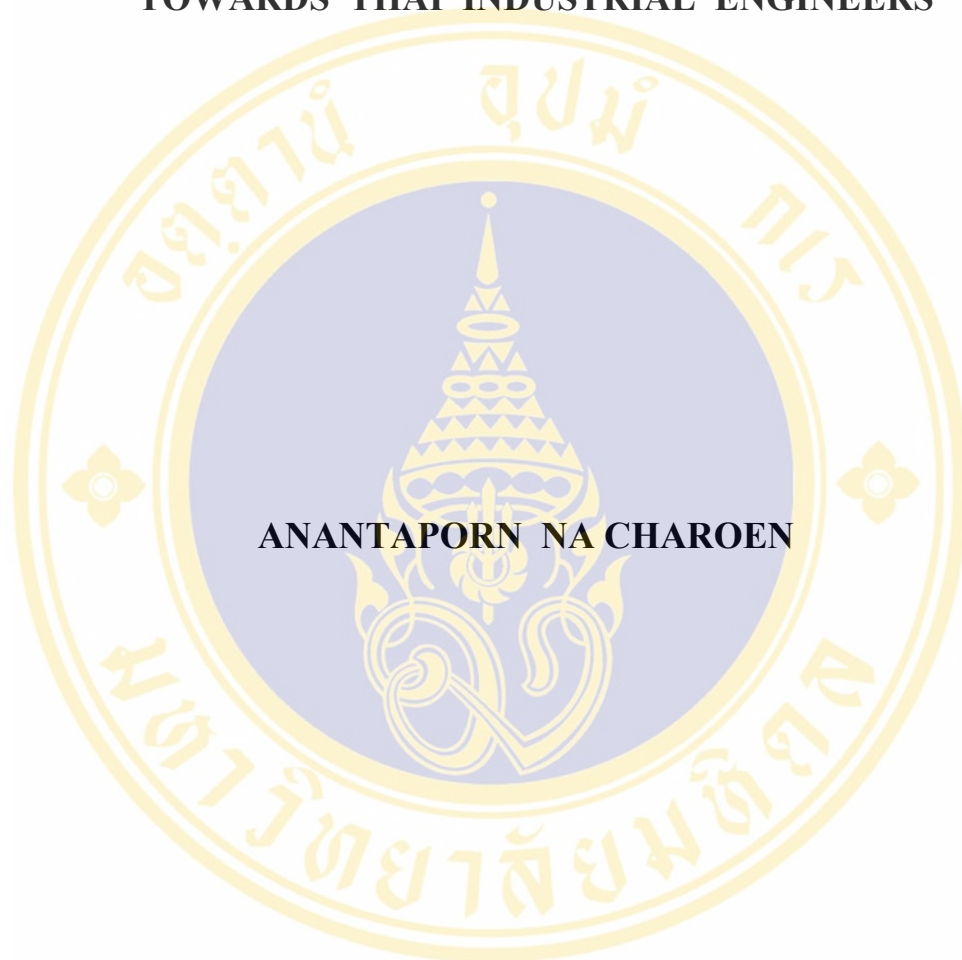


**FOREIGN ADMINISTRATORS' ATTITUDES
TOWARDS THAI INDUSTRIAL ENGINEERS**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF EDUCATION
(ADULT AND CONTINUING EDUCATION)
FACULTY OF GRADUATE STUDIES
MAHIDOL UNIVERSITY
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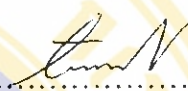
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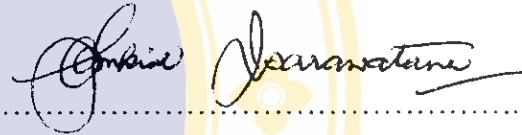
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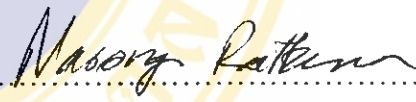
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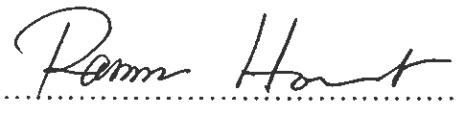
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ABSTRACT

The objective of this study was to analyse the opinions of foreign administrators towards the personality and professional performance of Thai industrial engineers. The data were gathered from a total of 187 foreign administrators, of which 139 were Japanese and 48 were American. The research instrument was a 5 – point questionnaire scale constructed by the researcher.

The finding suggested that the Japanese and American administrators described the most specific characteristic found in Thai engineers as being polite. Other characteristics at the high consensus level were sympathetic, industrious, having a considerate feeling, kind, honest, forth coming, enthusiastic, hard-working, responsible. Negative characteristics included: lack of flexibility, over self-confidence, shirking responsibility, not listening to others' opinion, believing everything they hear, impatient, critical of others, aggressive, not accepting secondary treatment and short-tempered. The following characteristics were less commonly found in Thai engineers. : looking down on others, hard working, getting annoyed easily, carefulness, creativity in duty.

The Japanese administrators suggested that the following characteristics were less likely to be found in Thai engineers. These were creative thinking, systematic problem-solving, having good technical skills, meeting deadline, considering public benefits, respect for team work, and taking responsibility. Based on the Japanese administrator's view, the development of knowledge was needed for the Thai engineers, while American administrators reported that the improvement of the working pattern was significant for the Thai engineers.

The Japanese administrator's viewpoint on positive characteristics of Thai engineers focused on personal characteristics such as diligence. In contrast, The American administrators tended to emphasise the need for strong teamwork skills.

KEY WORDS : ATTITUDES / HRD. / ENGINEER / INDUSTRIAL ADMINISTRATOR /
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เจตคติของผู้บริหารชาวต่างชาติที่มีต่อวิศวกรไทยในภาคอุตสาหกรรม (FOREIGN ADMINISTRATORS' ATTITUDES TOWARDS THAI INDUSTRIAL ENGINEERS)

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บทคัดย่อ

การวิจัยเรื่อง “เจตคติของผู้บริหารชาวต่างชาติที่มีต่อวิศวกรไทยในภาคอุตสาหกรรม”มีวัตถุประสงค์ที่จะศึกษาว่าผู้บริหารชาวต่างชาติมีเจตคติอย่างไรต่อวิศวกรไทยในเรื่องลักษณะนิสัยและ วิธีการทำงานกลุ่มตัวอย่างในการวิจัยได้แก่ผู้บริหารชาวญี่ปุ่นจำนวน 139 คนและผู้บริหารชาวอเมริกันจำนวน 48 คน รวมกลุ่มตัวอย่างจำนวน 187 คน เครื่องมือที่ใช้ในการวิจัยได้แก่ แบบสอบถามที่ผู้วิจัยจัดทำขึ้นจำนวน 1 ชุด

