

A Comparative Study about the Impact of Cultural Dimensions on Job Satisfaction between Non-managerial Thai and Vietnamese Employees in the Private Business Sector

Linh Giang Dang Thi and Chittipa Ngamkroekjoti

Abstract - This study investigated the impact of cultural dimensions (included power distance, uncertainty avoidance, collectivism/ individualism, masculinity/femininity, long term orientation and indulgence/restraint) on job satisfaction among non-managerial Thai and Vietnamese employees. They are currently working in the private company. Half of 230 questionnaires were distributed by hand and the remains online in the three biggest cities (Ho Chi Minh, Hanoi, and Danang) in Vietnam. The similar was applied to Bangkokian in the Metropolitan. Multiple linear regressions (MLR), independent sample T test, and ANOVA were applied for inferential data analysis. As a result, there is a significant relationships between cultural dimensions and job satisfaction (intrinsic/extrinsic) both Vietnamese and Thai. Strong cultural dimensions of Vietnamese had been explained job satisfaction better than of Thai through the gap of R square for only 0.08. Such small gap number had also reflected through educational level among Vietnamese and Thai. Foreign investors should have in-depth understanding and complied with Vietnamese more than Thai culture.

Keywords—Hofstede’s Cultural dimensions, Job satisfaction, Vietnam, and Thailand

I. Introduction

Job satisfaction measures of employee satisfaction with their work. Job satisfaction is defined as a positive feeling about employment; it has been assessed using global aspects as well as multiple facets, such as supervisor, promotion and salary (Mueller and McCloskey, 1990). Examining the causes of job satisfaction, cultural influences should be examined. Hofstede (1980) had defined culture as “the collective mental programming of the people in an environment.” He had confirmed that people from different countries and cultures have different ways to value the job aspects following to mental programming. The importance of culture has also been found in how employees are viewed and valued across cultures.

Dang Thi Linh Giang
Assumption University
Thailand

Chittipa. Ngamkroekjoti
Assumption University
Thailand

In 2000s, Diener (2003) and Liu *et al.* (2004) found that cultural dimensions has significantly impacted on job and pay satisfaction. Especially in the business field, national culture (NC) affects certain aspects, much of management and organizational behavior. Robbins (2003) has impressive evidence exists concerning the significance of job satisfaction. A satisfied workforce leads to higher productivity because of fewer disruptions, such as absenteeism, turnover, and negative behaviors. Moreover, employees are more loyal and productive when they are satisfied. Although the overall power of job satisfaction is one of the most debatable topics, however the drive to understand and explain job satisfaction still remains especially among Vietnam and Thailand. This research investigated how job satisfaction had impacted under cultural dimensions regarding to the Hofstede theory.

II. Literature Review

A. Hofstede Cultural Dimensions

Hofstede (1997; 2010) analyzed a large database of employee value scores collected by the multinational firm between 1967 and 1973 from more than 70 countries. The study shows how great values in the workplace are influenced by different culture. Hofstede (1997; 2010) found that the current values that distinguished countries from each other could be grouped into six clusters. They comprise Power Distance, Individualism vs. Collectivism, and Masculinity vs. Femininity, Uncertainty Avoidance, Long-Term Orientation, and Indulgence vs. Restraint dimensions.

Table 1: Hofstede cultural dimensions definition

Cultural Dimension	Description
<i>Collectivism/Individualism (COL)</i>	Hofstede (1980) defines that collectivism is characterized by a tight social framework in which people distinguish between in-groups and out-groups to take care of and they feel absolutely loyal to them. On the other hand, individualism refers to a loosely knit social framework in which people are supported to care about themselves and their family only.
<i>Indulgence/ Restraint (IVR)</i>	Hofstede (2010) defines that an indulgent society allows relatively free satisfaction of basic and natural human needs such as spending money, consuming. While a restrained society suppresses these and

	regulates them by strict social norms; people can enjoy lives less and live under the pressure of conservative society
Long term/ short term orientation (LTO)	The long term orientation dimension measures a culture's search for virtue (Hofstede, 1997). Short-term oriented cultures are strongly concerned with establishing absolute truths, unconcerned with saving and investing, have great respect for traditions, and value quick results.
Masculinity/ Femininity (MAS)	Hofstede (1980) defines that masculinity society in which the dominant values are assertiveness, money acquisition. In addition, masculinity/femininity refers how well gender roles are established within culture.
Power distance (PDI)	Hofstede (1980) defines power distance as the extent to which society accepts the fact that power is not distributed equally.
Uncertainty avoidance (UAI)	Hofstede (1980) defines it as individuals in a society who feel threatened by uncertainty and ambiguous situations.

