจ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ3.

บริษัทของเราให้ความสำคัญกับศาสนาของคนไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ4.

บริษัทของเราเน้นความสำคัญกับความรับผิดชอบทางสังคมและการพัฒนาทางเศรษฐกิจของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ5.

บริษัทของเราให้เงินช่วยเหลือทางด้านความมั่นคงทางเศรษฐกิจของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ6.

บริษัทของเราลงทุนในด้านการค้นคว้า พัฒนาคนและเทคโนโลยี

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ7.

บริษัทของเราให้ความสำคัญทางด้านการกระจายการขาย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ8.

บริษัทของเราให้ความสำคัญทางด้านการบริการลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ9.

บริษัทของเราให้ความสำคัญทางด้านกระบวนการจัดการและกระบวนการผลิต

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ10.

บริษัทของเราให้ความได้เปรียบทางด้านต้นทุนการผลิตต่ำ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ11.

บริษัทของเราให้การจัดการเป็นไปตามลักษณะการดำรงชีวิตของคนไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ12.

บริษัทของเราให้เวลาทำการเป็นไปตามปฏิทินเทศการของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ13.

บริษัทของเราให้ความพยายามในการขยายธุรกิจสู่ประเทศเพื่อนบ้านในทวีปเอเชีย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ14.

บริษัทของเราพยายามที่จะขยายตลาดไปยังธุรกิจสาขาอื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ15.

บริษัทของเราเข้าใจการทำธุรกิจในประเทศไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ16.

บริษัทของเรามีความสัมพันธ์ทางด้านการเมืองและเศรษฐกิจกับประเทศไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ17.

บริษัทของเรามีความสัมพันธ์ส่วนตัวที่ดี ระหว่างตัวบุคคลในประเทศไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ18.

บริษัทของเรามีขั้นตอนในการป้องกันสิ่งแวดล้อมของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ19.

บริษัทของเราเข้าใจนโยบาย หลักการดำเนินธุรกิจโดยทั่วไปของรัฐบาลไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ20.

บริษัทของเราพยายาม ที่จะปรับและเปลี่ยนผลิตภัณฑ์

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ21.

บริษัทแม่ของเรามีประสบการ ทางด้านธุรกิจระหว่างประเทศ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ22.

บริษัทแม่ของเรามีความสัมพันธ์ที่แข็งกล้ากับรัฐบาลไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ23.

บริษัทของเราเฝ้าสังเกตการณ์ลูกค้าในประเทศ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ24.

บริษัทของเรา ลงทุนทางด้านการฝึกพนักงานจากบริษัทแม่

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ25.

บริษัทของเรา ได้รับการสนับสนุนจากรัฐบาลไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ26.

บริษัทของเรา ใช้การสนับสนุนจากรัฐบาลไทยในการดำเนินธุรกิจ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ27.

บริษัทของเราได้รับการช่วยเหลือจากองค์กรอื่นในการดำเนินธุรกิจ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ28.

ลูกค้าส่วนใหญ่ของบริษัทไม่ได้อยู่ในประเทศไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ29.

บริษัทของเรามีความตั้งใจทางด้านกลยุทธ์ การเพิ่มส่วนแบ่งทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ30.

บริษัทของเรามีความตั้งใจทางด้านกลยุทย์ในการรักษาข้อได้เปรียบทางธุรกิจกับคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

หัวข้อที่สี่:
ค่านิยมทางด้านสังคมและวัฒนะธรรมของตัวคุณ

<u>จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง</u>
<u>2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ</u>

ข้อ1.ก

ผมให้คุณค่ากับ ความมี น้ำใจ การบริการ และ การช่วยเหลือผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ2.ก

ผมให้คุณค่ากับ การมีที่มีคนรู้จัก และมีชื่อเสียงโด่งดังทางสังคม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ3.ก

ผมให้คุณค่ากับ ความทะเยอทะยานและความตื่นเต้นของชีวิต

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ4.ก

ผมให้คุณค่ากับ การทำงานและสุขภาพ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ5.ก

ผมให้คุณค่ากับเพื่อน ความจริงใจและความน่าเชื่อถือ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ6.ก

ผมให้คุณค่ากับคู่สมรสที่เข้าใจผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ7.ก

ผมให้คุณค่ากับคนหมู่มากและศาสนา

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ8.ก

ผมให้คุณค่ากับความสัมพันธ์ที่ดีและการยอมรับจากผู้คนในสังคม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ9.ก

ผมให้คุณค่ากับการรักธรรมชาติ เสียงเพลง และศิลปะ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ10.ก

ผมให้คุณค่ากับความรู้ สติปัญญาและประสบการณ์

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ11.ก

ผมให้คุณค่ากับเกียรติและความเคารพซึ่งกันและกัน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ12.ก

ผมให้คุณค่ากับความสำเร็จและความปลอดภัย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ13.ก

ผมให้คุณค่ากับพลังอำนาจทางการเงินและความมั่งคั่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ14.ก

ผมให้คุณค่ากับความเชื่อมั่นในตัวเองและอิสรภาพ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ15.ก

ผมให้คุณค่ากับความพอใจในตัวเอง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ16.ก

ผมให้คุณค่ากับความยุติธรรมและความเท่าเทียมกันในสังคม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ17.ก

ผมให้คุณค่ากับอาชีพ ความพอใจและความสำเร็จในชีวิต

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ18.ก

ผมให้คุณค่ากับความอบอุ่น ความรักและความใกล้ชิดในครอบครัว

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ19.ก

ผมให้คุณค่ากับความพอใจในทุกๆอย่าง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ20.ก

ผมให้คุณค่ากับคำพูดที่เติมเต็มความสุข สันติภาพและปราศจากสงคราม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ1.

ขจากแบบสอบถาม (20) ข้อข้างต้น จงเลือก

(5) ข้อเรียงลำดับความมีคุณค่าทางสังคมสำหรับคุณ

มีความสำคัญมากที่สุด ☐ ตัวอย่าง ข้อ6.ก

มีความสำคัญรองลงมาอันดับที่สอง ☐

มีความสำคัญรองลงมาอันดับที่สาม ☐

มีความสำคัญรองลงมาอันดับที่สี่ ☐

มีความสำคัญรองลงมาอันดับที่ห้า ☐

จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง
2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ1ค.

ผมให้คุณค่ากับการควบคุมตนเอง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ2ค.

ผมให้คุณค่ากับการไว้วางใจในตัวเองและการสนับสนุนความคิดของตนเอง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ3ค.

ผมให้คุณค่ากับการแก้ไขสถานการณ์และการสร้างโอกาสให้มากขึ้น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ4ค.

ผมให้คุณค่ากับความพอใจในตัวเอง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ5ค.

ผมให้คุณค่ากับการช่วยเหลือและสนใจในผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ6ค.

ผมให้คุณค่ากับการมีความสามารถและมีความรู้

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ7ค.

ผมให้คุณค่ากับการไตร่ตรองและความละเอียดรอบคอบ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ8ค.

ผมให้คุณค่ากับการสนใจและพิจารณา การกระทำผิดต่อผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ9ค.

ผมให้คุณค่ากับการดูแลผู้อื่นด้วยความอบอุ่น ความรักและความปรารถนาดี

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ10ค.