ผลการวิจัยพบว่าผู้บริหารชาวญี่ปุ่น และ อเมริกันเห็นว่าลักษณะนิสัยที่มีมากในตัววิศวกรไทยคือ ความสุภาพ ลักษณะนิสัยที่มีอยู่ในระดับปานกลางได้แก่ เห็นอกเห็นใจผู้อื่น มีความขยัน เชื้อคนง่าย ขี้เกรงใจ มีน้ำใจต่อผู้อื่น ซื่อสัตย์สุจริต ชอบช่วยเหลือผู้อื่น เชื่อมั่นในตนเองมากไป เก่งงาน ไม่อะลุ่มอล่วย มีความถ่อมตน ยอมรับฟังผู้อื่น ไม่อดทน ก้าวร้าว มีความพยายาม ชอบวิจารณ์คนอื่น ใจร้อน มีความกระตือรือร้น ไม่ยอมฟังใคร อดทน มีความรับผิดชอบ ชอบเอาชนะ ลักษณะนิสัยที่มีน้อยในตัววิศวกรไทยได้แก่ ชอบดูถูกเป็นคนที่สูงส่ง หงุดหงิดง่าย เป็นคนรอบคอบ มีความคิดริเริ่มสร้างสรรค์

สิ่งที่ผู้บริหารชาวญี่ปุ่นเห็นว่าน้อยในตัววิศวกรไทย ได้แก่ ความคิดสร้างสรรค์ แก้ไขปัญหาอย่างเป็นระบบ มีทักษะทางช่างที่ดี ทำงานที่ได้รับมอบหมายเสร็จตามกำหนดเวลา คำนึงถึงผลประโยชน์ของส่วนรวมเป็นหลัก เคารพการตัดสินใจของส่วนรวม และมีความรับผิดชอบ

สิ่งที่วิศวกรไทยต้องพัฒนาตามความเห็นของผู้บริหารชาวญี่ปุ่นคือความรู้ในงาน ในขณะที่ผู้บริหารชาวอเมริกันเห็นว่าวิศวกรไทยต้องพัฒนาเรื่องวิธีการทำงาน สำหรับคุณลักษณะที่พึงประสงค์ของวิศวกรไทยตามความเห็นของผู้บริหารชาวญี่ปุ่นจะเน้นเรื่องบุคลิกลักษณะส่วนตัว เช่นความขยัน ในขณะที่ผู้บริหารชาวอเมริกันจะเน้นเรื่องวิธีการทำงาน เช่น การทำงานเป็นทีม

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CHAPTER I

INTRODUCTION

Background and Significance of Problem

In the modern era, the world has become globalized. Technological growth has led to the expansion of communication. International trade and multi-international investments are larger than ever. In the twentieth century, trade and international investments are not only limited to economical super-powers but now also include those of the developing world. Trading and investment are more varied, with more international companies of various sizes setting up their network throughout the country. (Thailand Development Research Institute, 2000:12)

For Thailand, direct investment has played a significant role since the period of the economic crisis. The Bank of Thailand's statistics in 2002 illustrated that the percentage of funding from direct investment of foreign countries increased (not including adding fund and stock values from commercial banks). Furthermore between the periods of 1996 to 1998 the level of funding increased with each consecutive year. The following table illustrates the point.

The approach of the management of multi-international/overseas companies has had a positive effect on the work ethics of the average Thai employee. It has also led to the sharing and teaching of modern technology. This has led Thailand to establishing policies that support investment from foreign companies.

In 1999, Thailand had a total of 1,013 international investment projects requiring further investment. The value of stocks in the year 1998 increased by 24.6%; however, the level of investment by foreign countries fell by 10.3 %. Investment projects of foreign companies holding stocks had a tendency to continue to increase even through the economic crisis. The crisis led to an inability to acquire loans for

most local Thai companies. In contrast, foreign investors could receive support from their own headquarters or borrow money from other sources. Following on from this point, local companies could not secure loans for investment and only foreign companies had the resources to eventually continue business in leading to more multi-international projects. (Board of Investment , 2000).

There were private sectors from 45 countries investing in business during January 1998 to December 1999. The data indicated that projects requiring investment illustrated that a number of 505, 426 workers were employed. This group was made up of 9,647 foreign workers and 495,799 Thai workers (Board of Investment, 2000).

Japan had the highest level of investment. It had an investment valuing 67,960 million baht in 1999, or in the ratio of 100:24.9 (24.9 %) of projects funded by foreign investors. The United States was the second largest investor after Japan; their level of investment valued a total of 23,020 million baht or 8.5 % of the total foreign investment (details shown in Table 1.1).

Most foreigners coming to work in Thailand are as business administrators who have various backgrounds. They may have different ideas on culture, tradition and customs. Their pattern of business management may differ from what a Thai may be more accustomed too. For example, the business management of the United Postal Service (UPS), a large company providing postal and packaging services that has its network throughout the United States and branches throughout the world, making it a world leader. UPS attempted to expand its services into Germany; this was considered as the company's first expansion into a new country. The United Postal Service (UPS) is a well-known company and is generally accepted that it has a reputation of having strong management and an outstanding in understanding of the culture of the people it serves.

Thus, when expanding into Germany it was seen from the upper levels of management as a low risk venture. UPS started by selecting 25 employees from manager level and above who had outstanding work records. After working for six

months in Germany, they were sent back to the United States with the failure of business. The starting of the problems were such as employee punctuality, disrespect of hierarchy, coordinating and communicating with people who they were involved with, such as their employees and the others. There were reports of failure and ineffectiveness, particularly with regards to the American and German employees working together. (Perm utter, 1986: 136-137).

After analyzing the causes of the failure, it was found that the main problems were behavioral. Due to UPS's failure the private sector and other foreign companies altered their ways of management. Changing their large-scale organizational management, with regards to how one should cope with a new working environment. Lane and Beamish conducted research on the issue of 'Cross-Cultural Management of International Joint- Investment Companies.' The cohort consisted of 30 international companies. The research showed that the causes of most of the failures occurred because of misunderstanding between foreign administrators with local business people in the region. Problems were more likely to occur if administrators had no interest in the issue relating to human resources, communication with others or types of relationships within the organization that affected others.

Furthermore, the study has found that companies interested in the significance of good working relationships are more likely to have higher rates of operating than those interesting in techniques and behavioral science of management. Thailand has a large number of international companies doing business in the country. It is reasonable to assume that the attitudes of administrators may have an impact on the adaptation and the preparation of the Thai workforce.

As a result, the researcher was interested in studying attitudes of foreigners towards the Thai workforce and particularly to Thai industrial engineers. It was believe that this study could be useful for Thai engineers so that they could prepare themselves for working within a foreign company, answering for example; questions regarding what qualifications were needed for potential employees. The data could also be used to help improve the overall work ethos of Thai industry thus allowing them to cope better with free-trade competition.