Most of respondents work in Service trading which are accounted for 40% or 92 in Thailand and for 67.39% or 155 in Vietnam.

B. Job Satisfaction

Several researches had similarly defined job satisfaction. Locke (1976) defines job satisfaction (JS) as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences." The more positive emotions the person gets from the job they do, the more satisfaction they have with that job. Andrew (1988) and Spector (1997) conclude that JS is the amount of pleasure or contentment associated with a job. Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs." Rao (2000) point out that job satisfaction is the feeling of satisfaction on the job, which motivates the person to work. Weiss (2002) identifies job satisfaction as "a positive or negative evaluate judgment one makes about one's job or job situation".

This study followed Locke (1976)'s JS concept. He separated job satisfaction into two types: intrinsic (coworkers, supervision and work itself) and extrinsic elements (pay and promotion). To be more specific, job outcomes include intrinsic and extrinsic work outcomes. Intrinsic outcomes are objects or events which follow employees' own efforts and do not involve to any other person such as the feeling of responsibility, challenge and recognition. Extrinsic outcomes are objects or events which follow from the employees' own efforts in conjunction with other factors or people which are not directly related to the job itself such as pay, promotion, coworkers and other friendship interaction.

III. Research Framework

Based on previous empirical researches (by Vukonjanski et al and Leach-Lopez et al), the conceptual framework was built. Job satisfaction is as a dependent variable, is impacted by two independent variables comprising Hofstede cultural dimensions and demographic factors (gender, income and education). In addition, nationality (Thai and Vietnamese) is used as a control variable (see Fig. 1). Dependent variable is JS which comprised two parts. They are intrinsic factors (Nature of the work, Coworkers and Supervisions) and extrinsic factors (Pay, Promotion, Fringe benefits and Communication). This study investigates the relationships between all six cultural dimensions and JS (see Fig. 1).

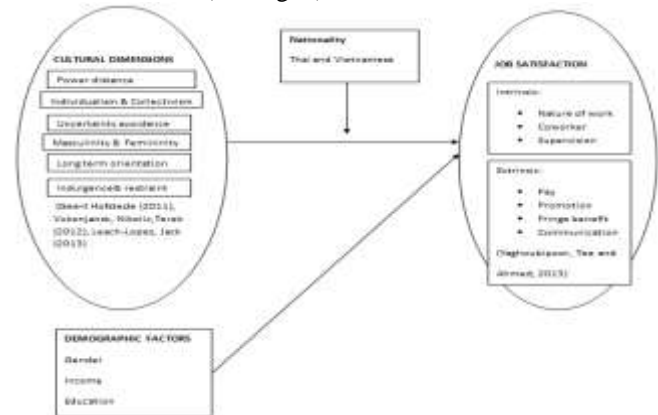


Fig1: The impact of cultural dimensions and demographic factors on job satisfaction of non managerial Thai and Vietnamese employees in the private business sec

IV. Research Methodology

460 questionnaires were distributed in the three biggest cities in Vietnam (Ho Chi Minh, Hanoi and Danang) and Bangkok Metropolitan Region in Thailand by online and hand. The researcher applied the non-probability sampling method to find the sampling unit in this study based on judgment, quota, and convenience sampling techniques.

Table 2: Quota of Thai employees in sample of 230 employees

City	2014 Population	Quotas of employees in sample of 230
Bangkok	5,104,476	196 (85.20%)
Samut prakan	388,920	15 (6.50%)
Nonthaburi	291,555	11 (4.78%)
Nakhon Pathom	117,927	5 (2.17%)
Samut Sakhon	63,498	2 (0.86%)
Pathumthani	24,547	1 (0.43%)
Total	5,990,923	230 (100%)

Table 3: Quota of Vietnamese employees in sample of 230 employees

City	2014 Population	Quotas of employees in sample of 230
Ho Chi Minh	3,467,331	141 (61.3%)
Ha Noi	1,431,270	58 (25.21%)
Da Nang	752,493	31 (13.47%)
Total	5,651,094	230 (100%)

v. Research Findings

Descriptive analysis: The majority of respondents are female which accounted for 72.17 % or 166 in Thailand and for 66.09% or 152. Most of the respondents have monthly income from 15,000 to 25,000 Baht in Thailand and less than 15,000 Baht in Vietnam. Most of the respondents have a Bachelor's degree with 73.04% or 168 in Thailand and with 95.22% or 219 in Vietnam.