ผมให้คุณค่ากับการยกโทษและการให้อภัย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ11ค.

ผมให้คุณค่ากับการซื่อสัตย์และความซื่อตรง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ12ค.

ผมให้คุณค่ากับความทะเยอทะยาน การทำงานหนัก เพื่อความสำเร็จ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ13ค.

ผมให้คุณค่ากับความมีกริยามารยาท ความสุภาพ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ14ค.

ผมให้คุณค่ากับการเคารพและเชื่อฟัง ผู้ที่มีอาวุโส และมีความเชี่ยวชาญมากกว่า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ15ค.

ผมให้คุณค่ากับการได้รับการศึกษาและการมีความรู้

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ16ค.

ผมให้คุณค่ากับความเชื่อและความคิดเห็นของผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ17ค.

ผมให้คุณค่ากับความจริงใจ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ18ค.

ผมให้คุณค่ากับการเข้าร่วมและการตรงต่อเวลา

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ19ค.

ผมให้คุณค่ากับการมีความสุขกับความรัก มีอารมณ์ขัน และมีชีวิตชีวา

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ20ค.

ผมให้คุณค่ากับการจินตนาการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ21ค.

ผมให้คุณค่ากับความสะอาดและความเรียบร้อย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ22ค.

ผมให้คุณค่ากับการเป็นคนใจกว้าง ใจดีและช่วยเหลือผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ23ค.

ผมให้คุณค่ากับความคิดเห็นและผลงานของผู้อื่น

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ1ง.

จากแบบสอบถาม (23) ข้อข้างต้น จงเลือก

(5) ข้อเรียงลำดับความมีคุณค่าทางวัฒนะธรรมสำหรับคุณ

มีความสำคัญมากที่สุด ☐ ตัวอย่าง ข้อ22ง.

มีความสำคัญรองลงมาอันดับที่สอง ☐

มีความสำคัญรองลงมาอันดับที่สาม ☐

มีความสำคัญรองลงมาอันดับที่สี่ ☐

มีความสำคัญรองลงมาอันดับที่ห้า ☐

หัวข้อที่ห้า: ความได้เปรียบต่อคู่แข่ง และผลประโยชน์ต่างๆของบริษัทของคุณ

<u>จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง 2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ</u>

<u>การบริการชั้นสูงย่างมีคุณภาพต่อลูกค้า</u>

ข้อ1จ.

บริษัทของผมให้คุณค่ากับการบริการ ชั้นสูงต่อลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ2จ.

ผมเข้าใจกับการบริการชั้นสูงต่อลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ3จ.

บริษัทของผมนำเสนอการบริการชั้นสูงต่อลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ4จ.

บริษัทของผมตระหนักดีว่าการบริการชั้นสูงต่อลูกค้า ทำให้เกิดข้อได้เปรียบต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ5จ.

ผมตระหนักดีว่าการบริการชั้นสูงต่อลูกค้า ทำให้เกิดข้อได้เปรียบต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ6จ.

บริษัทของผมตระหนักดีว่าการบริการชั้นสูงต่อลูกค้า ก่อให้เกิดผลประโยชน์ต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ7จ.

ผมตระหนักดีว่าการบริการชั้นสูงต่อลูกค้า ก่อให้เกิดผลประโยชน์ต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ8จ.

บริษัทมีการจัด ฝึกพนักงานในด้านบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ9จ.

ผมให้คุณค่ากับการบริการชั้นสูงต่อลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ10จ.

ลูกค้ามุ่งหวังการบริการชั้นสูงจากบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ11จ.

ลูกค้ามุ่งหวังการบริการชั้นสูงจากตัวผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ12จ.

การบริการชั้นสูงต่อลูกค้า ทำให้บริษัทมีส่วนแบ่งเพิ่มขึ้นทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ13จ.

การบริการชั้นสูงต่อลูกค้า ทำให้ประหยัดต้นทุนต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ14จ.

บริษัทของผมมีกลยุทธ์ที่แน่วแน่ ต่อการบริการชั้นสูงต่อลูกค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ความซื่อสัตย์ของพนักงาน

ข้อ15จ.

บริษัทของผมให้คุณค่ากับความซื่อสัตย์ของพนักงาน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ16จ.

ผมเข้าใจกับความซื่อสัตย์ของพนักงาน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ17จ.

บริษัทของผมให้รางวัลกับพนักงานที่ซื่อสัตย์

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ18จ.

บริษัทของผมตระหนักดีว่าความซื่อสัตย์ของพนักงานทำให้เกิดข้อได้เปรียบ

ต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ19จ.

ผมตระหนักดีว่าความซื่อสัตย์ของพนักงานทำให้เกิดข้อได้เปรียบต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ20จ.

บริษัทของผมตระหนักดีว่าความซื่อสัตย์ของพนักงานทำให้เกิดผลประโยชน์

กับบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ21จ.

ผมตระหนักดีว่าความซื่อสัตย์ของพนักงานทำให้เกิดผลประโยชน์กับบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ22จ.

ความซื่อสัตย์ของพนักงาน คือคุณค่าส่วนหนึ่งของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ23จ.

ลูกค้ามุ่งหวังความซื่อสัตย์ของพนักงานจากตัวผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ24จ.

ความซื่อสัตย์ของพนักงานทำให้บริษัทเพิ่มส่วนแบ่งทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ25จ.

ความซื่อสัตย์ของพนักงานก่อให้เกิดการประหยัดต้นทุนต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ26จ.

กลยุทย์ที่แน่วแน่ของบริษัทคือความซื่อสัตย์ของพนักงาน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

<u>ความรวดเร็วและการตรงต่อเวลาทางการตลาด</u>

ข้อ27จ.

บริษัทของผมให้ความหมายกับความรวดเร็วและการตรงต่อเวลาทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ28จ.

ผมเข้าใจดีกับความรวดเร็วและการตรงต่อเวลาทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ29จ.

บริษัทของผมระบุผลสำเร็จกับการตรงต่อเวลาทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ30จ.

บริษัทของผมตระหนักดีว่าความรวดเร็วและการตรงต่อเวลาทางการตลาด
ส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ31จ.

ผมตระหนักดีว่าความรวดเร็วและการตรงต่อเวลาทางการตลาดส่งผลให้เกิดข้อ
ได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ32จ.

บริษัทของผมตระหนักดีว่าความรวดเร็วและการตรงต่อเวลาทางการตลาด ก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ33จ.

ผมตระหนักดีว่าความรวดเร็วและการตรงต่อเวลาทางการตลาดก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ34จ.

บริษัทของจัดเวลาให้กับการฝึกอบรมทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ35จ.

ความรวดเร็วและตรงต่อเวลาทางการตลาด คือคุณค่าส่วนหนึ่งของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ36จ.

ลูกค้าคาดหวังกับความรวดเร็วและตรงต่อเวลาทางการตลาด จากบริษัทของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ37จ.

ลูกค้าคาดหวังกับความรวดเร็วและตรงต่อเวลาทางการตลาด จากผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ38จ.

ความรวดเร็วและตรงต่อเวลาทางการตลาด ทำให้บริษัทมีส่วนแบ่งเพิ่มขึ้นทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ39จ.

ความรวดเร็วและตรงต่อเวลาทางการตลาด ทำให้ประหยัดต้นทุนต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ40จ.

