

Perceptions of Employees towards Thai Manager's Management Style

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Abstract - The purpose of this research is to study the perception of employees concerning the Thai style of top managers in Thailand. The sample group consists of 400 employees who hold bachelor's degrees whereas 200 of them work in public sector and the rest 200 persons work in private sector. Survey questionnaire which was developed from Hofstede's 5 cultural dimension concept was used to collect data from the samples. The research employed descriptive statistics to analyze demographic profiles of the respondents and the paired t-test and One-way ANOVA were employed to test relationships and to test hypothesis. The findings found that, off the 5 cultural dimensions of management, the government employees (officers) perceived their managers' uncertainty avoidance (UAI) at the highest level followed by long-term oriented, power distance, gender inequality, and individual-collectivism respectively. The findings found different results on the perception of private employees where we found they perceived highest level on long-term orientation followed by uncertainty avoidance, power distance, individual-collectivism, and gender inequality respectively.

Keywords - Perception Employees

I. INTRODUCTION

Management style is considered one of vital factors influencing on policy orientation and founding of a company both in Thailand and foreign countries, particularly for international

firms which are expanding their markets in respond to competitive. It is possible that alteration and competition of today business is stronger than before. Firms enterprises to revise themselves on their own management in order to develop and achieve the leadership advantages, as well as being able to adjust themselves to catch up with the movement current to enhance the organization for getting development and stepping up to universality. Executives are required to be the conceptual leaders on the management, and have to be seriously knowledgeable and competent through development. Not only the conceptual leaders but also the human leaders are required, who are considered as the center of development in order to achieve the set goals.

Smith & Leung (1997) and Wang & Leung (2010) stated that not only the cultural difference but also the organizational construct and leadership are considered as the crucial parts. Therefore, to create the biological relationship in accordance with the nature between operational culture and national culture, it is important that both cultures need to be studied simultaneously, for example, the culture which cannot be controlled and lacks of good management practice, or the violation of quality standard can cause accident to employees, etc. These affect the organizational potentials to retain human resources and to create high effectiveness from the personnel and staff. Such potentials of the organization with the performance results might rely on each team or organizational level. The success is based on work motivation. Also, culture can cause negative motivation through individuals if it does not meet their needs or it is beyond

the employees' expectation. Hence, the influence of culture really affects the behavior (Ariani, 2012). Likewise, the social behavior, considered as similarly crucial by connecting with others to establish the marketing potentials of the allies across the boundaries for getting advantages of management. It can be said that the cultural difference can enhance the success through the top level management. The cultural difference also leads the business to sustainability to achieve competitive advantages. Contradictorily, it might be possible that the business might not be successful and encounter the disappointment from the cultural difference as well.

It can be indicated that the good organizational culture has to be based on the ability to continue the business smoothly and sustainably. The organization which has good organizational culture might not have to use the strict rules and regulations since all members in the organization realize that how they should behave to be benefits towards themselves, colleagues, superiors, and organization (Tianchai Chaiyasest, 2003: P. 1).

Thus, this research aims to study the employees' perception of organizational culture using the theory of organizational and cultural management of Hofstede (Hofstede, 1995: p.63) in 5 dimensions including Power Distance Index, Uncertainty Avoidance Index, Individualism-Collectivism Index, Gender Inequality Index, and Long Term Goal Index.

II. RESEARCH OBJECTIVE

This research is to study the perception of Thai employees toward management styles of the managers comparing between Thai public and private organizations.

III. HYPOTHESIS

H1: Employees with different demographic profiles have a significant different perception toward executives' 5 cultural dimensions of Thai management style.

H2: There is a significant different between public and private employees

perception toward executives' 5 cultural dimensions of Thai management style.

IV. RESEARCH METHODOLOGY

This research is quantitative research using survey questionnaires to collect data from 800 employees who hold bachelor degrees and of those 400 persons working in public and 400 persons working in private organizations using purposive sampling.

V. RESEARCH RESULTS

The results revealed that majority of the respondents were female (56.75%), ages are between 26 to 30 years old (26.88%), income levels are between 15,001 to 20,000 baht per month (44.38%), are single (57%), had more than 10 years' work experiences (47.50%), and be operational position (81%).

