

# 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

Assumption University

Bangkok, Thailand

linhgiang10@yahoo.com

**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 between non managerial Thai and Vietnamese employees who work in the private business sector. 460 questionnaires were distributed by hand and online in the three biggest cities (Ho Chi Minh, Hanoi, and Danang) in Vietnam and Bangkok Metropolitan region in Thai land. Multiple linear regressions, independent sample T test, and ANOVA were applied for data analysis. The results showed that there is a significant relationship between cultural dimension and job satisfaction (intrinsic/extrinsic). The impact of cultural dimension on job satisfaction of non managerial Vietnamese employees is stronger than on job satisfaction of non managerial Thai employees. In addition, there is no significant difference in job satisfaction between non managerial Thai and Vietnamese employees. There is no significant difference in job satisfaction between non managerial Thai and Vietnamese employees reflected by gender, no significant difference in job satisfaction of Thai and Vietnamese employees among income groups. And there is a significant difference in job satisfaction of non managerial Vietnamese employees among education groups and there is no significant difference in job satisfaction of non managerial Thai employees among education groups. Based on these results, the researcher provides some recommendations for managers in both countries.

**Key words**— Hofstede's Cultural dimensions, Uncertainty Avoidance, Power Distance, Collectivism/Individualism, Masculinity/Femininity, Long term orientation, Indulgence/Restraint, Job satisfaction, Intrinsic / Extrinsic Job Satisfaction.

## I. INTRODUCTION

Job satisfaction is considered to be the measure of employee satisfaction with their work. It is an interesting topic which attracts many researchers around the world. Although this research topic sometimes has with conflicting findings and the overall power of job satisfaction is one of the most debatable topics, the drive to understand and explain job satisfaction remains. 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. According to Hofstede (1980), culture is "the collective mental programming of the people in an environment". Because of this mental programming, people from different countries and cultures have different ways to value the job aspects. In addition, employees' expectations, behavior and performance may be different with various national cultures (Hofstede, 1980). The importance of culture has also been found in how employees are viewed and valued across cultures. Culture significantly impacts on job and pay

satisfaction as Diener concluded in 2003. Liu *et al.* (2004) stated that job satisfaction is the same in countries where people speak the same language and this equivalent decreased with increasing cultural distance. In the context of globalization and the interdependence of countries all over the world, understanding about national culture seems to be more and more important. Especially in the business field, national culture (NC) affects certain aspects, much of management and organizational behavior. Robbins (2003) says that 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. In another research, it is said that employee satisfaction influenced employee productivity, absenteeism and retention (Derek and Merris, 2002). In the current research, job satisfaction is investigated under the impact of its cultural dimensions regarding the Hofstede cultural theory. The main focus of this research is to find out the relationships between those cultural dimensions and job satisfaction. In addition, this research also makes comparisons of this impact between non managerial Thai and Vietnamese employees in the private business sector.

## II. LITERATURE REVIEW

### A. Hofstede cultural dimensions:

Mc Cracken (1986) suggests culture determines how one perceives and understands the world as well as guides one's behaviors during social interaction. Culture is understood as a learned system of meanings and evaluations shared by a group of actors. Martha (2010) states that "Culture is a group level phenomenon, but it influences individuals' perceptions, values and behavior, especially with respect to social interaction." In addition, Barnett and Sung (2005) define culture as "a group's collective meaning system and includes values, attitudes, beliefs, customs and thoughts".

Hofstede analyzed a large database of employee value scores collected by the multinational firm IBM between 1967 and 1973 from more than 70 countries (Hofstede, 1997). The study was at the time one of the most comprehensive one of how values in the workplace are influenced by culture. After that, there are many subsequent studies have later contributed to the analysis (Hofstede, 1997; 2010). Hofstede (1997) found that the values that distinguished countries from each other could be grouped into four clusters. These four groups became his original dimensions of national culture: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, and Uncertainty Avoidance (Hofstede, 1997). In 1991, a fifth

dimension was added up. The dimension was named Long-Term Orientation and was based on Confucian dynamism (Hofstede, 1997). In 2010, another dimension was added: the Indulgence vs. Restraint dimension, expressing how a society's social norms allow for indulgence of the individual (Hofstede, 2010).