บริษัทของผมมีกลยุทย์ ที่แน่วแน่ต่อความรวดเร็วและตรงต่อเวลาทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง 2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ความมีคุณภาพสูงของสินค้า

ข้อ41จ.

บริษัทของผมให้คุณค่ากับความมีคุณภาพสูงของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ42จ.

ผมเข้าใจความมีคุณภาพสูงของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ43จ.

บริษัทของผมนำเสนอความมีคุณภาพสูงของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ44จ.

บริษัทของผมตระหนักดีว่าความมีคุณภาพสูงของสินค้าส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ45จ.

ผมตระหนักดีว่าความมีคุณภาพสูงของสินค้าส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ46จ.

บริษัทของผมตระหนักดีว่าความมีคุณภาพสูงของสินค้าก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ47จ.

ผมตระหนักดีว่าความมีคุณภาพสูงของสินค้าก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ48จ.

บริษัทของจัดเวลาให้กับการฝึกอบรมทางคุณภาพของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ49จ.

ผมให้คุณค่ากับการนำเสนอความมีคุณภาพสูงของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ50จ.

ลูกค้าคาดหวังกับความมีคุณภาพสูงของสินค้าจากบริษัทของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ51จ.

ลูกค้าคาดหวังกับความมีคุณภาพสูงของสินค้าจากผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ52จ.

ความมีคุณภาพสูงของสินค้าส่งผลให้บริษัทเพิ่มส่วนแบ่งทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ53จ.

บริษัทของผมลงทุนทางด้านการค้นคว้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ54จ.

การนำเสนอความมีคุณภาพสูงของสินค้าทำให้ประหยัดต้นทุนต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ55จ.

บริษัทของผมมีกลยุทธ์ ที่แน่วแน่ต่อความมีคุณภาพสูงของสินค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ความเป็นผู้นำทางด้านสินค้าและบริการ

ข้อ56จ.

บริษัทของผมบริษัทของผมให้คุณค่ากับความเป็นผู้นำทางด้านสินค้าและบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ57จ.

ผมเข้าใจความเป็นผู้นำทางด้านสินค้าและบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ58จ.

บริษัทของผมนำเสนอความเป็นผู้นำทางด้านสินค้าและบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ59จ.

บริษัทของผมตระหนักดีว่าความเป็นผู้นำทางด้านสินค้าและบริการ

ส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ60จ.

ผมตระหนักดีว่าความเป็นผู้นำทางด้านสินค้าและบริการ ส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ61จ.

บริษัทของผมตระหนักดีว่าความเป็นผู้นำทางด้านสินค้าและบริการ ก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ62จ.

ผมตระหนักดีว่าความเป็นผู้นำทางด้านสินค้าและบริการ ก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ63จ.

บริษัทของจัดเวลาให้กับการฝึกอบรม เรื่องความเป็นผู้นำทางด้านสินค้าและบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ64จ.

ความเป็นผู้นำทางด้านสินค้าและบริการ คือคุณค่าส่วนหนึ่งของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ65จ.

ลูกค้าคาดหวังกับความเป็นผู้นำทางด้านสินค้าและบริการ จากบริษัทของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ66จ.

ลูกค้าคาดหวังกับความเป็นผู้นำทางด้านสินค้าและบริการ จากผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ67จ.

ความเป็นผู้นำทางด้านสินค้าและบริการ ส่งผลให้บริษัทเพิ่มส่วนแบ่งทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ68จ.

ความเป็นผู้นำทางด้านสินค้าและบริการ ทำให้ประหยัดต้นทุนต่อบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ69จ.

บริษัทของผมมีกลยุทธ์ ที่แน่วแน่ต่อ ความเป็นผู้นำทางด้านสินค้าและบริการ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ความน่าเชื่อถือต่อเครื่องหมายการค้า

ข้อ70จ.

บริษัทของผมให้คุณค่ากับความน่าเชื่อถือต่อเครื่องหมายการค้า

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ71จ.

ผมเข้าใจความน่าเชื่อถือต่อยี่ห้อ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ72จ.

บริษัทของผมนำเสนอคุณภาพของยี่ห้อ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ73จ.

บริษัทของผมตระหนักดีว่าความน่าเชื่อถือต่อยี่ห้อส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ74จ.

ผมตระหนักดีว่าความน่าเชื่อถือต่อยี่ห้อ ส่งผลให้เกิดข้อได้เปรียบต่อคู่แข่ง

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ75จ.

บริษัทของผมตระหนักดีว่าความน่าเชื่อถือต่อยี่ห้อ ก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ76จ.

ผมตระหนักดีว่าความน่าเชื่อถือต่อยี่ห้อ ก่อให้เกิดผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ77จ.

บริษัทของจัดเวลาให้กับการฝึกอบรมทางด้านความน่าเชื่อถือต่อยี่ห้อ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ78จ.

การนำเสนอความน่าเชื่อถือต่อยี่ห้อ เป็นคุณค่าส่วนหนึ่งของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ79จ.

ลูกค้าคาดหวังกับความกับความน่าเชื่อถือต่อยี่ห้อ จากบริษัทของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ80จ.

ลูกค้าคาดหวังกับความกับความน่าเชื่อถือต่อยี่ห้อ จากผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ81จ.

ความน่าเชื่อถือต่อยี่ห้อ ส่งผลให้บริษัทเพิ่มส่วนแบ่งทางการตลาด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ82จ.

กลยุทย์ที่แน่วแน่ของบริษัทคือการเพิ่มผลกำไร

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ83จ.

กลยุทย์ที่แน่วแน่ของบริษัทคือทำให้ประหยัดต้นทุน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ84จ.

กลยุทย์ที่แน่วแน่ของบริษัทความน่าเชื่อถือต่อยี่ห้อ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

หัวข้อที่หก: คำถามในแง่มุมต่างๆ

<u>จากตัวเลือก5ตัวเลือก โปรดเลือกระดับความเห็นด้วยจาก 5.เห็นด้วยอย่างมาก 4.เห็นด้วย 3.เป็นกลาง</u>
<u>2.ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ</u>

ข้อ1ฉ.

ผมเข้าใจความรับผิดชอบต่อสังคมของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ2ฉ.

บริษัทผมไม่ได้รวมส่วนรับผิดชอบต่อสังคม ในกิจกรรมต่างๆของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ3ฉ.

บริษัทผมได้ปฏิบัติและทำให้แผนงานรับผิดชอบต่อสังคม ของบริษัทสำเร็จ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ4ฉ.

ผมให้คุณค่ากับการเข้าร่วมสังคม ในสถานที่ทำงาน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ5ฉ.

บริษัทของผมให้ความเคารพกับวัฒนะธรรมและสังคม ของพนักงาน

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ6ฉ.

บริษัทของผมได้เข้าร่วมกิจกรรมต่างๆ ของประเทศ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ7ฉ.

นายจ้างของผมถือปฏิบัติตามปฏิทินวันหยุดของประเทศ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ8ฉ.

นายจ้างของผมให้ความสำคัญ กับความผิดชอบ ต่อสังคมอย่างมาก

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ9ฉ.

ผมเข้าใจเป้าหมายของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ10ฉ.

บริษัทของผมประสบความสำเร็จในเป้าหมาย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ11ฉ.