**TABLE I
EMPLOYEES' PERCEPTION TOWARD
5 CULTURAL DIMENSIONS**

Perception of management index	Public sectors		Private sectors	
	Mean	Result	Mean	Result
1. Power Distance	3.52	High	3.35	High
2. Uncertainty Avoidance	3.71	High	3.45	High
3. Individualism-Collectivism	3.39	High	3.34	High
4. Gender Inequality	3.45	High	3.30	High
5. Long Term Goal	3.68	High	3.47	High

Results from Table I found that the total perception of management in all 5 dimensions of the public sectors employees is at high level ($\bar{x} = 3.55$). When consider by each aspect, we found that every item was at high level with Uncertainty Avoidance Index ($\bar{x} = 3.71$) is the highest followed by Long Term Goal Index ($\bar{x} = 3.68$), Power Distance Index ($\bar{x} = 3.52$), Gender Inequality Index ($\bar{x} = 3.45$), Individualism - Collectivism Index ($\bar{x} = 3.39$) respectively. Regarding to private sector employees is at high level ($\bar{x} = 3.38$). When consider by each aspect, we found that every item was at high level with Long Term Goal Index ($\bar{x} = 3.47$) is the highest followed by Uncertainty Avoidance Index ($\bar{x} = 3.45$),

Power Distance Index ($\bar{x} = 3.35$), Individualism-Collectivism Index ($\bar{x} = 3.34$), and Gender Inequality Index ($\bar{x} = 3.30$) respectively.

We concluded that the employees' perception toward executives' management style between public and private organizations are different as public sector employees perceived the executives' uncertainly avoidance the most with Individualism-Collectivism the least while private sector employees perceived long-term goal the most

and Gender Inequality the least.

VI. HYPOTHESIS TEST RESULT

H1: Employees with different demographic profiles have a significant different perception toward executives' 5 cultural dimensions of Thai management style.

The results from hypothesis tests reveal relationships between demographic profiles of respondents and their perception of 5 cultural dimension (management style), and the results were presented in Table II.

TABLE II
RELATIONSHIPS BETWEEN DEMOGRAPHIC PROFILES OF RESPONDENTS AND THEIR PERCEPTION OF 5 CULTURAL DIMENSIONS (MANAGEMENT STYLE)

Perception of Mgt. index	Gender	Age	Income	Status	Experience	Position	Sectors
1. PD	4.311*	4.000*	17.829*	32.2164*	2.158	66.154*	5.477*
2. UA	2.964*	4.519*	9.993*	14.616*	4.107*	28.304*	8.596*
3. IC	4.519*	15.546*	4.8538*	44.226*	26.575*	4.311*	1.647
4. GI	2.236*	14.264*	3.154*	26.483*	9.050*	36.943*	4.580*
5. LTG	10.039*	8.278*	26.532*	9.966*	4.899*	11.953*	3.957*
Total	7.068	12.256	26.067	28.059	8.415	35.787	6.036

The results from Table II revealed significant relationships between gender, age, income, status, position, and 5 cultural dimensions for both public and private sector. However, the employees with different experience had different perception toward 5 cultural dimensions. Finally, the results also revealed that both employees in public and private sectors had significant perception toward PD, UA, GI, and LTG, but not IC. The results from this research, therefore, accepted Hypothesis 1.

H2: There is a significant different between public and private employees perception toward executives' 5 cultural dimensions of Thai management style.

The test results of Hypothesis 2 revealed a significant different between types of work places (public and private sector) of employees and their perception of 5 cultural dimensions of management style. The results are presented in Table III.

TABLE III
TEST RESULTS OF EMPLOYEES' PERCEPTION TOWARD 5 CULTURAL DIMENSIONS

Perception of Mgt. towards Thai executives	Public sector		Private sector		t	p
	\bar{x}	SD	\bar{x}	SD		
1. Power Distance Index	3.52	.398	3.35	.438	5.477	.000*
2. Uncertainty Avoidance Index	3.71	.452	3.45	.417	8.596	.000*
3. Individualism-Collectivism Index	3.39	.533	3.34	.373	1.647	.100
4. Gender Inequality Index	3.45	.441	3.30	.458	4.580	.000*
5. Long Term Goal Index	3.68	.832	3.47	.635	3.957	.000*
Total	3.55	.437	3.38	.337	6.036	.000*

*sig < 0.05

Results from Table III found the employees' perception of 5 culture dimensions of management comparison between public and private sector were different at significant level 0.05. When consider by each factor, we found the perception of 4 dimensions including power distance, uncertainty avoidance, gender inequality, and long term goal between public and private employees are significantly different with exception to individualism-collectivism dimension.