#### 1) *Uncertainty avoidance (UAI)*

Uncertainty avoidance is defined by Hofstede (1980) as individuals in a society who feel threatened by uncertainty and ambiguous situations. In addition, Hofstede (1984) also states that uncertainty avoidance is a culture in which people feel uncomfortable or comfortable with the unknown, surprising or different from usual events. Employees from low uncertainty avoidance culture feel more comfortable with ambiguity than those come from high uncertainty avoidance culture

#### 2) *Individualism/ Collectivism (IDV)*

Hofstede (1980) defines that individualism refers to a loosely knit social framework in which people are supported to take care themselves and their family only. On the other hand, 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.

#### 3) *Power distance (PDI)*

Hofstede (1980) defines power distance as the extent to which society accepts the fact that power is not distributed equally. In large power distance cultures, people in society respect for old age and high status people. And it is important to show power. In cultures with smaller power distance, people try to look younger than they are and powerful people do not try to show their status and power.

#### 4) *Masculinity/ Femininity (MAS)*

Hofstede (1980) defines that masculinity society in which the dominant values are assertiveness, money acquisition. People are not required to take care for others and have quality lives. In addition, masculinity/femininity refers how well gender roles are established within culture.

#### 5) *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 (Hofstede, 1997).

#### 6) *Indulgence / Restraint (IVR)*

Hostede (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.

### **B. JOB SATISFACTION:**

Locke (1976) defines job satisfaction is "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. In general, job satisfaction refers to individuals' positive emotional reactions to a particular job. Andrew (1988) also concludes that job satisfaction 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" (Spector, 1997). 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".

Job satisfaction is a global concept indicated by various facets. Smith, Kendall and Hulin (1969) defined five facets of job satisfaction such as: pay, promotion, coworkers, supervision and the work itself. And then, Locke (1976) added: recognition, working conditions, the company and management. They 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 AND METHODOLOGY**

#### **A. Conceptual Framework:**

Based on previous empirical researches provided evidence, in the conceptual framework, job satisfaction is as a dependent variable, is impacted by two independent variables: Hofstede cultural dimensions and demographic factors (gender, income and education). In addition, nationality (Thai and Vietnamese) is as a classified variable. The framework is illustrated in Fig.1. There are 5 hypotheses formulated based on the framework and they are shown as follows:

H<sub>1</sub>: There is a significant relationship between cultural dimensions (Power distance, Indulgence/Restraint, Individualism/ Collectivism, Uncertainty avoidance, Long term orientation, and Indulgence/Restraint) and job satisfaction.

H<sub>1a</sub>: There is a significant relationship between cultural dimensions (Power distance, Indulgence/Restraint, Individualism/ Collectivism, Uncertainty avoidance, Long term orientation, and Indulgence/Restraint) and intrinsic job satisfaction (nature of the work, supervision and coworker).

H<sub>1b</sub>: There is a significant relationship between cultural dimensions (Power distance, Indulgence/Restraint, Individualism/ Collectivism, Uncertainty avoidance, Long term orientation, and Indulgence/Restraint) and extrinsic job satisfaction (pay, promotion, fringe benefits, and communication).

H<sub>2</sub>: There is a significant difference in job satisfaction between non-managerial Thai and Vietnamese employees in the private business sector.

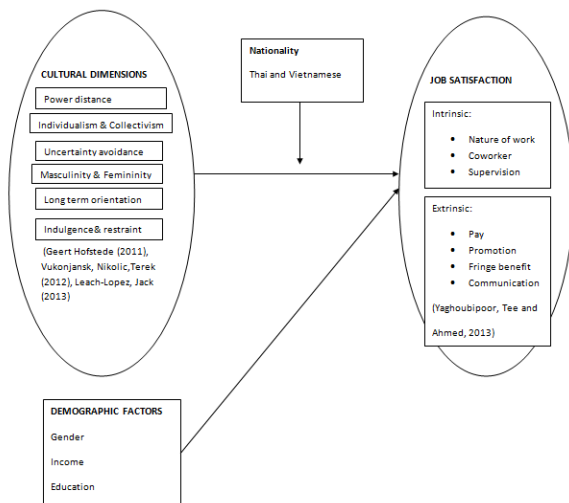
H<sub>3</sub>: There is a significant difference of non managerial Thai and Vietnamese employees in the private business sector reflected by gender.