บริษัทของผมคำนึงถึงการดำเนินการภายใต้หลักเกณฑ์ของศาสนา ในเป้าหมายความสำเร็จ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ12ฉ.

ผมเข้าใจในมุมมองของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ13ฉ.

บริษัทของผมประสบความสำเร็จ ตามมุมมองของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ14ฉ.

บริษัทของผมคำนึงถึงการดำเนินการภายใต้หลักเกณฑ์ของศาสนา ตามมุมมองของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ15ฉ.

ผมเข้าใจในภาระหน้าที่ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ16ฉ.

บริษัทของผมประสบความสำเร็จ ในภาระหน้าที่ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ17ฉ.

บริษัทของผมคำนึงถึงการดำเนินการภายใต้หลักเกณฑ์ของศาสนา ในภาระหน้าที่ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ18ฉ.

ผมเข้าใจกลยุทธ์ที่แน่วแน่ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ19ฉ.

บริษัทของผมประสบความสำเร็จตามกลยุทธ์ของบริษัท ที่กล่าวไว้

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ20ฉ.

บริษัทของผมคำนึงถึงการดำเนินการภายใต้หลักเกณฑ์ของศาสนา

ตามกลยุทธ์ที่แน่วแน่ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ21ฉ.

บริษัทของผมคำนึงถึงการดำเนินการตามการทำงาน และวิถีการดำเนินชีวิตของคนไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ22ฉ.

บริษัทของผมจัดการดำเนินการตาม ระบบการพัฒนาเศรษฐกิจและสังคมของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ23ฉ.

บริษัทของอนุญาตให้ผมหยุดงานเพื่อเข้าร่วมเทศการต่างๆของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ24ฉ.

บริษัทของผมปกครองพนักงาน แบบพ่อปกครองลูก

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ25ฉ.

บริษัทของผมได้เข้าร่วมกิจกรรมสันทนาการ ของประเทศ

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ26ฉ.

บริษัทของผมสนับสนุนกิจกรรมทางศาสนาของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ27ฉ.

บริษัทของผมเคารพการปกครองแบบกษัตริย์ของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ28ฉ.

บริษัทของผมดำเนินการเหมือนกับโครงการขนาดเล็กถึงโครงการขนาดกลางของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ29ฉ.

ศาสนาเป็นส่วนหลักพฤติกรรมของพนักงานและนายจ้างของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ30ฉ.

ศาสนาพิจารณาอยู่ในกลยุทย์ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ31ฉ.

ผมสบายใจที่ได้ทำงานให้กับนายจ้างของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ32ฉ.

นายจ้างของผมพิจารณาคุณค่าของพนักงาน ที่มาจากต่างจังหวัด

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ33ฉ.

นายจ้างของผมรับรู้ กับการเกิดคุณค่าทางความคิดสมัยใหม่

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ34ฉ.

บริษัทของผมรับรู้เกี่ยวกับคุณค่าทางประเพณีของไทย

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ35ฉ.

การพัฒนาทางสังคมคือกลยุทธ์ของบริษัท

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ36ฉ.

นายจ้างของผมดูแลเอาใจใส่ผมเป็นอย่างดี

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ37ฉ.

นายจ้างของผมรู้ถึงคุณค่าของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ38ฉ.

นายจ้างของผมเคารพในคุณค่าของผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ข้อ39ฉ.

ประวัติศาสน์ในอดีตของไทย มีความสำคัญมากสำหรับผม

5. เห็นด้วยอย่างมาก 4. เห็นด้วย 3. เป็นกลาง 2. ไม่เห็นด้วย 1.ไม่เห็นด้วยอย่างมาก 0.ไม่ทราบ

ส่วนที่เจ็ด: คำถามร่วมแบบสอบถาม

ข้อ1ช.

การบรรลุถึงข้อตกลงทางกลยุทย์ของบริษัทต่อสังคมและแง่มุมทางวัฒนะธรรม ดีมากเท่าไร

1.ยังสับสนอยู่ 2.ยังไม่เหมาะสม 3.ยังคลุมเคลือ 4.เริ่มเปลี่ยนแปลง 5.กลมกลืน 6. สมบูรณ์แบบ

ข้อ2ช.

ความสำเร็จระดับใด

ที่บริษัทของคุณได้รับจากความได้เปรียบต่อคู่แข่งทางด้านกลยุทย์ที่แน่วแน่เกี่ยวกับ-

ข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ3ช.

ความสำเร็จระดับใดที่บริษัทของคุณได้รับจากความได้เปรียบต่อคู่แข่งทางด้านการบริการลูกค้

าต่อกลยุทย์ที่แน่วแน่เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ4ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากความซื่อสัตย์ของพนักงาน

ต่อกลยุทย์ที่แน่วแนเกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ5ช.

ความรวดเร็วต่อความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากกลยุทย์ที่แน่วแน่

เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ6ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากผลผลิตคุณภาพสูง

ต่อกลยุทย์ที่แน่วแน่เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ7ช.

ความสำเร็จระดับใดที่บริษัทของคุณได้รับจากความเป็นผู้นำทางด้านสินค้าและบริการ
คุณภาพสูงต่อกลยุทธ์ที่แน่วแน่ เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ8ช.

ความสำเร็จระดับใดที่บริษัทของคุณได้รับจากความเชื่อถือต่อเครื่องหมายการค้า
เกี่ยวกับกลยุทธ์ข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ9ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากกำไร ต่อกลยุทธ์ที่แน่วแน่
เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ10ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากการเพิ่มรายได้ ต่อกลยุทธ์ที่แน่วแน่
เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ11ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากนัยสำคัญ จากการประหยัดต้นทุน
ต่อกลยุทธ์ที่แน่วแน่เกี่ยวกับข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ12ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับ จากการเพิ่มส่วนแบ่งทางการตลาด
ต่อกลยุทธ์ที่แน่วแน่เกี่ยวกับ ข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ข้อ13ช.

ความสำเร็จระดับใด ที่บริษัทของคุณได้รับจากการสนับสนุนความได้เปรียบต่อคู่แข่ง ต่อกลยุทย์

ที่แน่วแน่เกี่ยวกับ ข้อตกลงทางสังคมและแง่มุมต่างๆทางวัฒนะธรรม

1. ยังสับสนอยู่ 2. ยังไม่เหมาะสม 3. ยังคลุมเคลือ 4. เริ่มเปลี่ยนแปลง 5. กลมกลืน 6. สมบูรณ์แบบ

ส่วนที่แปด: ความคิดเห็นเห็นเพิ่มเติม

ถ้าคุณมีความรู้สึกว่า แบบสอบถามนี้ได้ มองข้ามประเด็นสำคัญ หรือ คุณมีความคิดเห็น ข้อวิจารณ์ เพิ่มเติม โปรดเติมความคิดเห็น ลงในช่องว่างด้านล่างนี้

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ขอขอบคุณ ที่ให้ความร่วมมือในการตอบแบบสอบถามนี้ ข้อมูลทั้งหมดนี้จะถูกเก็บรักษาไว้อย่างเป็นความลับง

Appendix 5: Confidentiality agreement with participants – English version

Swinburne University of Technology
Australian Graduate School of Entrepreneurship

PO Box 218 Hawthorn
Victoria 3122 Australia

Foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values

Principal Present investigator: Dr Harchand Thandi

Present investigator: Mr Litmixay Phandanouvong

The aim of this survey is to investigate what connection or correlation exists between foreign firm strategic intent and Thailand's social and cultural aspects. It also seeks to study the nature of that relationship. The results of the research will be used for a Doctor of Business Administration (DBA) thesis. The research is intended to provide a social and cultural guide for foreign firms in managing their organisations more effectively. The product of this research is hoped to be of value to academics and primary practitioners; in particular, to corporate strategists in developing appropriate policy and practices for foreign investment in Thailand.