**DISTRIBUTION OF STARTED OPERATION BY COUNTRY
1996-1999**

COUNTRY	No. of Project				No. of Employee							
	1996	1997	1998	1999	1996		1997		1998		1999	
					Thai	Foreign	Thai	Foreign	Thai	Foreign	Thai	Foreign
Japan	220	164	257	185	72444	1083	47416	904	64172	1468	40664	1000
U.S.A	43	30	38	22	12849	183	17471	163	22858	349	20090	280
Singapore	47	36	48	31	20638	192	12421	262	12010	238	13179	334
Taiwan	56	40	41	35	13822	435	14188	416	16854	329	19175	630
United Kingdom	23	12	21	18	10162	184	10796	177	3375	127	5399	133

1.1 Research Objective

To study the attitudes of foreign administrators towards Thai industrial engineers.

Questions needed answering from the Research:

1. To what degree of the Japanese administrators had attitudes towards Thai engineers on these following issues:

- 1.1 Characteristics
- 1.2 Working behaviors
 - 1.2.1 Strengths of Thai engineers with regards to their employment
 - 1.2.2 Weaknesses of Thai engineers with regards to their employment
- 1.3 Qualifications needed of Thai engineers for development
- 1.4 Qualifications needed of Thai engineers

2. To what degree of the American administrators attitudes towards Thai engineers had on these following issues:

- 2.1 Characteristics
- 2.2 Working behaviors
 - 2.2.1 Strengths of Thai engineers with regards to their employment
 - 2.2.2 Weaknesses of Thai engineers with regards to their employment
- 2.3 Qualifications needed of Thai engineers for development
- 2.4 Qualifications needed of Thai engineers

3. Whether Japanese and American administrators coming from different working backgrounds would not have different attitudes towards Thai engineers.

4. Whether the Japanese and American administrators having different lengths of employment in Thailand would not have different attitudes towards Thai engineers.

5. Whether Japanese and American administrators holding different management positions would have different attitudes towards Thai engineers.

1.2 Research Hypothesis

1. The Japanese and American had no differences of attitudes towards the characteristics of Thai industrial engineers.
2. Foreign administrators having different working backgrounds would have no differences of attitudes towards the characteristics of Thai industrial engineers.
3. Foreign administrators having different lengths of employment in Thailand would have no differences of attitudes towards the characteristics of Thai industrial engineers.
4. Foreign administrators holding different levels of administration had differences of attitudes towards the characteristics of Thai industrial engineers.

1.3 Research Framework

1. The focus of the study only on Japanese and Americans as foreign administrators.
2. Work experiences of foreign administrators with Thai people with no less than one year.
3. Manufactures being studied receiving support from Committee Board of Investment Support of Thailand which were in business during the period of January 1996-1999.
4. Manufactures being studied specifically located in Cholburi Province.
5. Only Thai industrial engineers working with foreign engineers being studied.

1.4 Definition of Terms

Engineer : A person qualified in branch of engineering as a professional; for example, construction engineering, mine engineering, mechanical engineering, industrial engineering, electrical engineering and branches engineering defined by the Interior Ministry.

Attitude: A way of thinking of an individual towards something that may be positive or negative in direction.

Characteristics: Behavior or a bodily posture reflecting onto others

Working Behaviors: Accomplishment of practice in taking responsibility.

Value: Overall feelings or desirability of an individual towards a thing, or an issue.

Administrators: A person holding management position. Holding a position of manager or director, or higher.

Working Period: Length of working duration of foreign administrators holding position in Thailand

1.5 Expected Benefits:

1. To retrieve data that would be useful for personal development in consenting to needs of administrators
2. To guide people involved in Human Resources Development in the industrial sector
3. To retrieve data that would be useful in planning for personal development.
4. To retrieve data that would be useful in developing Thai workforce for its globalization.

CHAPTER II

LITERATURE REVIEW

The objective of the study of ‘Attitudes of Foreign Administrators towards Thai Industrial Engineers’ was to study attitudes of foreign administrators towards Thai industrial engineers. The documents and related research focus on the following issues.

1. The working pattern of Thai industrial workers.
2. Profession of Thai engineers.
3. Working characteristics of the Japanese and American administrators.

2.1 The Working Pattern of Thai Industrial Workers.

2.1.1 Value of Work

Value describes the feelings of an individual in regards to decision making, performing best-selected choices as ways of living.

Value is a belief. Sometime it maybe permanent but they may change in time in accordance with how their society beliefs have changed. Values are as rules or standards, which are applied in regards to behavioral practice. The values of each individual will help plan for his or her career selection. Working value is a precious belief and significant to each individual. These beliefs are feelings of satisfaction that human tend to seek from work (Supatra Suparp,1988:24).

Values of Thai people are an important part and are the principle beliefs influencing an individual’s work ethics. Values, therefore, have a significant role when one comes to career selection. Values influence how one expresses himself or herself.

Each person has different values and will act differently at work based on its significance.

Ginzbert and others (1967:98) suggested that an individual's values have a tendency to be involved with career selection and satisfaction. For example, an individual having the value of 'freedom' is more likely to avoid strict rules at work or a company with an inflexible work structure. These examples illustrate that individual working with no satisfaction in a job conflicts with his or her own working value.

Definition of Working Value

Super (1970: 9) suggested that working value was the belief in which an individual accepted in his or her own worthiness and importance at work. These beliefs are feelings of satisfaction that people are more likely to seek from work or feelings of satisfaction as a result of working. Each individual's belief may be important to him or her; conversely, their beliefs can be less significant to the others.

Wallack (1971:331-338) described definition of working value as an attitude towards working. The attitudes were referred from general attitudes that each individual has. Working value is an attitude of each individual towards what each individual feels is important with regards to work. Thus, the working value of each individual was different and effects his or her job satisfaction.

England (1975: 122) explained that working value was the desirability relating to work performance in which each individual focuses on its importance. Working value had an effect of working behavior and performance of workers.

Soontri Komin (1995: 137) noted that working value were motives that had direct influence and support of working. Also, this working value covers other motives in larger organizations.

It is concluded that working value are feelings of satisfaction or motives in which people seek from work. Working value has involvement with behavior, having direct influence on behavior and work performance. In addition, values include motives within larger organizations. Working value may also differ from an individual to another.