H<sub>4</sub>: There is a significant difference in job satisfaction of non managerial Thai and Vietnamese employees in the private business sector among income groups.

H<sub>5</sub>: There is no significant difference in job satisfaction of non managerial Thai and Vietnamese employees in the private business sector among education groups.

In this study, the researcher uses cultural dimensions as a determinant of job satisfaction. In detail, cultural dimension is an independent variable. Job satisfaction is a dependent variable and nationality, including Vietnamese and Thai roles, is a classification variable. Cultural dimensions contain: Uncertainty avoidance (UAI), Individualism & Collectivism

(IDV), Power distance (PDI), Masculinity & Femininity (MAS), Long term orientation (LTO), Indulgence & restraint (IVR) which come from Hofstede's cultural dimension theory. And demographic factors such as gender, income and education are the second independent variable. Dependent variable- job satisfaction is measured in the terms of seven sub-variables: pay, promotion, supervision, fringe benefits, coworkers, nature of the work and communication. In the job satisfaction variable, the researcher divides it into two parts: Intrinsic factors (Nature of the work, Coworkers and Supervisions) and Extrinsic factors (Pay, Promotion, Fringe benefits and Communication). In this study, the researcher will investigate the relationship between cultural dimensions using six sub variables and Job satisfaction. The proposed conceptual framework is shown below:



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

**B. Research Methodology**

The purposes of this research are to find out the relationships between cultural dimensions and job satisfaction of non managerial Thai and Vietnamese employees in the private business sector. The researcher wants to investigate the difference in the impact of cultural dimensions on job satisfaction; the difference in job satisfaction between non managerial Thai and Vietnamese employees; the difference in job satisfaction of non managerial Thai and Vietnamese employees reflected by gender; income and education.

This paper describes the Hofstede cultural dimensions (uncertainty avoidance, power distance, long term orientation, individualism/collectivism; masculinity/femininity and indulgence/restraint) and job satisfaction (intrinsic/extrinsic). 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 questionnaire included a total of 59 questions which were divided into four main parts. The first part is a screening question, the second one is about independent variables, the third part is created to find out information about job satisfaction which acts as the dependent variable and the last part is meant to collect the respondents' personal information. As the target population is Thai and Vietnamese employees, the questionnaire needs to be translated into Vietnamese and Thai. The researcher asked Vietnamese and Thai friends to do back translation to get the final questionnaires in other languages

correctly. Using Vietnamese questionnaire for Vietnamese respondents and Thai version for Thai respondents increases the comprehensiveness and reliability.

**Sampling procedure**

The researcher applied the non-probability sampling method to find the sampling unit in this study. Zikmund (2003) defines that non- probability sampling method is a sample technique in which units of the sample are selected on the basis of personal judgment or convenience and the probability of any particular member of the population being chosen is unknown. There are three sampling methods applied: Judgment sampling; Quota sampling and Convenience sampling:

**Step 1: Judgment sampling (Purposive sampling)**

Judgment sampling is also called purposive sampling; it is selecting a sample on the basis of your own knowledge of that population, its elements and the nature of your research's aims (Babbie, 2004). That is the population is non- randomly selected on a particular characteristic. The individual characteristics are chosen to answer necessary questions about a certain matter or product. According to Babbie (2004), this method is useful if a researcher wants to study a small subset of a larger population in which many members of the subset are easily identified but the enumeration of all is nearly impossible.

Judgment sampling involves choosing objects/ samples that are believed will give accurate results. Zikmund (2003) defined judgment sampling or purposive sampling as non-probability technique in which an experienced individual selected the sample based upon some appropriate characteristic of the sample members. An experienced individual selects the sample based on his or her judgment about some appropriate characteristics required of the sample member. The researcher chose to conduct Judgment Sampling on the employees who have at least one working year or if less than one year, they must pass probation period because with that working period, the respondents have enough working time to give the reasonable and clear information about the research topic.