The questionnaire is divided into eight parts.

Part A: seeks to collect relevant background information on you, the participant;

Part B: seeks to collect relevant background information on your organisation;

Part C: seeks to collect information related to your company's strategy;

Part D: contains a number of Thai values questions that can help to define widely shared and strongly held values and culture;

Part E: aims to assess the degree of the company's competitive advantages and benefits that could be obtained;

Part F: contains miscellaneous questions on strategy, culture, and values which will help better understand, interpret, and analyse responses obtained;

Part G: seeks to collect information related to the alignment between company strategic intent and Thai social and cultural aspects; and

Part H: gives you an opportunity to make additional comments.

Please note that your participation in this survey is entirely voluntary. Thus, while your contribution is highly valuable to us, you may withdraw it at any time. However, we hope that you will help by anonymously returning the completed questionnaire in the stamped self-addressed envelope provided. We will keep all information that you provide completely anonymous and confidential. The results of the survey will be used only in processed (grouped) form.

You will need about 30 minutes to complete the questionnaire.

Questions regarding this project entitled 'Foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social values' can be directed to the principal present investigator, Dr Harchand Thandi, at the Australian Graduate School of Entrepreneurship, Swinburne University of Technology, on +613 9214 5285.

If you have any concerns or complaints about the conduct of this project, please contact:

<div align="center">

Research Ethics Officer

Office of Research and Graduate Studies (H68)

Swinburne University of Technology

PO Box 218

Hawthorn Vic 3122

Tel: (03) 9214 5218 (or +61 3 9214 5218) or resethics@swin.edu.au

</div>

Thank you very much for your time and valued contribution.

Litmixay Phandanouvong

Appendix 6: Confidentiality agreement with participants – Thai version

Swinburne University of Technology

Australian Graduate School of Entrepreneurship

PO Box 218 Hawthorn

Victoria 3122 Australia

กลยุทธ์ที่ตั้งไว้ของบริษัทต่างประเทศ ระหว่างความสัมพันธ์ แนวทาง

ต่อวัฒนะธรรมและคุณค่าทางสังคม

อาจารย์ผู้ตรวจ: Dr Harchand Thandi

ผู้ช่วยผู้ตรวจ: Mr Litmixay Phandanouvong

จุดประสงค์ของการสำรวจนี้ เพื่อหาเหตุผลความสำพันธ์ หรือแก้ไขสิ่งที่ผิดพลาด

ระหว่างกลยุทธ์ที่ตั้งใจไว้ของบริษัทต่างประเทศและแง่มุมทางด้านสังคมและวัฒนะธรรมของไทย

ด้วยทั้งยังค้นหาธรรมชาติของความสัมพันธ์

ผลลัพธ์ของการสำรวจนี้ จะใช้สำหรับ วิทยานิพนธ์ปริญญาดุษฎีบัณฑิตของคณะบริหารธุรกิจ (Doctor of

Business Administration thesis) การค้นคว้านี้ มีจุดมุ่งหมายที่จะจัดหาแนวทาง ทางด้าน สังคมและวัฒนะธรรม

ให้กับบริษัทต่างประเทศ ในการจัดการองค์กรอย่างมีประสิทธิภาพ ผลงานจากการค้นคว้านี้

หวังว่าจะมีคุณค่าทางวิชาการ และ เป็นสิ่งที่สำคัญสำหรับผู้ฝึกวิชาชีพ โดยเฉพาะการร่วมมือ กับ

ผู้ชำนาญทางด้านกลยุทธ์ในการพัฒนานโยบายที่เหมาะสม และการปฏิบัติต่างๆ

สำหรับผู้ลงทุนต่างประเทศในประเทศไทย

แบบสอบถามนี้ได้แบ่งเป็นแปดส่วน

ส่วนแรก   : เพื่อค้นหารวบรวมข้อมูลพื้นฐานที่เกี่ยวข้อง จากตัวคุณ (ผู้ตอบแบบสอบถาม)

ส่วนที่สอง   : เพื่อค้นหารวบรวมข้อมูลพื้นฐานที่เกี่ยวข้อง จากบริษัทของคุณ

ส่วนที่สาม   : เพื่อค้นหารวบรวมข้อมูลที่เกี่ยวเนื่องกับกลยุทธ์ของบริษัทของคุณ

ส่วนที่สี่   : คำถามต่างๆเกี่ยวกับคุณค่าของคนไทย

                   ที่ช่วยกำหนดขอบข่ายในเรื่องการร่วมหุ้นอย่างกว้างขวางและ

                   ความเชื่อในเรื่องคุณค่าและวัฒนะธรรมของคนไทย

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ส่วนที่ห้า	: จุดประสงค์เพื่อประเมินระดับความได้เปรียบของบริษัทต่อคู่แข่ง และผลประโยชน์ที่ควรได้รับ
ส่วนที่หก	: ประกอบด้วยคำถามต่างๆ ในเรื่องกลยุทธ์ วัฒนะธรรม และคุณค่า ที่ช่วยให้ทำให้เข้าใจ อธิบายและวิเคราะห์ได้มากขึ้นจากคำตอบที่ได้มา
ส่วนที่เจ็ด	: เพื่อค้นหาข้อมูลและรวบรวมข้อมูลที่เกี่ยวเนื่องระหว่างกลยุทธ์ที่แน่วแน่ ของบริษัท และในแง่มุมต่างๆที่เกี่ยวกับสังคมและวัฒนะธรรมไทย
ส่วนที่แปด	: เพื่อให้โอกาสผู้ตอบแบบสอบถามได้แสดงความคิดเห็นเพิ่มเติม

โปรดทราบว่าการเข้าร่วมตอบแบบสอบถามนี้ เป็นการสมัครใจ ดังนั้นการให้คำตอบของคุณมี
คุณค่าอย่างมากต่อพวกเราคุณสามารถที่จะหยุดตอบแบบสอบถามได้ทุกเมื่อ
อย่างไรก็ตามเราหวังว่าคุณจะช่วยตอบแบบสอบถามจนหมดทุกข้อ และช่วยส่งแบบสอบถามที่ไม่ต้องระบุชื่อ
ในซองที่จ่าหน้าและติดแสตมป์ไว้ให้เรียบร้อยแล้ว กลับมายังเรา เราจะเก็บรักษาข้อมูลที่ไม่ระบุชื่อของท่าน
ไว้อย่างเป็นความลับ ผลลัพธ์ของแบบสำรวจนี้จะใช้ในการดำเนินการแบบหมู่เท่านั้น

คุณจะใช้เวลาประมาณ 30 นาทีในการตอบแบบสอบถามนี้

คำถามที่เกี่ยวกับการวิจัยในครั้งนี้ มีชื่อว่า"ความสัมพันธ์ของบริษัทต่างประเทศ และ
กลยุทธ์ที่แน่วแน่ของบริษัทในแง่มุมต่างๆที่เกี่ยวกับสังคมและวัฒนะธรรมไทย"สามารถส่งตรงได้ถึง
อาจารย์ผู้ตรวจ: Dr Harchand Thandi ที่ Australian Graduate School of Entrepreneurship, Swinburne
University of Technology, หรือโทร +613 9214 5285.