2.1.2 Work Values on Thai People

The working behavior of Thai people is determined by values. Benjapich and Ankana (Benjapich and Ankana, 2000: 204-211) suggested that most important values relating to the Thai society were as follows:

2.1.2.1 Accepted Values of Work

Most Thai people are Buddhists, respecting the Buddha's teaching and that has influenced career selection of Thai people. The Buddha's teaching describes Buddhist's proper behaviors explained by the Four Noble Truths. As 'Buddhists, one shall have proper work and appropriate living. The Buddha's Teaching has led to Thai people having ideas with regards to work. The ideas include work not related to crimes such as receiving pay for killing human or animals and harming others. Thai people are more likely to do farming and gardening that are mainly in the agricultural industry. However, current economic status has changed so that people want works that allow them to earn large amounts of money, allowing them to spend much more freely and thus buying more goods needed.

2.1.2.2 Values Aimed at the Practicing Outcome

These are to improve one self and are major importance in Thai culture. These characteristics are the core of one self and an expression of behavior towards the importance of one's own needs. Thai people are less likely to take responsibility in following rules. Furthermore, Thai people accept principles and laws but will not follow them if those rules have conflict with their personal agendas. In another words,

if actions are done in providing benefit to one self, the Thai will act accordingly but will not truly feel that the correct thing was done. To those who break the law without punishment, these people are considered heroes. Conversely, to those who follow rules too strictly, even when orders are sometime considered to be senseless are thought of as poorly. Nevertheless, work principles are always a consideration to a Thai person.

Characteristics of taking benefits of one's interests influence Thai people acknowledge that for survival one must have proper living such as being comfort and happily. Thai people must know the important things about others and particularly people who are close to them as these close people may bring benefits or negative consequences to them. This value has led Thai people to focus on establishing relationships between people rather than seeking success directly through working. Those who focus only on work are less likely to achieve success without having good relationships with others.

Values focusing on considering on one's own needs have Influenced on Thai working pattern. To what degree of hard work is done by a Thai person depends on motives or benefits that will be gained. Without the offer of benefits, Thai people are less likely to show the dedication in working. For this result, work achievement is not truly accepted. Thai people accept the invention with benefits offered. These values in Thai people result into work disorganizing and long-term planning due to their short-term gaining benefits.

2.1.2.3 Value of Enjoyment

Thai people are used to having an enjoyable childhood. Thai children grow up in a warm environment, which is comfortable and had not many restrictions. Particularly in up-countries where children have freedom and can leave their homes to play with friends. Furthermore, the geography of Thailand differs from cold-climate countries where children are kept at inside because of the cold. Thai people have a tendency to have a great number of children, resulting in children having many playmates in similar age.

2.1.2.4 Values of Power

In the past, Thai relationships were based on the relationships between superiority and inferiority. Societies were classified into 2 levels: royalty and commoners (persons of inferiority). Controlling and giving orders were the power of the supreme commander; commoners received orders and carried them out. Thus, working under the supreme commander resulted in a lack of expressing ideas and arguments. These values have led to Thai people are unable to express ideas and not to argue with the Supremes' rules.

The existence of power character is found in all social levels. In the past Thai villages cared themselves. Any village members did not work as assigned, this might cause decrease output of food stock forcing the village to grow rice in the wrong seasons, considering as dangers to the village's survival. Thus, this had effects for cultivation of Thai farmers carrying out orders blindly, i.e. to do things without changing or adapting. Thai people are more likely to copy and repeatedly practicing doing things as seen in the past.

This social structure effects to the majority of Thai people who are used to the power system of being controlled. If decisions are made, Thai people tend to be uncomfortable with making important decisions as they lack of confidence. In contrast, Thai adults who have more experience or are ranked higher in social status tend to have more confidence when compared with younger people who are used to following rules, but these can be of a small number. Thai people are more relaxed when they comply with rules. Consequently, Thai people easily follow rules and comply with others. Thus, non-creative thinking is one of the characteristics that can be found in Thai people.

2.1.2.5 Value of Passivity

Passivity is the value that has been deeply rooted into the psyche of Thai people, bringing readily self-satisfaction and passivity into their work life. Causes of inactiveness probably stemmed from conditions of social agriculture in the past, depending on nature. Thai people used to working pattern that was aimless, long but with sometimes less benefit. Furthermore, prosperity from farming products had the effect on Thai people in not hurrying to seek jobs. They could easily find food for living. As a result, Thai people tended to have a comfortable life without having to work hard for survival.

2.1.2.6 Value of the Middle Way

Thai people accept the idea in the appropriateness of acting. The concept derived from the Buddha's Teaching, and the concept of the middle way has been adapted for the use on Thai's way of life. Thai people believe in the appropriateness of working and playing. As a result, the middle way is a belief of value of which it controls behaviors of Thai people with equality of working and playing.

Paisal Kraisith (1994, 41-113) analyzed the belief of Thai people involving with working. Thai value systems tend to have the behavioral support in mind and the creativeness of mental culture. Growth occurs when something happens to the human's mind that is valuable; whatever the worth is. Thai people prefer to emphasize values of the mind that results in the decrease of materialism within their work and results to the decrease of working importance as working is a means of getting materials that has less value to society.

Thai societies have the belief in focusing on passivity and that it is not involved with others, including inactiveness in every situation. Inactive characteristics lead to no freedom, lack of working with a team to achieving the same goal and inactiveness in problem solving. Furthermore, Thai people believe they must be seen to enjoy carrying out the activity they are doing.

The Thai's way of living tends to emphasize entertainment without considering the future. Thai people are more likely to avoid activities that are not enjoyable, such as taking on responsibility or hard work. Thai people want enjoyment regardless of whether they are relaxing or working. Having fun or enjoyment is the most important issue. Thai people may avoid taking responsibility assigned to them if they find out that that job is not interesting. Most Thai people tend to believe that enjoyment is a part of life and should be gained during activities being performed. Without this belief, their lives are always unhappy. Their life will always be in a serious condition or a quiet one. These lives are what Thai people do not like as they seem boring to them. This belief has an impact on working behaviors so that work must be also enjoyable.

Thai people focus on the importance of the individual's worth and that has caused to individualism. Thai people are less likely to be attached with social achievements. Their passiveness and enjoyment are opposite to the dedication and commitment of hard work that is needed for societies moving into the modern industry. Furthermore, Thai people give high value to opportunists rather to successors from hard work.

Thai people tend to listening rather than inventing, performing orders given, avoiding work, taking no responsibility at work, except spending money, they prefer doing amusing activities rather than activities that are required for country development. They do not prefer hard work to gain success; they prefer light work requiring less responsibility. They prefer to have better economic status by depending on others. They would rather not do laboring work and would rather not to be merchandisers.

Thai people tend to bond with businesses that portray themselves to be successful no matter how successful they really are. Overseas graduates want to achieve supervisory position as fast as possible without thinking of how they can help others from their adopted country.

Thai people tend to select careers based on certain conditions. They dislike working in location far from their regional or far from their families. They want to work in positions of having power and they dislike stable self-employed business, where there are no risks. What to have an effortless job, they don't focus on excellence; and prefer a job where others are easy on their shortcomings.