**Step 2: Quota sampling:**

Zikmund (2003) defines quota sampling method as a sampling that ensure that the various group in a population are represented on certain sample characteristics to the exact extent that investigators desire and they have a quota to achieve. The reasons why the researcher should use this method are higher speed, lower costs and convenient. From this method, the questionnaire should be distributed in each city in Thailand and Vietnam as below tables:

**Table 1: Quota of Thai employees in sample of 230 employees**

Bangkok	5,104,476	196
Samut prakan	388,920	15
Nonthaburi	291,555	11
Nakhon Pathom	117,927	5
Samut Sakhon	63,498	2
Pathumthani	24,547	1
Total	5,990,923	230

**Table 2: 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
Ha Noi	1,431,270	58
Da Nang	752,493	31
Total	5,651,094	230

**Step 3: Convenience Sampling**

According to Davis and Cosenza (1993), convenience sampling is also called accidental or haphazard sampling is the sampling procedure of obtaining those people or units that are most conveniently available and involves collecting information from members of the population who are conveniently available to provide information. Cohen, Manion and Morrison (2006) stated that convenience sampling involves choosing the nearest individuals to serve as respondents and continuing that process until the required sample size has been In addition, Zikmund (2003) defined that convenience sampling is beneficial to obtain a large number of completed

questionnaires quickly and economically. For this research, the online survey is posted on the social network such as Face book or email to let the people who spend more time online to do it. Moreover, the questionnaires are also distributed by hand to the respondents by randomly because using both online and distribution by hand methods save collecting time for the researcher.

IV. RESEARCH AND FINDINGS

To run the research data, Multiple Linear Regression, Independent Sample T test and ANOVA were used in SAS program.

Hypotheses	Statistical Test	Beta Co-efficient (Standardized Estimate)	Significant Value	Result
<b>H<sub>1o</sub></b> : There is no significant relationship between cultural dimension and job satisfaction classified by nationality. Thai nationality <ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul> Vietnamese nationality <ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul>	Multiple Linear Regression	-0.01382	<0.0001	Reject H <sub>1o</sub>
		0.07931		
		-0.01075	<0.0001	Reject H <sub>1o</sub>
		0.02567		
		0.08282	<0.0001	Reject H <sub>1o</sub>
		0.28464		
		0.00096	<0.0001	Reject H <sub>1o</sub>
		0.09466		
		0.18344	<0.0001	Reject H <sub>1o</sub>
		-0.06577		
		0.12758	<0.0001	Reject H <sub>1o</sub>
		0.06590		
<b>H<sub>1ao</sub></b> : There is no significant relationship between cultural dimensions and intrinsic job satisfaction classified by nationality. Thai nationality <ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul> Vietnamese nationality <ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul>		-0.04512	<0.0001	Reject H <sub>1ao</sub>
		0.16175		
		-0.06059	<0.0001	Reject H <sub>1ao</sub>
		-0.03648		
		0.10160	<0.0001	Reject H <sub>1ao</sub>
		0.33448		
		-0.04060	<0.0001	Reject H <sub>1ao</sub>
		0.11600		
		0.11235	<0.0001	Reject H <sub>1ao</sub>
		-0.07407		
		0.11187	<0.0001	Reject H <sub>1ao</sub>
		0.09324		
<b>H<sub>1bo</sub></b> : There is no significant relationship between cultural dimensions and extrinsic job satisfaction classified by nationality Thai nationality <ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul> Vietnamese nationality		0.00966	0.0007	Reject H <sub>1bo</sub>
		0.01747		
		0.02663	0.0007	Reject H <sub>1bo</sub>
		0.07229		
		0.06872	0.0007	Reject H <sub>1bo</sub>
		0.24726		
		0.032130		

<ul style="list-style-type: none"> <li>• Power distance</li> <li>• Collectivism/Individualism</li> <li>• Uncertainty avoidance</li> <li>• Masculinity/Femininity</li> <li>• Long term orientation</li> <li>• Indulgence/Restraint</li> </ul>		0.07865 0.23676 - 0.05955 0.13936 0.04540	<0.0001	Reject H <sub>1b0</sub>
<b>H<sub>20</sub>:</b> There is no significant difference in job satisfaction between Non-managerial Thai and Vietnamese employees in private business sector.	Independent Sample T-Test		0.9407	Fail to reject Ho
<b>H<sub>30</sub>:</b> There is no significant difference in job satisfaction of non managerial Thai and Vietnamese employee reflected by gender.	Independent Sample T-Test		0.4338	Fail to reject Ho
<b>H<sub>40</sub>:</b> There is no significant difference in job satisfaction of Thai and Vietnamese employees in the private business sector among income groups. In Thailand In Vietnam	ANOVA		0.7827 0.6635	Fail to reject Ho
<b>H<sub>50</sub>:</b> There is no significant difference in job satisfaction of Thai and Vietnamese employees in the private business sector among education groups. In Thailand  In Vietnam	ANOVA		0.2001  0.0398	Fail to reject Ho Reject Ho