Table 4: Demographic factor analysis

Gender/monthly income/education	Thailand		Vietnam	
	Frequency	Percent (%)	Frequency	Percent (%)
Gender				
Male (4.1)	64	27.83	78	33.91
Female (4.2)	166	72.17	152	66.09
Monthly income (Baht/month)				
< 15,000.00 (7.1)	43	18.70	178	77.39
15,000 - 25,000 (7.2)	122	53.04	41	17.83
25,001 - 35,000 (7.3)	29	12.61	10	4.35
35,001 - 55,000 (7.4)	28	12.17	1	0.43
over 55,000 (7.5)	8	3.48	0	0
Education				
Bachelor (9.1)	168	73.04	219	95.22
Master (9.2)	59	25.65	11	4.78
Doctor (9.3)	3	1.30	0	0

Multiple Linear Regression Analysis

Table 5: Multiple Linear Regressions for Cultural Dimension and Job Satisfaction

Hypothesis 1	Thai	Vietnamese
P value	<.0001	<.0001
R square	0.1679	0.2470
COL(β)		0.09466
UDA(β)		0.18344
MAS(β)		-0.06577
LTO(β)		0.12758
IDU(β)	0.28464	

The results from Thai and Vietnamese respondents show that P value is less than 0.0001; there is a significant relationship between cultural dimension and job satisfaction in both countries. The multiple coefficient of determination, R-square (R^2) of Thai data is equal to 0.167 which indicates that

16.7 % of job satisfaction is explained by cultural dimension. There is just only Indulgence dimension impacts to job satisfaction and there is a positive relationship between Indulgence dimension and Job satisfaction in non managerial Thai employees ($\beta=0.28464$).

$$JS_{Th} = 1.8807 + 0.2846 IDU (1)$$

R-square (R^2) of Vietnamese data is equal to 0.247 which indicates that 24.7 % of job satisfaction is explained by cultural dimension. Collectivism, Uncertainty avoidance, Masculinity, and Long term orientation impact on job satisfaction. Beta Coefficient values show that there is a positive relationship between Collectivism ($\beta=0.0946$), Uncertainty avoidance ($\beta= 0.1834$), Long term orientation ($\beta= 0.1275$) and Job satisfaction of non managerial Vietnamese employees and there is a negative relationship between Masculinity ($\beta= -0.0657$) and Job satisfaction of non managerial Vietnamese employees who work in the private business sector. Comparing the two countries, it indicates that cultural dimensions impact more in job satisfaction of non managerial Vietnamese employee more than non managerial Thai employees in the private business sector.

$$JS_{Vn} = 1.9242 + 0.0946COL + 0.1834UDA - 0.0657MAS + 0.1275 LTO (2)$$

The above discussions support the statement by Diener et al (2003) that there are significant influences of culture on job satisfaction. By Jacob et al (2010) that national culture impacts on levels of job satisfaction but not on all levels. Hui and Yee (1994, 1999) found that collectivism positively related to satisfaction with work, pay, and opportunities for promotion, supervisors, and coworkers. Further, Hui's (1984, 1988) study on the relationship between job satisfaction and collectivism indicated that, in general, the more collectivistic employees rated themselves, the higher job satisfaction they reported. Dorfman & Howell, 1988; Hofstede, 1980 continues to be observed; and the tendency for higher levels of collectivism to be associated with greater job satisfaction. And by Huang and Van (2004) that there is a positive relationship between individualism/collectivism and job satisfaction across countries. By Leach-Lopez et al (2013) with conclusion that Power distance, Uncertainty avoidance (PDI) and Masculinity (MAS) are significantly related to Satisfaction.