Value Analysis on the Performance of Thai People (Siriwan Tuntavechakij, 1998: 47)

1. Working for money. Brohm, a researcher, from the International Institute of Education has pointed out that during the past 10 years there has been an increasing numbers of Thai students studying the M.B.A. (Master's Degree of Business Administration) in the United States as much as four times higher. This suggests that trends of avoiding work such as being governor officials, and preparing for money making. This trend was also found in the research of Sunya (Sunya Juttanont, 1987: 44) suggesting that Thai people had more tendencies to work for money making.

2. Most Thai people wanted to work with no regular effort. Furthermore, Thai people lack of patience in long-working period, lack of effort, avoiding difficult jobs, discontinuing working when facing with problems. Consequently, Thai people wanted to work in jobs requiring with or without thinking.

These have resulted in difficulties in finding good quality of workers as each individual focuses on getting works that can be easily completed. Any society comprised of individual seeking for easy work is a society that cannot solve their difficult problems. Other societies that have well-trained and responsible workers must work hard. In addition, technological knowledge used for development will be more likely to be from foreign countries instead of developing the invention based on the from the appropriateness, needs, and conditions of the societies.

3. Most Thai people were less likely to take work with responsibility. Behavior of no taking responsibility at work is found at all levels. These behaviors include leaving without completing work, unfinished work, lack of taking responsibility by starting

easy work rather than difficult ones, and lack of taking responsibility for themselves and public.

Taking responsibility at work was important; it makes people focus on working and trying to work at their best. Also, taking responsibility makes other people keep working. Taking responsibility of work is more likely to be a difficult job and continuation in work is needed. Thai people do not like to be part of taking responsibility at work as there is no enjoyment. As a result job selection is based on not taking responsibility.

4. Most of Thai people want to work with low risks jobs with high job security; such as governors and officials, semi-private employees, and workers. Having a high-risk job such, as doing business or having private business are not done by most Thai people. These characteristics of Thai people are also reflected in levels of management.

Risk taking is a significant character of business owners in making and leading to new inventions and creating jobs. Avoiding work as seen in some of Thai people was a concept that did not support economic development in not being able to deal with new difficulties or creating new inventions.

5. Most Thai People wanted Independent Work Thai people wanted independent work in supporting self-confidence, working depending on satisfaction and no attachment with rules and ordering. Control was not Thai people' preference because being controlled causes loss of freedom that is difficult for Thai people to accept.

They desire to have a work with freedom and a work with supportive environment. Freedom of work leads to self-independence, ideas of expanding business and creating private business. However with the maximum of work freedom, lots of problems arise and especially in working together. Work focusing on only freedom is extremely dangerous for the majority of people.

Suntree Komin studied the working beliefs of Thai people compared to the Americans from a sampling group of 1,400 participants. It was found that there were 9 points, which were orderly defined from the most important to the least important points. These include:

1. Ego orientation
2. Grateful relationship orientation
3. Smooth interpersonal relationship orientation
4. Flexibility and adjustment orientation
5. Religion-psychical orientation
6. Education and Competence orientation
7. Interdependent orientation
8. Fun, Pleasure orientation
9. Achievement-task orientation

The finding reflected that the most primary belief found in Thai people but not found in the Americans' value was the importance of having a good relationship with others, whereas the Americans focused on the importance of honesty, social interest and ambition.

In conclusion, work value in Thai people are to select careers that bring good income; they prefer easy works and have no hard work, they are less likely to prefer works that opinions are to be expressed, they prefer the works that arguments with superior are rare, they prefer working with freedom which may be aimless work and work selection.

2.1.3 Behavior Involving with Working in Thai People

Working behavior in Thai people is different from cultures of Westerners, the Japanese and Vietnamese. It is evident that these Thai characters are different from others. These include inconsistency, lack of discipline and lack of working with

others. Furthermore, the majority of Thai people lack of understanding of the existence of the industrial society.

Thai people are self-centered with no respect of rules, social orders, or laws. People who escape without punishment are considered heroes. Conversely, individuals following rules and orders become foolish, innocent or straightforward. Thai people are survivors, that is, they use any means that can be applied although they prefer no cheating. Self-pleasing is more likely to be found in Thai people rather than complying with rules and restrictions.

Individualistic nature of Thai people makes it difficult to work within a team (Pragmatism). Thai people may change career because of high income that will be for a short period. Facing difficulties and having no effort to carry on working lead to their working in continuity. They are more likely to take the work that gives less money except comfort; the more comfortable the job is, the more freedom they achieve. Thai people rarely use proven methods that show benefits or profits. Ideas, principles, and laws are accepted and are important for Thai people; whether compliance is carried out is another issue.

Adult and young Thai have similar natures such as lacking of disciplines or having over flexibility. This causes the value of comfort being a priority. In addition, lacking of self-discipline, unfinished work and lacking of care and attention in the work are also seen in Thai people. Nevertheless, lacking of persistence is one of the Thai characteristics; for example, Thai authorities start working on projects and at the beginning. They are more likely to have attention towards the project but the continuation of the projects is eventually to be dropped. Government administration of Thailand tends to focus on keeping the projects through difficult times such as future problems or funding issues.

Behaviors analyzed by scholars in regards to the Thai working patterns. These include:

1. Most Thai people have no work planning.

2. Most Thai people have the capability of working alone.
3. Most Thai people have poor teamwork skills.
4. Most Thai people have no work disciplines.

Pisarn Kraisith (1981). analyzing working culture of Thai people was to study human components of Thai people relating to work culture. 210 Journals from Thai and English sources and the interviews of 160 participants were selected.

The findings are as follows:

1. The belief of Thai people relating to work include:
 - 1.1 The consideration of working and seeking entertainment as synergetic activities.
 - 1.2 Difficulties of working performance for changing and winning its surroundings.
 - 1.3 Significant factors with relation to success or failure in business besides working.
 - 1.4 The unnecessary of saving money collected from work.
2. Values of working in Thai people include:
 - 2.1 Working without persistent effort,
 - 2.2 Working without taking responsibility,
 - 2.3 Working without taking risks, and
 - 2.4 Working with freedom.
3. Working behavior in Thai people include:
 - 3.1 No planning of working alone.
 - 3.2 Having capability of working alone.
 - 3.3 Having ineffectiveness in working with team.
 - 3.4 No working discipline.
4. Work experience in childhood include:
 - 4.1 No working experiences with others.
 - 4.2 No planning in working with others.

It is concluded that Thai people focus on materialism on working, except taking responsibility or risks. They need freedom, and prefer working for a nice complying with the superior's rules. They listen to people who have higher status, but lack of discipline and also lack of work- planning skills.