## V. SUMMARY AND CONCLUSION

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 are in the age level of “20-30 years old” which are accounted for 78.7% or 181 in Thailand and for 86.96 % or 200 in Vietnam. Most of the respondents are single which are accounted for 91.74% or 211 in Thailand and 71.30% or 164 in Vietnam. Most of the respondents have 1 to 5 working years which are accounted for 80.43% or 185 in Thailand and 84.35% or 194 in Vietnam. Most of respondents work in Service trading which are accounted for 40% or 92 in Thailand and for 67.39% or 155 in Vietnam. Most of the respondents are office staff/employees with 87.83% or 202 are Thai and with 88.70% or 204 are Vietnamese. 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.

The researcher used multiple linear regressions to test the relationships between cultural dimensions and job satisfaction of non managerial Thai and Vietnamese employees in the private business sector. The results from Thai respondents show that P value is less than 0.0001; it means the hypothesis is very significant and there is a significant relationship between cultural dimension and job satisfaction. The multiple coefficient of determination, R-square ( $R^2$ ) is equal to 0.167 which indicates that 16.7 % of job satisfaction is explained by cultural dimension. However, in the Pr column, there is just only Indulgence dimension with p-value is less than 0.0001 impact to job satisfaction and there is a positive relationship between Indulgence dimension and Job satisfaction in non managerial Thai employees ( $\beta=0.28464$ ).

Moreover, the researcher used multiple linear regressions to test the relationships between cultural dimensions and job satisfaction of non managerial Vietnamese employees in the private business sector. The multiple coefficient of determination, R-square ( $R^2$ ) is equal to 0.247 which indicates that 24.7 % of job satisfaction is explained by cultural dimension. There are just only five cultural dimensions such as Collectivism ( $p= 0.024$ ), Uncertainty avoidance ( $p< .0001$ ), Masculinity ( $p= 0.0167$ ) and Long term orientation ( $p= 0.012$ ) which impact on job satisfaction because those p values are less than 0.05. 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. Uncertainty avoidance (0.2823) is the factor which impacts most to job satisfaction and Masculinity (-0.1481) is the least impact on 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.

The researcher also used multiple linear regressions to test the relationships between cultural dimensions and intrinsic job satisfaction of non managerial Thai and Vietnamese employees in the private business sector. From Thai data test, P value is less than 0.0001; it means the hypothesis is very significant and there is a significant relationship between cultural dimension and intrinsic job satisfaction of non managerial Thai employees who work in the private business sector. The multiple coefficient of determination, 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. There is just only Collectivism ( $p= 0.0039$ ), Long term orientation ( $p=0.0501$ ) and Indulgence ( $p<.0001$ ) impact on intrinsic job satisfaction of non managerial Thai employee because those p values are less than 0.05. 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. Indulgence (0.36675) is the factor which impacts most to job satisfaction and Long term orientation (0.12887) is the least impact on job satisfaction of non managerial Thai employees who work in the private business sector.

From Vietnamese data test, P value is less than 0.0001; it means the hypothesis is very significant and there is a significant relationship between the cultural dimension and intrinsic job satisfaction of non managerial Vietnamese employees who work in the private business sector. The multiple coefficient of determination, 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. There are just five dimensions such as Collectivism ( $p=0.0005$ ), Uncertainty avoidance ( $p= 0.0010$ ), Masculinity ( $p= 0.0006$ ), Long term orientation ( $p= 0.0050$ ), Indulgence ( $p= 0.0139$ ) impact on intrinsic job satisfaction of non managerial Vietnamese employees because those p values are less than 0.05. In addition, 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. Collectivism (0.23019) is the factor which impacts most to intrinsic job satisfaction and Indulgence (0.15115) is the least impact on intrinsic 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 intrinsic job satisfaction of non managerial Vietnamese employees more than non managerial Thai employees in the private business sector.