ถ้าคุณมีเรื่องราวที่เกี่ยวข้อง หรือ ร้องทุกข์ เกี่ยวกับโครงงานวิจัยนี้ กรุณาติดต่อ

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ขอขอบพระคุณเป็นอย่างสูง สำหรับเวลาและคุณค่าในการเข้าร่วมตอบแบบสอบถามในครั้งนี้

Litmixay Phandanouvong

Appendix 7: Companies invited to the research

ABB Industry

ABB Power

ABB Sace

AC Nielsen (Thailand)

Achelis Thailand

Addison Wesley Longman (Thailand)

ADE International

Advanced Manufacturers

Air Liquid Welding (Thailand)

Air Liquide (Thailand)

Amoco Chemicals

Ando Construction

Anglo Asia Projects and Engineering

Asano Engineering

Ascom – Timeplex Far East

Asia Badger

Austhai Development & Construction

Awat Thai

Aztec International

Bangkok Business Equipment Automation

Bangkok Steel Industry Public

Bauer (Thailand)

Bayer Thai

Bechtel International

Behm Meyer & Co

Bernina Thailand

Binnie Black Veatch

Biwater International

BlueScope Steel (Thailand)

Boehme Thai

Bovis (Thailand)

Bradford Contracting & Engineering

British Steel (Thailand)

Burns Associates (Thailand)

Callahan Corogin Studio

Caltex Oil (Thailand)

Campenon Bernard Sge

Carrier (Thailand)

Carter Holt Harvey

Caterpillar Asia

CBI/ST

Cegelec Thailand

Central Glass

Challenge Group

Charoen Bura

Chemtrans Asiatic

Clough (Thailand)

CMPS & F

Coating Paper Industries

Collodin Chemie

Concrete Constructions (Thailand)

Connell Bros

Conocco

Construction and Piling Equipment

Copeland International

Cormix International

CSR Insulation (Thailand)

CTCI Thailand

Dale Electric Power System

Danfoss (Thailand)

Davis Langdon & Seah (Thailand)

Deerns Consulting Engineer

Degremont

Delta Pump International

Dextra Asia

DK Conmar

Dow Chemical Thailand

Du Pont (Thailand)

Dunning Thornton Consultants (Thailand)

Durametallic Corp

Elco Industries

Electrolux Thailand

ES Asia Group

ESE Corporation

Expro Overseas Inc

Famdel Co

FCC Thailand

Festo Fanuc Thailand

Filter Thailand

Fire Engineering Services

FL Smidth Co

Float Construction Services

Flour Daniel Eastern Inc

Flymar

Fortum Power and Heat Oy

Franco-Pacific Thailand

Fuchs Lubricants

Fugro IGN Thailand

Fullman International Thailand

GEA Thailand

GEC Materials

Geoplast Co

German Engineering & Machinery

Gerson & Sons

GK Finechem

Globecast Asia

Green Engineering (Thailand)

Grundfos Thailand

Gypsum Fiberboard

Halcrow Group

Hamon Thermal Engineers Contractors

Harris Corp

Hassell

Henry Walker Waste Water Treatment

Hirotex

HM & Associates

Hoechst Schering Agrevco

Honeywell Systems (Thailand)

Humex Bonna

Hyder Consulting (Thailand)

Incon Industry Consult

Interior Architecture 103

Ipco Constructors

Ipeco

Ipedex Thailand

ISM Wire Mesh

ISP Thailand

IVO Generation Services

Jaques Thailand

Jardine Matheson (Thailand)

Jardine Schindler (Thailand)

John Holland (Thailand)

Kabe Industries

Klockner Industrie-Anlagen GMBH

Konoike Construction

Kruger

KSB (Pumps)

K-Tech Construction & Engineering

Kvaerner (Thailand)

Landi-Hartog Thailand

Legion Roofing

Lend Lease (Thailand)

Loctite Thailand	Precision Technology
Loxley Public	Pro-En Group of Companies
Loxley Public	Projects Asia
LVD Co	Ramset (Thailand)
M2 Engineering Asia Pacific	RBK Thailand
Mannesmann ENG KTI Demag	Readymixed Pioneer Concrete (Thailand)
Maxwin Builders	RMD (Thailand)
MBT Environmental Asia	SAE (Thailand)
MC Plastic	Samart Project Consultants
McConnell Dowell (Thailand)	Sandvik Thailand
Meinhardt (Thailand)	Scott Wilson Kirkpatrick (Thailand)
Mettler-Toledo Thailand	SDEM (Thailand)
Mita Thailand	Sekurit Saint Gobain Toa
MMD Minery Sizing	Shell (Thailand)
Mott MacDonald (Thailand)	Sinclair Knight Merz
Mouchel Thailand	SK Trump Corporation
Nalco Chemical Thailand	Sofresid (Thailand)
Neodecor	Solica Co
Nesic Thailand	SPB Consultants
NetCon Thailand	Standard Kessel (Thailand)
Netzsch Thailand	Statoil (Thailand)
NKK Engineering	Steven J Leach Jr & Associates
Nordic Impex	Stewart Engineers
Ove Arup (Thailand)	Stone & Webster (Thailand)
Pacific Consultant International	Stork Thailand
Padag Project Analysis and Development	Sulzer (Thailand)
PAE Thailand	Thai Bauer
Parker Engineering (Thailand)	Thai Ceramic Colour
Parsons Polytech	Thai Electrical Manufacturing
Penta-Ocean Construction	Thai German Industries
Phillip Holzmann (Thailand)	Thailand Technical Services
Pipe Supports Asia	Thai-Nichias Engineering
PQ Chemicals	Thomson Brandtman
Praeton Haus International	Total Lubricants

TSK Engineering (Thailand)

Tubemakers Wastewater Treatment

Tyco International

UHDE (Thailand)

Ventury Co

Wacker Machinery

Wattyl Dimet (Siam)

Weidenann (Far East)

Weltkraft Engineering Services

Weltkraft-International

Westinghouse Electric

Westkon Enterprise (Thailand)

Wico Co

Wieger International

Wirtgen Thailand

Woods Bagot (Thailand)

World Premier

Worley International

Yacht Haven

Yorkshire Chemicals (Thailand)

Appendix 8:

Relative importance for 'Thai social values (most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value kindness, hospitality, and helping others (DA1)	17	16.8	16.8	17.8
I value knowledge, wisdom, and experience (DA10)	1	1.0	1.0	18.8
I value dignity and self-respect (DA11)	1	1.0	1.0	19.8
I value prosperity and security (DA12)	1	1.0	1.0	20.8
I value the power of money and wealth (DA13)	10	9.9	9.9	30.7
I value freedom and self-assurance (DA14)	2	2.0	2.0	32.7
I value self-contentment (DA15)	2	2.0	2.0	34.7
I value fairness and equality in society (DA16)	3	3.0	3.0	37.6
I value a career and a satisfactory and successful life (DA17)	3	3.0	3.0	40.6
I value warmth, love, and closeness within the family (DA18)	5	5.0	5.0	45.5
I value being recognised in society and being famous (DA2)	9	8.9	8.9	54.5
I value an ambitious and exciting life (DA3)	12	11.9	11.9	66.3
I value a job and good health (DA4)	17	16.8	16.8	83.2
I value friendship, honesty and trustworthiness (DA5)	8	7.9	7.9	91.1
I value a life-partner that understands me (DA6)	5	5.0	5.0	96.0
I value high morality and religion (DA7)	3	3.0	3.0	99.0
I value good relations and acceptance by people in the society (DA8)	1	1.0	1.0	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

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Appendix 9:

Relative importance for 'Thai social values (second most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value kindness, hospitality, and helping others (DA1)	5	5.0	5.0	5.9
I value knowledge, wisdom, and experience (DA10)	2	2.0	2.0	7.9
I value dignity and self-respect (DA11)	2	2.0	2.0	9.9
I value prosperity and security (DA12)	6	5.9	5.9	15.8
I value self-contentment (DA15)	1	1.0	1.0	16.8
I value fairness and equality in society (DA16)	5	5.0	5.0	21.8
I value a career and a satisfactory and successful life (DA17)	4	4.0	4.0	25.7
I value warmth, love, and closeness within the family (DA18)	1	1.0	1.0	26.7
I value all kinds of pleasure (DA19)	1	1.0	1.0	27.7
I value being recognised in society and being famous (DA2)	7	6.9	6.9	34.7
I value a world filled with joy and peace and without war (DA20)	1	1.0	1.0	35.6
I value an ambitious and exciting life (DA3)	24	23.8	23.8	59.4
I value a job and good health (DA4)	12	11.9	11.9	71.3
I value friendship, honesty and trustworthiness (DA5)	9	8.9	8.9	80.2
I value a life-partner that understands me (DA6)	5	5.0	5.0	85.1
I value high morality and religion (DA7)	9	8.9	8.9	94.1
I value good relations and acceptance by people in the society (DA8)	4	4.0	4.0	98.0
I value love of nature, music, and art (DA9)	2	2.0	2.0	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Appendix 10:

Relative importance for 'Thai social values (third most important)'

		Frequency	Percent	Valid Percent	Cumulative %
Valid		1	1.0	1.0	1.0
	I value kindness, hospitality, and helping others (DA1)	9	8.9	8.9	9.9
	I value knowledge, wisdom, and experience (DA10)	9	8.9	8.9	18.8
	I value dignity and self-respect (DA11)	9	8.9	8.9	27.7
	I value prosperity and security (DA12)	1	1.0	1.0	28.7
	I value the power of money and wealth (DA13)	1	1.0	1.0	29.7
	I value freedom and self-assurance (DA14)	1	1.0	1.0	30.7
	I value fairness and equality in society (DA16)	6	5.9	5.9	36.6
	I value a career and a satisfactory and successful life (DA17)	1	1.0	1.0	37.6
	I value warmth, love, and closeness within the family (DA18)	1	1.0	1.0	38.6
	I value all kinds of pleasure (DA19)	1	1.0	1.0	39.6
	I value being recognised in society and being famous (DA2)	4	4.0	4.0	43.6
	I value an ambitious and exciting life (DA3)	9	8.9	8.9	52.5
	I value a job and good health (DA4)	14	13.9	13.9	66.3
	I value friendship, honesty and trustworthiness (DA5)	12	11.9	11.9	78.2
	I value a life-partner that understands me (DA6)	8	7.9	7.9	86.1
	I value high morality and religion (DA7)	6	5.9	5.9	92.1
	I value good relations and acceptance by people in the society (DA8)	6	5.9	5.9	98.0
	I value love of nature, music, and art (DA9)	2	2.0	2.0	100.0
	Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Appendix 11:

Relative importance for 'Thai social values (fourth most important)'

		Frequency	Percent	Valid Percent	Cumulative %
Valid		1	1.0	1.0	1.0
	I value kindness, hospitality, and helping others (DA1)	5	5.0	5.0	5.9
	I value knowledge, wisdom, and experience (DA10)	7	6.9	6.9	12.9
	I value dignity and self-respect (DA11)	2	2.0	2.0	14.9
	I value prosperity and security (DA12)	7	6.9	6.9	21.8
	I value the power of money and wealth (DA13)	3	3.0	3.0	24.8
	I value freedom and self-assurance (DA14)	1	1.0	1.0	25.7
	I value self-contentment (DA15)	5	5.0	5.0	30.7
	I value fairness and equality in society (DA16)	5	5.0	5.0	35.6
	I value a career and a satisfactory and successful life (DA17)	3	3.0	3.0	38.6
	I value warmth, love, and closeness within the family (DA18)	2	2.0	2.0	40.6
	I value all kinds of pleasure (DA19)	1	1.0	1.0	41.6
	I value being recognised in society and being famous (DA2)	6	5.9	5.9	47.5
	I value an ambitious and exciting life (DA3)	9	8.9	8.9	56.4
	I value a job and good health (DA4)	15	14.9	14.9	71.3
	I value friendship, honesty and trustworthiness (DA5)	12	11.9	11.9	83.2
	I value a life-partner that understands me (DA6)	4	4.0	4.0	87.1
	I value high morality and religion (DA7)	9	8.9	8.9	96.0
	I value good relations and acceptance by people in the society (DA8)	4	4.0	4.0	100.0
	Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Relative importance for 'Thai social values (fifth most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value kindness, hospitality, and helping others (DA1)	2	2.0	2.0	3.0
I value knowledge, wisdom, and experience (DA10)	10	9.9	9.9	12.9
I value prosperity and security (DA12)	2	2.0	2.0	14.9
I value freedom and self-assurance (DA14)	2	2.0	2.0	16.8
I value fairness and equality in society (DA16)	18	17.8	17.8	34.7
I value a career and a satisfactory and successful life (DA17)	7	6.9	6.9	41.6
I value warmth, love, and closeness within the family (DA18)	4	4.0	4.0	45.5
I value all kinds of pleasure (DA19)	14	13.9	13.9	59.4
I value being recognised in society and being famous (DA2)	3	3.0	3.0	62.4
I value a world filled with joy and peace and without war (DA20)	4	4.0	4.0	66.3
I value an ambitious and exciting life (DA3)	2	2.0	2.0	68.3
I value a job and good health (DA4)	10	9.9	9.9	78.2
I value friendship, honesty and trustworthiness (DA5)	10	9.9	9.9	88.1
I value a life-partner that understands me (DA6)	3	3.0	3.0	91.1
I value high morality and religion (DA7)	4	4.0	4.0	95.0
I value good relations and acceptance by people in the society (DA8)	5	5.0	5.0	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Appendix 13:

Relative importance for 'Thai cultural values (most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value self-control	16	15.8	15.8	16.8
I value forgiving and forgetting	2	2.0	2.0	18.8
I value honesty and faithfulness	1	1.0	1.0	19.8
I value ambition and hard work to achieve success	11	10.9	10.9	30.7
I value obedience and respect for the elderly and professional people	8	7.9	7.9	38.6
I value being educated and having wisdom	9	8.9	8.9	47.5
I value commitment and punctuality	1	1.0	1.0	48.5
I value being fun-loving, humorous, and animated	1	1.0	1.0	49.5
I value self-reliance and self-support (DC2)	17	16.8	16.8	66.3
I value being generous, kind and helpful	2	2.0	2.0	68.3
I value different opinions and performance of others	2	2.0	2.0	70.3
I value improving situations and opportunities	3	3.0	3.0	73.3
I value self-contentment	5	5.0	5.0	78.2
I value helping and caring for others	3	3.0	3.0	81.2
I value being skillful and having knowledge	7	6.9	6.9	88.1
I value being thoughtful and deliberate	4	4.0	4.0	92.1
I value being caring and considerate, dislike abusing others	6	5.9	5.9	98.0
I value treating others with warmth, love, and kindness	2	2.0	2.0	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Appendix 14:

Relative importance for 'Thai cultural values (second most important)'

		Frequency	Percent	Valid Percent	Cumulative %
Valid		1	1.0	1.0	1.0
	I value self-control	2	2.0	2.0	3.0
	I value forgiving and forgetting	1	1.0	1.0	4.0
	I value honesty and faithfulness	2	2.0	2.0	5.9
	I value ambition and hard work to achieve success	6	5.9	5.9	11.9
	I value manners and being gentle	3	3.0	3.0	14.9
	I value obedience and respect for the elderly and professional people	2	2.0	2.0	16.8
	I value being educated and having wisdom	7	6.9	6.9	23.8
	I value your opinions and beliefs	3	3.0	3.0	26.7
	I value being true-hearted	1	1.0	1.0	27.7
	I value commitment and punctuality	6	5.9	5.9	33.7
	I value self-reliance and self-support	11	10.9	10.9	44.6
	I value tidiness and being hygienic	2	2.0	2.0	46.5
	I value being generous, kind and helpful	3	3.0	3.0	49.5
	I value improving situations and opportunities (DC3)	14	13.9	13.9	63.4
	I value self-contentment	4	4.0	4.0	67.3
	I value helping and caring for others	12	11.9	11.9	79.2
	I value being skillful and having knowledge	10	9.9	9.9	89.1
	I value being thoughtful and deliberate	1	1.0	1.0	90.1
	I value being caring and considerate, dislike abusing others	3	3.0	3.0	93.1
	I value treating others with warmth, love, and kindness	7	6.9	6.9	100.0
	Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Relative importance for 'Thai cultural values (third most important)'

		Frequency	Percent	Valid Percent	Cumulative %
Valid		1	1.0	1.0	1.0
	I value self-control	3	3.0	3.0	4.0
	I value forgiving and forgetting	9	8.9	8.9	12.9
	I value ambition and hard work to achieve success	6	5.9	5.9	18.8
	I value obedience and respect for the elderly and professional people	5	5.0	5.0	23.8
	I value being educated and having wisdom	5	5.0	5.0	28.7
	I value being true-hearted	4	4.0	4.0	32.7
	I value commitment and punctuality	4	4.0	4.0	36.6
	I value self-reliance and self-support	5	5.0	5.0	41.6
	I value imagination	1	1.0	1.0	42.6
	I value tidiness and being hygienic	1	1.0	1.0	43.6
	I value being generous, kind and helpful	3	3.0	3.0	46.5
	I value improving situations and opportunities	9	8.9	8.9	55.4
	I value self-contentment	3	3.0	3.0	58.4
	I value helping and caring for others (DC5)	12	11.9	11.9	70.3
	I value being skillful and having knowledge	7	6.9	6.9	77.2
	I value being thoughtful and deliberate	9	8.9	8.9	86.1
	I value being caring and considerate, dislike abusing others	4	4.0	4.0	90.1
	I value treating others with warmth, love, and kindness	10	9.9	9.9	100.0
	Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Appendix 16:

Relative importance for 'Thai cultural values (fourth most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value self-control	11	10.9	10.9	11.9
I value forgiving and forgetting	5	5.0	5.0	16.8
I value honesty and faithfulness (DC11)	14	13.9	13.9	30.7
I value ambition and hard work to achieve success	1	1.0	1.0	31.7
I value obedience and respect for the elderly and professional people	2	2.0	2.0	33.7
I value being educated and having wisdom	8	7.9	7.9	41.6
I value your opinions and beliefs	1	1.0	1.0	42.6
I value commitment and punctuality	5	5.0	5.0	47.5
I value self-reliance and self-support	4	4.0	4.0	51.5
I value tidiness and being hygienic	1	1.0	1.0	52.5
I value different opinions and performance of others	1	1.0	1.0	53.5
I value improving situations and opportunities	7	6.9	6.9	60.4
I value self-contentment	5	5.0	5.0	65.3
I value helping and caring for others	5	5.0	5.0	70.3
I value being skillful and having knowledge	10	9.9	9.9	80.2
I value being thoughtful and deliberate	1	1.0	1.0	81.2
I value being caring and considerate, dislike abusing others	7	6.9	6.9	88.1
I value treating others with warmth, love, and kindness	12	11.9	11.9	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.

Relative importance for 'Thai cultural values (fifth most important)'

	Frequency	Percent	Valid Percent	Cumulative %
Valid	1	1.0	1.0	1.0
I value self-control	2	2.0	2.0	3.0
I value forgiving and forgetting	1	1.0	1.0	4.0
I value honesty and faithfulness	1	13.9	13.9	17.8
I value ambition and hard work to achieve success	8	7.9	7.9	25.7
I value manners and being gentle	6	5.9	5.9	31.7
I value obedience and respect for the elderly and professional people	4	4.0	4.0	35.6
I value being educated and having wisdom	3	3.0	3.0	38.6
I value your opinions and beliefs	1	1.0	1.0	39.6
I value being true-hearted	1	1.0	1.0	40.6
I value commitment and punctuality	4	4.0	4.0	44.6
I value being fun-loving, humorous, and animated	4	4.0	4.0	48.5
I value self-reliance and self-support	2	2.0	2.0	50.5
I value tidiness and being hygienic	3	3.0	3.0	53.5
I value being generous, kind and helpful	6	5.9	5.9	59.4
I value different opinions and performance of others	2	2.0	2.0	61.4
I value improving situations and opportunities	4	4.0	4.0	65.3
I value self-contentment	2	2.0	2.0	67.3
I value helping and caring for others	2	2.0	2.0	69.3
I value being skillful and having knowledge	1	11.9	11.9	81.2
I value being thoughtful and deliberate	1	1.0	1.0	82.2
I value being caring and considerate, dislike abusing others	1	1.0	1.0	83.2
I value treating others with warmth, love, and kindness (DC9)	1	16.8	16.8	100.0
Total	101	100.0	100.0	

Source: Survey on foreign firm strategic intent and its interrelationship/alignment with Thai cultural and social aspects.