2.1.4 Working Culture of Thai People in the Industrial Sector

Jumnian Juangtrakul (1987) "Qualifications Needed for Employees in Industrial System" was gathered from the sampling groups of 120 employers. The outcome reflected qualifications of employees needed by private sector employers. These include:

1. Having diligence, consistency, seriousness, intention in the time urgency in completing work without being reminded by supervisors.
2. Producing good quality of work, including quantity, and meeting deadlines.
3. Taking responsibility for oneself as well as colleagues, superiors, and company.
4. Having good working knowledge and clear understanding on roles with ability to carry them out.
5. Having good ability in new learning for self-improvement.
6. Having initiative, and creative thinking working effectiveness and safety issues.
7. Having consideration for others, tactfulness, rational thinking and rational decision-making.
8. Having good relationships, the ability in getting along with others, appropriate behavior, suppressing emotions, politeness, speaking appropriately, despising use of offensive or unpleasant language to others.
9. Being cooperative with involving people, working as a team and having discussions while working. towards work and organizations, including oneself, colleagues, supervisors, and clients and to those involving with the organization.

Sanoh Unakool (1988: 68, 690) suggested that the best way a country should adjust itself to a new economic system was by increasing the effectiveness of its

manpower, either by having advanced thinking i.e. the increase of technological training at all educational levels, and to make their work culture more suitable. Qualifications needed of Thai workers for the employer's satisfaction include:

1. Having good appearance and personality.
2. Having patience and diligence.
3. Taking responsibility.
4. Having academic knowledge of new technologies.
5. Having good personality.
6. Having knowledge of foreign languages.

Khonkaen Institute for Skill Development suggested the essential qualifications and working characteristics of technicians (1989:31). These include:

1. Punctuality and training for self-survival.
2. Working with no absence and practicing in self-control.
3. license.
4. Having effort in correcting mistakes.
5. Cooperating with other people or involving sectors.
6. Thinking with initiative i.e. always seeking new means on issues of safety, economizing and speed of work.
7. Innovative thinking in seeking ways in for the achievements of self-success, societies and the country.
8. Adapting to new types of work, means, techniques of using equipment and mechanisms, keeping knowledge up to date.
9. Reliability and trustworthiness.
10. Politeness, assisting colleagues and humbling to senior people.
11. Having pride of work achievement.
12. Health maintaining, regular exercising, avoiding activities in causing health damage, including working and personal issues.

Narong Sombutmai (1994:72) focusing on skills needed for labor in the private sector included:

1. Knowledge and capability include: general knowledge, academic knowledge and profession knowledge based on previous work, specific knowledge for the job title they hold with the capability of problem solving, planning skills, management skills and the use of a systematic approach.

2. Skills of practice include problem analyzing, solving, properly using equipment, and work organizing.

3. Characteristics include punctuality, honesty, taking responsibility, self-confidence, patience, having good relationships with others, following rules, initiative thinking, expressing ideas, having leadership skills, working performance with morality, having good appearance, and sacrificing.

It is summarized that the expectations of employers in industrial sectors are such as having specification of academic knowledge, capability, diligence, patience, punctuality, politeness, good appearance, good relationships with others and the continuation of self-development.

2.1.5 Attitudes of Foreigners Towards Thai Workers

Positive Attitudes

- Learning effort and quick understanding work
- Having good attitude towards work
- Having skills and intelligence
- Flexibility
- Cheerfulness, playfulness, politeness
- Smiling, having regard for others, or thoughtful consideration to the feeling of others, diligence at work
- Focusing on of the importance of the royal family institute.

Negative Attitudes:

- Short tempered
- Not being straightforward in responding to facts
- Exaggerating the value of workmanship

- Lacking of ability in defining company's targets
- Having individualism in resulting to inability to team work
- Poor use of English
- No consideration of safety
- No opinion expression in meetings only outside of them
- Preference in listening to non-superiors
- Having lower standards of profession compared to European countries
- Frequency of career changes in resulting to an additional cost.

Herbert (1965:26) presented the nature of Thai people that they tend to have 'mind-comfort' except arguments. In contacting with others, Thai people maintain situations in which other people will have mind comfort as to not cause hatred to them. Thai people dislike arguments in which they will lead to stressful situations resulting in hostility and aggressiveness. Thus, Thai people are more likely to associate with one another on joyful issues for stressed relaxation and for social interactions.

Nicholas (1970: 88) suggested that Thai people have no skills in creating new ideas, but rather having the ability of the correctness and with some expertise in coping difficult models. Furthermore, Thai people want to gain benefits without thinking of means of getting that benefit. Thai people realized the positive or negative outcomes. Nevertheless, gambling and giving false statement are more likely to be found in Thai people. Henry (Henry, 1973: 51) also suggested that Thai people prefer postponing work-related issue or important matters. When this happens, those in contact with Thai people need to have over patience.

It is concluded that characteristics of Thai people on foreign's view were such as cheerfulness, playfulness, politeness, less likely of having creative thinking, considering profit achievement, and no arguments.

2.2 Profession of Thai engineers.

2.2.1 Engineers with Development into APEC Standards

Currently, The advance of knowledge in all subjects of engineering have been continually and rapidly occurred because of the trade freedom of Thailand as a member of World Trade Organization. This must occur to comply with obligations required by the General Agreement on Trade in Services, (GATS).

The Asia Pacific Rim established by Thailand's effort that had high potential of knowledge and technologies. The agreement was reached in making ratification under the frame of the Asia Pacific Economic Corporation (APEC) and of Human Resources Development (APEC-HRD).

This agreement has designated the main objectives in having equality of freedom of overseas occupation in Asian Pacific countries. Consequently, the joining agreement is that all of Asian countries must try to eliminate the limitations in laws, and in their society emphasizing to do business and free trade.

The focus on Human Resources Development in providing occupations of all types and that was important to industrial investment and development of every country. Occupations include accountants, engineers and architectures. In the first period, the issues were mostly focused on APEC Engineers.

Thailand was one of the Asian Pacific Rim that signed the joining agreement and; therefore, must comply with the agreement. Thus, it is necessary to assign responsibility to people who are in charge in studying the effects that may occur to national professions and in making plans to pinpoint roles and to maintain maximum profit for the country.

Background of the APEC Engineer

During the 10th APEC conference in June 1994, APEC Human Resources Development Working Group agreed to the proposal of

Australia in presenting quality comparison and acceptance amongst each other on issues of qualifications and working skills of personnel in the Asian Pacific Rim countries.

The engineer's qualifications described by APEC include:

- Graduates in engineering curriculum being evaluated, recognized, accepted for quality of education,
- Being evaluated as a person who can perform profession his or her own country, that is, having engineering license in his or her own country,
- Having had professional experiences of occupation of no less than 7 years after graduation
- Having taken responsibility in engineering plans for no less than 2 years, and
- Having continued to develop in the occupation at a satisfactorily level.