The researcher used multiple linear regressions to test the relationships between cultural dimensions and extrinsic job satisfaction of non managerial Thai and Vietnamese employees in the private business sector. From Thai data test, P value is 0.0007. It means the hypothesis is significant and 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. The multiple coefficient of determination, 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. However, in the Pr column, there is just only Indulgence dimension ( $p=0.0021$ ) 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.

From Vietnamese data test, P value is less than 0.0001; it means the hypothesis is very significant and there is a significant relationship between cultural dimension and extrinsic job satisfaction of non managerial Vietnamese employees who work in the private business sector. The multiple coefficient of determination, 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. However, in the Pr column, there are just two dimensions such as Uncertainty avoidance ( $p=0.0001$ ) and Long term orientation ( $p=0.0489$ ) impact on extrinsic job satisfaction of non managerial Vietnamese employees who work in the private business sector because those p values are less than 0.05. 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. Uncertainty avoidance (0.27339) has the higher impact on extrinsic job satisfaction of non managerial Vietnamese employees than Long term orientation (0.14385).

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.

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

From hypothesis 1, Beta Coefficient ( $\beta$ ) showed that there is a positive relationship between Indulgence and Job satisfaction of non managerial Thai employees. That means if Thai employees have more happiness and freedom, they can enjoy their lives after work, it will impact positively to their job satisfaction. Other cultural dimensions do not impact on non managerial Thai employees. Therefore, the researcher would like to suggest that human resource managers should understand this important influence and help employees improve employee's work life balance by creating more social activities (camping, going to the beach, cycling); sending gifts for their family members' birthday; reward them with some vacations; The researcher also would like to suggest that a training of meditation, yoga, and some physical activities should be made compulsory for every staff regardless of the level to manage stress. Those supports will let employees free themselves from stress and heavy workloads. In addition, organizations can apply Flexible Work Schedules means let employees choose days off by themselves.

There is a positive relationship between Uncertainty avoidance, Long term orientation, Collectivism and Job satisfaction of non managerial Vietnamese employees. And there is a negative relationship between Masculinity and Job satisfaction of non managerial Vietnamese employees. Uncertainty avoidance has the strongest positively impact on job satisfaction non managerial Vietnamese employees, the higher uncertainty avoidance orientation in the organization is, the higher satisfaction the employees will get. Therefore, the researcher would like to suggest that human resource managers in Vietnamese private business organizations should focus on how to give their employees detailed guidelines in their work, building a strong financial capability, reducing the laying off rate to build more goodwill for the organization's image among their employees and also creating trusts that they will not give their employees too many risks and vague in their work. These recommendations are following other study's results such as Chang, Chi, & Miao (2007). They concluded that on the work environment, uncertainty avoidance may lead individuals to try to avoid ambiguous situations and look for precise alternatives. Within such a cultural context there will be many established formal rules or informal norms controlling the rights and duties of employees. Thus, people from high uncertainty cultures will be more likely to be motivated by leadership styles that promote planning, career stability, formal rules, and the development of expertise (Dickson et al., 2003). Moreover, they can consider surveying their own workforce to gauge their satisfaction levels. Insights from employees themselves can point employers in the right direction for shaping a more a positive and creative work environment, and for developing more formal career development programs.

However, Masculinity impacts negatively to job satisfaction of non managerial Vietnamese employees. That means the more aggressive the managers are and the more distinct role of men and women in the organization is, the more dissatisfaction the employees will get. From this reverse relationship, the managers should understand that their employee's value relationships in their lives and they work in

order to live and they also think there should be an equal role of men and women in the organization. The managers should divide tasks and promote people depending on their capability and skills, not on their gender; create spaces where employees can easily communicate and share ideas; create casual conversations in the break room can become collaborative conversations. Make it inviting and effective, with nice furniture, tables, and snacks and beverages.