Table 6: Multiple Linear Regressions for Cultural Dimensions and Intrinsic Job Satisfaction

Hypothesis 1a	Thai	Vietnamese
P value	<.0001	<.0001
R square	0.2447	0.2898
COL(β)	0.16175	0.11600
UDA(β)		0.11235
MAS(β)		-0.07407
LTO(β)	0.10160	0.11187
IDU(β)	0.33448	0.09324

From Thai data test, P value is less than 0.0001; it means there is a significant relationship between cultural dimension and intrinsic job satisfaction of non managerial Thai

employees who work in the private business sector. R-square (R^2) is equal to 0.2447 which indicates that 24.47 % of intrinsic job satisfaction of Thai employee is explained by cultural dimension. Collectivism, Long term orientation and Indulgence impact on intrinsic job satisfaction of non managerial Thai employee .In addition, Beta Coefficient values show that there is a positive relationship between Collectivism ($\beta=0.16175$), Long term orientation ($\beta=0.10160$), Indulgence ($\beta= 0.33448$) and intrinsic job satisfaction of non managerial Thai employee.

$$\text{In.JS}_{\text{Th}}= 1.95328+0.16175 \text{ COL}+0.10160 \text{ LT}+0.33448\text{IDU} \quad (3)$$

From Vietnamese data, P value is less than 0.0001; it means there is a significant relationship between the cultural dimension and intrinsic job satisfaction of non-managerial Vietnamese employees .R-square (R^2) is equal to 0.2898 which indicates that 28.98 % of intrinsic job satisfaction of non managerial Vietnamese employee is explained by cultural dimension. Collectivism ,Uncertainty avoidance ,Masculinity ,Long term orientation Indulgence impact on intrinsic job satisfaction of non-managerial Vietnamese employees .Beta Coefficient values show that there is a positive relationship between Collectivism ($\beta= 0.11600$), Uncertainty avoidance ($\beta= 0.11235$), Long term orientation ($\beta= 0.11187$), Indulgence ($\beta= 0.09324$) and intrinsic job satisfaction of non managerial Vietnamese employees. And there is a negative relationship between Masculinity ($\beta=-0.07407$) and intrinsic job satisfaction of non managerial Vietnamese employees. Comparing the two countries, it indicates that cultural dimensions impact more in intrinsic job satisfaction of non-managerial Vietnamese employee than non-managerial Thai employees in the private business sector.

$$\text{In.JS}_{\text{Vn}}=2.45151+0.11600\text{COL}+0.11235\text{UDA}+0.11187 \text{LT}+0.07407\text{MAS}+0.09324\text{IDU} \quad (4)$$

This study's results are similar to previous studies of Tasnim (2006) because he also found out that there is a negative relationship between masculinity and intrinsic job satisfaction; of Randall and Nikolai (1998) because they also concluded that the more masculinity the society is, the less of flexible benefits and work place childcare and the less intrinsic job satisfaction. Hui and Yee (1999) found that more harmonious work groups produced higher job satisfaction among collectivists but lower satisfaction among individualists.

Table 7: Multiple Linear Regressions for Cultural Dimensions and Extrinsic Job Satisfaction

Hypothesis 1b	Thai	Vietnamese
P value	0.0007	<.0001
R square	0.0987	0.1762
COL(β)		
UDA(β)		0.23676
MAS(β)		-
LTO(β)		0.13936
IDU(β)	0.24726	

From Thai data test, P value is 0.0007. It means there is a significant relationship between cultural dimension and extrinsic job satisfaction (pay, promotion, fringe benefits and communication) of non managerial Thai employees who work in the private business sector. R-square (R^2) is equal to 0.0987 which indicates that 9.87 % of extrinsic job satisfaction of non managerial Thai employee is explained by cultural dimension. Only Indulgence dimension impacts to extrinsic job satisfaction. In addition, Beta Coefficient values show that there is a positive relationship between Indulgence and extrinsic job satisfaction ($\beta= 0.24726$) of non-managerial Thai employees.