2.2.2 Engineer Ethics

Engineer ethics of Thai Engineering Association under the Royal Support.

Thai Engineering Association is under the royal support that defined ethics of engineers. These include:

1. “ Engineers must take responsibility in considering the safety importance as a priority to the public health and environment”

To achieve the ethical objective, engineers must:

- Avoid taking work in resulting to inequality and arguments between the benefits of employers and public.

- Work within practice guidelines in engineering, performing with careful consideration on safety and health issues of workers and public, including those that may have an impact due to the engineer's performance.

- Prevent damage to public in informing involved authorities for situations that may cause damages to the public.

- Eliminate the spread of false news or exaggerate the facts.

- Participate on public discussions relating to the expertise of engineering with the consideration of providing good public health.

2. "Engineers must give data and show the evidence of their opinions based on academic principles so as to show publicly their honesty"

To achieve the ethical objective, engineers must:

- Declare opinions in engineering to public and particularly acknowledge the fact relating involving issues.

- Court Witnesses must give statement to with its correctness of the information needed and particularly with clear accounts, excluding question responses requiring detailed engineering knowledge.

- Declare any received benefits in resulting to any affect of self-discretion even when subject has been declared as an eyewitnesses.

3. "Engineers must maintain and support honesty, dignity, and prestige of engineering profession".

To achieve the ethical objective, engineers must:

- Comply with work as assignment and strictly follow the practicing guidelines and occupational principles.

- Professionally perform with honesty, no involvement with illegal activities.

- Avoid having any activities causing disrespect to engineering profession.

- Not exaggerate on self-achievement

- Not have any involvement with transparent businesses or non-honest activities.
- Not associate with other people or any sector in concealing unethical activities.
- Not work with unethical engineers of which they must be reported to authorities when found to be carrying out unethical behaviors.

4 “Engineers must use only specific knowledge”

To achieve the ethical objective, engineers must:

- Not take engineering work more than capability of self-knowledge.
- In any case of work assigned requiring knowledge, capability or other experiences besides from self-expertise, engineers must clearly notify employer or customers, including introducing engineers who can complete projects.

5 “Engineers must establish reputation in occupation from good work carried out and must not unequally compete”

To achieve the ethical objective, engineers must:

- Not take the advantage or use the privileged position to take work from other engineers.
- Not claim the achievement of other engineers as own achievement, based on the principle of respecting the work of each engineer.
- Not perform in any practice in resulting to the disrespect of the reputation, growth or performance of other engineers.
- Not copy and give wrong information relating to qualifications, experience or responsibility taken in the past.
- Avoid performing or investigating the same work that is being supervised by other engineers except taking responsibility as being assigned or having informed other involving engineers.

- Not intervene another engineer's work except with formal writing declaring the cancellation of work by employers of the engineer's work.
- Not compete with other engineers in price-cutting and particularly when being acknowledged the price engineer's assigned.
- Not use any power in competing with other engineers in getting that project.
- Not offer remuneration in getting work.
- Not criticize work of other engineers in public except work assignments, and
- Accept work from employers or customers in considering the importance of work independence.

6 “Engineers must take responsibility in working and self-occupational achievement”

To achieve the ethical objective, engineers must:

- Always consider taking responsibility of all the assigned work throughout the requirement of working period.
- Always consider taking responsibility in assigned work may have an effect from natural disasters and unexpected danger in future.
- Follow up self-designed work or self-advised work throughout the period of the existence of that work. Any shortcomings may cause damages to employers, customers, public or other engineers.

7 “Engineers must honestly use knowledge and occupational expertise for benefits of employers or customers, and must perform as an honest representative.”

To achieve the ethical objective, engineers must:

- Be honest to employers or customers in performing as their representatives.

- Declare status to employers before taking work so that employer has no doubts as to the level of expertise.
- Take responsibility of technical deficiency of engineering by clearly showing in formal writing of the changes from expected outcomes, and must not reveal secrets of own assigned work, except when receiving employer's permission.
- Not attempt to assign projects to others or change the details of a project without authorization.
- Not accept money or presents for remuneration from employers in providing the same service, except receiving permission from those involving people on the issue.
- Not ask, receive or accept assets, gifts or any benefits for them or their associates from master contractors, contractor representatives, equipment merchandisers, or other involving people on the assigned work.
- Introduce their own employers in hiring specialists in bringing benefits for employers with giving full cooperation.
- Present the study result of projects with all truth and without changing any context.
- Immediately inform employers of any activities in effecting to good or bad involvement that may be result to competition and the impact on employer's business. Engineers must not allow benefits of any businesses that will have the influence on decision making of work being performed by assigned engineers.

8 “Engineers shall always develop and share engineering occupational knowledge and must focus on the importance of providing the increase of knowledge and experiences to engineers being supervised”.

To achieve the ethical objective, engineers must:

- Practice on self-development the knowledge of engineering profession.

- Share the knowledge of engineering.
- Cooperate with colleagues in providing engineering knowledge and experiences.
- Support other workers or subordinate employees on continuing education.
- Support college students in providing engineering occupational knowledge.
- Support engineering projects and activities of engineering occupational association and of institutes.

It is concluded that engineering is a profession requiring specific qualifications such as being ethical, taking responsibility, focusing on the importance of safety, public security and environment, providing correct data, supporting honesty, performing on specific work within one's capability, taking responsibility of work being assigned and developing the acquiring of knowledge.

2.3 Working characteristics of the Japanese and American administrators.

2.3.1 The Japanese Characteristics

Bunyud Surakarnvit (1980: 86-87) described the Japanese characteristics; for example, patience, persistence and discipline. These characteristics have made the Japanese become patient under any circumstances.

Prasert Jittiwatanapong (1981: 6-11) described the following Japanese characteristics. These include:

1. Seriousness at work, except social gatherings and playing sports,
2. Thriftiness,
3. Inventing,
4. Loyalty to employers,

5. Patience, and
6. Advance Planning.

Khoonthong Interracial (1984: 28-36) concluded that the national characteristics of the Japanese people. These characteristics include:

1. Seriousness at work, including persistence, described as the most outstanding Japanese' characteristic and is widely accepted; other characteristics are also included such as harmonizing working, having great efforts, and punctuality.
2. Thriftiness.
3. Nationalism.
4. Seniority focus.

In Japan, senior citizens are more likely to be leaders of groups or organizations.

Amnuaichai Patipatpaopong (1988: 11-12) described ways of doing business with Japanese people in their unique culture of living and working, including having their own rules based on culture differences.