Beta Coefficient ( $\beta$ ) in hypothesis 1b showed that there is a positive relationship between Indulgence, Collectivism, Long term orientation and Intrinsic Job satisfaction (nature of the work, coworker and supervision) of non managerial Thai employees. Indulgence impacts most positively on intrinsic job satisfaction that means the more indulgence perceptions the employees have, the more satisfaction they feel about their nature of work, coworkers and supervision relationships. Therefore, supervisors should give their subordinates more empowerment because indulgence orientation means people are free to decide and enjoy life. 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. These results are supported Hofstede's cultural dimensions that Thailand and Vietnam have low scores in Individualism. Both countries are Collectivist cultures. That means non managerial Thai and Vietnamese 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, managers should create a warm working environment; let coworkers have the chance to know each other and help each other in case of need. The researcher also would like to suggest human resource managers should create good welfare systems. In addition, employees should be given more chances to work in a team, more projects or particular work. Employees value their groups' successes and benefits than their own, so if they work with their team they will strongly focus on their team's goals and feel more satisfied with their jobs. Long term orientation is the third ranking among all cultural dimensions which impact positively on intrinsic job satisfaction in both countries. Managers should promote values such as learning, honesty, adapt, accountability and self-discipline in work. They also should 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. Masculinity impacts negatively on Intrinsic Job satisfaction of non managerial Vietnamese employees. At work, in more feminine societies like Vietnam, the more weight is attached to subjective, intuition-oriented conditions such as care, nurturing and relationships. Social relations and non-rational processes motivate people to work (Alves et al., 2006). Employees try harder to build a close relationship between each other, colleagues and subordinates, and try to avoid conflicting situations with their subordinates (Pellegrini

& Scandura, 2006). From this result, the researcher would like to suggest that the managers should give both genders the same chances in working, promotion.

Beta coefficient ( $\beta$ ) from hypothesis 1b shows that there is a positive relationship between Uncertainty avoidance, Long term orientation and Extrinsic Job satisfaction (pay, promotion, fringe benefit and communication) of non managerial Vietnamese employees. Uncertainty avoidance positively impacts on extrinsic job satisfaction. Employees normally want to have greater career stability, more rules and do not accept unusual ideas and behaviors in high uncertainty avoidance countries. Since there is a positive relationship here, the more uncertainty avoidance level the organizations have, the more satisfied in terms of payment, promotions, fringe benefits and communication the employees feel. That is why to increase extrinsic job satisfaction of non managerial Vietnamese employees, the researcher would like to suggest the managers that they 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. Moreover, managers should give their employees motivation by certainty and security because if the employees are given feelings of certainty about their job, they will feel like they satisfied with the amount of money they are paid, the promotion, fringe benefits they should be received and the necessary information they should have in their organizations. There is a positive relationship between long term orientation and extrinsic job satisfaction of non managerial Vietnamese employees. That means the more long term orientation the organization is, the more satisfaction about payment, promotion, fringe benefits and communication the employees have. The researcher would like to suggest the managers should provide a fixed salary and promotion schemes whereby employees know what salary and promotion growth to expect in the future.

From hypothesis 5, the results show that there is a significant difference in job satisfaction of non managerial Vietnamese employees among education groups. Employees with a Bachelor's degree have more satisfaction than the higher education level. One of reason is higher education people normally have higher expectations in their jobs. To improve job satisfaction of employees who had a Master or Doctor degree, the researcher would like to suggest that the managers should increase their salary or fringe benefits such as car, house; promote them to higher position if they have enough capability. Giving them some more special things to let them know the organizations value them and that might encourage their satisfaction.

## VII. LIMITATIONS OF THIS RESEARCH

Firstly, there are many other factors which can impact job satisfaction, such as leadership style, demographics, personal characteristics but this research cannot cover everything. Secondly, since the target population is non managerial employees from some big cities in Thailand and Vietnam, it cannot be used to evaluate the job satisfaction of the whole labor force in non state business sectors of both countries.



Thirdly, time is also a constraint to this study. The study is conducted in the period from October to December, 2014. The data collected during this period may not stand for the whole year or the other times, because the participants may change their mind in other periods. Lastly, half of questionnaires were collected by online survey. It might reduce the chance to answer questionnaires of old employees because young employees use internet more than old ones.

#### FURTHER RESEARCH

Firstly, the investigator studied only some specific variables. In this exploration, the researcher just used cultural dimensions as an independent variable. For further research, other researchers can use other independent variables such as demographic, leadership styles, personal characteristics. Secondly, in this study, the researcher just collected data from the private business sector of biggest cities in Thailand and Vietnam. For future study, other researchers may study non managerial employees of other nationalities. Lastly, this study just focused on non managerial employees. For further study, other researchers can choose a larger scope of all levels of employees.