$$\text{Ex.JS}_{\text{Th}}=1.82633+0.24726\text{IDU} \quad (5)$$

From Vietnamese data test, P value is less than 0.0001; it means there is a significant relationship between cultural dimension and extrinsic job satisfaction of non managerial Vietnamese employees who work in the private business sector. R-square (R^2) is equal to 0.1762 which indicates that 17.62 % of extrinsic job satisfaction of non managerial Vietnamese employee is explained by cultural dimension. There are just two dimensions such as Uncertainty avoidance and Long term orientation impact on extrinsic job satisfaction of non managerial Vietnamese employees who work in the private business sector .Beta Coefficient values show that there is a positive relationship between Uncertainty avoidance ($\beta= 0.23676$), Long term orientation ($\beta= 0.13936$) and extrinsic job satisfaction of non managerial Vietnamese employees.

$$\text{Ex.JS}_{\text{Vn}}= 1.52882+0.23676\text{UDA}+0.13936\text{LT}$$

This results support for other studies of Randall and Nikolai (1998) that there is a positive relationship among seniority based, skill based systems and Uncertainty avoidance.

Independent Sample T test Analysis

Hypothesis 2 and 3 were tested by independent sample T test. From hypothesis 2, the result (p value =0.940) is more than 0.05) showed that there is no significant difference in job satisfaction between Non-managerial Thai and Vietnamese employees in the private business sector. From hypothesis 3, p value 0.4338 is more than 0.05. That means there is no significant difference in job satisfaction between non managerial Thai and Vietnamese employees in the private business sector reflected by gender.

ANOVA Test Analysis

Hypothesis 4 and 5 were tested by ANOVA test. From hypothesis 4, p value in both countries is more than 0.05 (Thailand: $p=0.7827$, Vietnam: $p=0.6635$) that means the null hypothesis is failed to reject and there is no significant difference in job satisfaction of Thai and Vietnamese employees in the private business sector among income groups. From hypothesis 5, p value of Thailand is equal to 0.2001 (>0.05), that means the null hypothesis is not supported in Thailand and there is no significant difference in job

satisfaction of Thai employees in the private business sector among education groups. However, in Vietnam, *p* value is equal to 0.0398 (<0.05); that means the null hypothesis is supported in Vietnam and there is a significant difference in job satisfaction of non managerial Vietnamese employees in the private business sector among education groups. Vietnamese employees are holding Bachelor's degrees are more satisfied than those who had a Master's degree because depending on mean values, there is higher mean value of education group Bachelor degree (3.5542) than mean value of education group Master degree (3.2446).

VI. Recommendations

Foreign investors should know that employee's work life balance is very important to Thai employee. They should create more social activities; reward them with some vacations; a training of meditation, yoga, and some physical activities should be made compulsory for every staff regardless of the level to manage stress. Applying Flexible Work Schedules means let employees choose days off by themselves. Moreover, they can consider surveying their own workforce to gauge their satisfaction levels. Supervisors should give their subordinates more empowerment because indulgence orientation means people are free to decide and enjoy life. In Vietnam, foreign investors should understand the importance of equal role in gender to Vietnamese employees and then they should divide tasks and promote people depending on their capability and skills, not on their gender. To increase extrinsic job satisfaction of non-managerial Vietnamese employees, investors should make things clear in dealing with their employees; give them detailed guidelines to let them feel comfortable in their works; hold more meetings to let employees know more about their tasks; giving them more feedback; strict employment law; a clearly specified employment contract with all details of the job. There is a positive relationship between long term orientation and extrinsic job satisfaction of non-managerial Vietnamese employees. Then they should provide a fixed salary and promotion schemes whereby employees know what salary and promotion growth to expect in the future.

In both countries, Collectivism is the second rank among all cultural dimensions which impact positively on intrinsic job satisfaction of Thai employees and it is the first rank among all which impact positively to intrinsic job satisfaction of Vietnamese employees. That means non- managerial Thai and Vietnamese employees want to work in groups and value their groups' successes, and benefits more than their own. The relationship between managers and employees should be like a family, helping and supporting each other. Therefore, to increase intrinsic job satisfaction in both countries, foreign investors should create a warm working environment; let coworkers have the chance to know each other and help each other in case of need; creating good welfare systems. Long term orientation is the third ranking among all cultural dimensions which impact positively on intrinsic job satisfaction in both countries. They should promote values

such as learning, honesty, adapt, accountability and self-discipline in work; plan details about the development of organizations in the future because employees care more about long term plans; share the same aspirations and invest in lifelong personal networks; give employees more training, competence development to improve their skills and also let them learn new things to be ready for unexpected changes in the market.

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