The results, therefore, accepted the Hypothesis 2 which stated that there is a significant different between public and private employees' perception toward Thai managers' management style.

VII. CONCLUSION AND DISCUSSION

The perception of management style based on Hofstede's 5 Cultural Dimensions concept in terms of public sectors and private sectors from this study found that;

1. For the Power Distance dimension, the public employees perceived higher level than the private employees. Some suggestions from the private employees stated that their organizations need a clear chain of command which indicates the level of authority and responsibility through each line whereas the employees of each level could have different responsibilities on their work. The findings from this study is similar to Sirarote Sakoolnamarka (2014).

2. For the Uncertainty Avoidance dimension, we found that the public employees' perception was higher level than those of private employees'. Also, the some suggestions from the private employees stated that the managers were willing to pass through responsibility to the lower rank employees while they would try to deny risky assignments. This is in accordance with the research of Chanchai Bunchapattanasakda and Pisit Wong about the Perceptions of Thai employee Toward Chinese Managers' Management Practices in Bangkok (2008). The research results found that the Uncertainty

Avoidance Index in Thai culture was at a high level so that Chinese managers had to make a decision to solve the problems by consulting with Thai employees when the problems occurred. Although the Thai culture has strict rules and regulations through any actions which have to be done according to the determined work procedure to avoid the potential errors, however, Thai employees have to acknowledge their own duties and responsibilities on their work.

3. For the Individualism-Collectivism dimension, we found no significant relationship. It could be explained that, for employees, no matter where they work for either government or private organizations, they are likely to form the group following their interests (collectivism).

4. For the Gender Inequality, we found that the public employees perception higher than the private employees. The research results revealed that the work style of the countries in South-East Asia which included Thailand had similarity perception on this dimension. The difference through authorities was high, however the research also found that the countries which emphasized the contributions to be achieved the set goals but not adhered to the chain of command or too much paid attention to the work (Australia, England, South Africa, and Argentina) made them achieve the low difference of authorities. Nevertheless, this is not included through India, which is not in accordance with the theory of Hofstede (1997) in terms of different dimensions through the difference of authorities at a high level.

5. For the Long Term Goal, we found perception of public employees' was higher level than the private employees. It could be explained that the executives in public sector had to follow the central government's policy on organizational goals which they have to report the plans to the central government. This is in accordance with the research of Chanchai Bunchapattanasakda and Pisit Wong (2008) about the Perception of Thai employee Toward Chinese Manager's Management

Practices in Bangkok. The research found that the employees had satisfaction with the lines and occupation by having clear objectives. Moreover, the findings from this study also similar to the study done by Ekkasit Khemngwad (2014) who did the study on A Comparison of Cultural Dimension between Thai-Japan, Case Study of Japanese Companies in Thailand and found that the Thai executives focused on the work plan and determination of company's goals although they were affected by factors what was thought and planned.

VIII. RESEARCH IMPLICATION

The findings from this study could be benefits for stakeholders as presented below:

1. For managers of public organizations, the results from this study revealed that employees working in the organizations perceived higher level of 5 cultural dimensions. It could be explained that the setting of management practices in the public organizations are more efficient than those in the private sector. However, the perception levels of each dimension was not at highest level; they are some room to go for the improvement of his or her management style to make the perception index higher. The results from this study may reflex a good sign of Thai government management style in the employees' eyesight.

2. For managers of private organizations, the findings from this study presented high level of perceptions on managers' 5 cultural dimension of management. However, when compare the index to those of the government managers, the results found lower in every dimension. The results reflex a lower level of perception in the eyes of employees. The results from this study may be benefits to the private sector in Thailand in order to acknowledge how the employees look at their day-to-day management style and what areas the managers or the Human Resource department needs to focus on for the improvement.

Finally, the findings from open-ended question revealed that the employees in the private sectors perceived that their managers did not treat female employees as equal to male employees. The respondents suggested that the executives should pay attention on equal opportunity between male and female employees. Moreover, the respondents from the private organizations suggested that their organizations should have the suitable rules and regulations stating that male and female employees are equal in the work opportunity.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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