#### ACKNOWLEDGMENT

First of all, I would like to express my sincere gratitude to my advisor Asst. Prof. Dr. Chittipa Ngamkroekjoti for her continuous supports; motivations; guidance and her immense knowledge. She was always there when I need her helps; be willing to clarify unclear topics and enlighten knowledge for me. Secondly, I would like to thank my parents, who always love, encourage and give me freedom to make decisions in my life. Their love is my biggest motivation. Last but not least, I also want to express my gratitude for my friends and all respondents who help me finish this research.

#### REFERENCES

- [1] Alves, J. C., Lovelace, K.J., Manz, C.C., Matsypura, D., Toyasaki, F., and Ke, G. (2006). A cross-cultural perspective of self-leadership. *Journal of Managerial Psycholog.*
- [2] Andrew, K. R. (1998). Job Switching and Job Satisfaction in the U.S. Labor Market. *Brooking Paper on Economic Activity.*
- [3] Branett, G. , and Sung, E. (2005). Culture and the Structure of the International Hyperlink Network. *Journal of Computer-Mediated Communication, 11*(1).
- [4] Chang, H., Chi, N., and Miao, M. (2007). Testing the relationshipbetweenthree-component organizational/occupational commitment and organizational/occupational turnover intention using a non-recursive model. *Journal of Vocational Behavior, 70*, 352–368.
- [5] Cohen, L., Manion, L., and Marrison, K. (2006). *Research methods in education* (5th ed.). Oxon:RoutledgeFalmer.
- [6] Davis, D., and Cosenza, R.M. (1993). *Business Research for Decision Making*: Wadsworth Publishing Company.
- [7] Dickson, M. W., Den Hartog, D. N., & and Mitchelson, J. K. (2003). Research on leadership in a cross-cultural context: making progress, and raising new questions. *Leadership Quarterly, 14*(14), 729-768.
- [8] Diener, E. (2003). Personality, culture, and subjective well-being: Emotional and cognitive evaluations of life. *Annual Review of Psychology, 54*, 403- 425.

- [9] Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*: Beverly Hills CA: Sage Publication.
- [10] Hofstede G., and Hofstede, G. J. (2005). *Cultures and Organizations: Software of the Mind* (2 ed.). USA: Mcgraw-Hill.
- [11] Liu, C., Borg, I., and Spector, P.E. (2004). Measurement invariance of the German job satisfaction survey used in a multinational organization: Implications of Schwartz's culture model. *Journal of Applied Psychology, 89*(6), 1070- 1082.
- [12] Locke, E. A. (1976). The Nature and Causes of Job Satisfaction, *Handbook of Industrial and Organizational Psychology. 1297-1343.*
- [13] Martha, L. (2010). *In Brown's Wake: Legacies of America's Educational Landmark. Oxford University Press.*
- [14] Mc Cracken, G. (1986). Culture and Consumption: A Theoretical Account of the Structure and Movement of the Cultural Meaning of Consumer Goods. *Journal of Consumer Research, 13*(1).
- [15] Mueller, C. W., McCloskey, J .C. (1990). Nurses' job satisfaction: a proposed measure. *Nurs Res, 39*(02), 113- 117.
- [16] Pellegrini, E. K., Scandura, T.A. (2006). Leader-member exchange (LMX), paternalism, and delegation in the Turkish business culture: An empirical investigation. *Journal of International Business Studies, 37*, 264-279.
- [17] Smith, O. C., Kendall, L., and Hulin, C. (1969). *The Measurement of Satisfaction in Work and Retirement: A strategy for the Study of Attitudes.* Chicago: Rand McNally.
- [18] Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*: Thousand Oaks, CA: Sage.
- [19] Rao, P. (2000). *Essentials of Human resource management and Industrial*: Himalaya Publishing House, Mumbai, India.
- [20] Weiss, H. M. (2002). Deconstructing Job Satisfaction: Separating evaluations, beliefs and affective. *Human Resource Management Review, 173- 191.*
- [21] Robin, S. (2003). *Organizational behavior concepts, controversies, application* (8 ed.). USA: Prentice-hall Internal.
- [22] Zikmund, W. G. (2003). *Business Research Methods* (7th ed.). Cincinnati, OH : Thomson/South-Western