Yazoosakae Moorakami and Yutaka Kozo (1981: 47-49) described two sides of the Japanese characters. The first group of Japanese people has high loyalty to organizations, expertise in group management and having good personality. Thus, people with these described characteristics are more likely to achieve targets as planned. From their appearance, these Japanese are also more ethical and nationalists rather internationalist.

Marisa Pongtanayontraki (1999:18) analyzed good qualities of Japanese leaders. They were not only intelligent but also friendly, sensitive of feelings of others, respectful and self-confidence.

Japanese leader's roles tend to be an instructor in guiding people. Practicing and making decisions through discussion until reaching conclusion is based on the majority's votes. Furthermore, subordinate employees will not only receive orders but also will participate in making decisions. Solving problems are from wide discussions in bringing work satisfaction among employees and not causing problems as much as western societies.

It is also summarized that the Japanese people are diligent, thrifty, nationalist, and seniority focused, loyal to employers and patient.

2.3.2 The American Characteristics

Baldwin (Baldwin, 1969: 420-423) explained the American characteristics and found that in the early twentieth century. These characters were described as wealth seeking, acceptance from others, respect of people having intelligence and power, seeking income efficiency in supporting family, having good living and respect to financial donors for charities.

Colman (Colman, 1978: 29-33) summarized general characteristics of the American. These include:

1. The respect of people having stable financial status.
2. The desire of materialism and extravagance life.
3. The focus on freedom.
4. The desire of having social status.
5. The preference of relaxation.

Pranom Kovinpipat and Kesinee Vitoonchart (1989:43-44) presented American value principles: These include:

Focusing on inventive thinking of individualism and working independence.

1. Focusing on achievement from work performance.

2. Seeing different sides of business.
3. Changing for better results.
4. Working motives from within.
5. Believing in system of respect self-capability and self-achievement.
6. Having attitudes towards remuneration as motives in working.
7. Desire of work completion.
8. Focusing on practical rules.
9. Seeing results in short period.
10. Gaining benefits.
11. Rational thinking.
12. Focusing on quantity.
13. Focusing on globalization.

Concepts of American Success

1. Self-Made Man Concept

Davis Ronald (Davis,1972:25-26) suggested that American people emphasized the importance of self-made man in achieving success. This concept was based on Benjamin Franklin's thirteen virtues as ways of living. These include:

- 1.1 Temperance
- 1.2 Silence
- 1.3 Order
- 1.4 Resolution
- 1.5 Frugality
- 1.6 Industry
- 1.7 Sincerity
- 1.8 Justice
- 1.9 Moderation

1.10 Cleanliness

1.11 Tranquility

1.12 Chastity

1.13 Humility

Self-made man concept has influenced young Americans as a way of carry out good living and success with efforts in creating reputation with self-capability (Wyllie, 1966: 13). Some groups of American people still live out the self-made man concept seen in hard-working value of some groups, particularly in the industrial economic period. Working resolution and time urgency still exists.

2. Concept of success evaluated from materialism and extravagance

People achieving success and acceptance from societies were the upper classes and the rich. These people were more likely to have attitudes of living in the society of the English gentleman in having the extravagant and comfortable life, and living in mansions with full facilities (Curti, 1964: 54).

Lately, American people have believed in this concept but some changes have also occurred. American people are overwhelmingly starting taking material values and the opposite occurred i.e. the materialismist. Materialism is a tendency to consider material possessions and physical comfort to be more important than spiritual.

3. Concept of having good expectation

American people try to overcome problems. If not succeeded, they will create new hopes by thinking that with effort success will be finally achieved.

Persistence has values to people; it helps the poor in providing encouragement for their survival (Ingle and Ward, 1978: 314-318).

4. Individualistic Concept

The belief of being self-reliant and also having freedom of thought is the principle of individualism. These beliefs are considered to be the core of individualism principle that has influenced the American people and their way of life from colonialism through the present time.

Krish Seobsont (1978: 18) explained to the adaptation characteristics to all societies, the most outstanding characteristics found in American people. They are interested in learning from different cultures and traditions from all over the world. It is seen that American people work and live everywhere throughout the world and can normally live as local citizens. Consequently, the United States is a place in which there are all nationalities, languages, ethnic groups and that make them to be able to adapt to their living societies. For this result, American people have a better rate of survival compared to other nationalities.

Vilai Jirapornpanich's research (1998) studying on working value and attachment to organizations of Thai and foreign employees working in Thailand; a case study used was petroleum and petrochemical companies. The sampling groups were consisted of 210 Thai and American administrators from 16 companies. It was found that the sequence of the importance of working value between Thai and American workers were different. The three most important values for the Thai were: effectiveness, having good relationships with supervisors and creative thinking. In contrast, the three most important values of the American workers were effectiveness, brainstorming motivation and having good living.

On the attachment to organization, Paibool Changrian (1989: 28) suggested that American have no bonds to organizations and have tendency of the frequency of changing career. The average of an American individual works with no less than 3 companies. American people in all levels are ready to change their career when offered with better positions. The difference of working between Thai and American

people is that American workers tend to work with teams better than Thai workers. Thai workers are more likely to be capable of working by themselves.

In conclusion, American people have the values of respecting the rich, focusing on wealth and individual's freedom, having ideas of self-development in being accepted by others, seeking for social status, having interest of learning about different cultures or traditions and having good teamwork skills.



CHAPTER III

MATERIALS AND METHODS

The research of the attitudes of foreigners towards Thai industrial engineers focused on studying the attitudes of foreigners towards Thai industrial engineers.

3.1 Population and sampling groups

3.1.1 population

The population and sampling groups selected of the research were the foreign administrators working in 471 factories located in Nikom industrial area, Chonburi province of Thailand in 1999. The Thai Board of Investment (BOI) supports all those factories.

3.1.2 sampling groups

The researcher used the following criteria in selecting the research's sampling groups.

3.1.2.1 The researcher selected only the Japanese and American administrators, as Japan is a country having the highest investment value in Thailand while the United State of America is on the second rank of investment value in Thailand.

3.1.2.2 The researcher selected only the Japanese and American administrators working in Japanese and American companies, supported by the Thai Board of Investment (BOI), in 1999.

3.1.2.3 The selected foreign administrators must have at least 1 year of experience working with Thai people.

3.1.2.4 The selected factories must be located in Chonburi province.

Table 2 Japanese and American administrators sampling groups.

Sampling group	Number	Percentage
Japanese administrators	139	74.30
American administrators	48	25.70
Total	187	100

3.2 Research Instrument

The research instrument was a set of questionnaire created by the researcher. The questionnaire was composed of three following parts:

Part I: General information

Part II: The attitudes of the foreign administrators towards Thai engineers test, 60 items categorized in two parts:

- Characteristic-related questions 30 items
- Working behavior-related questions 30 items

Those questionnaires were rating scale questionnaires using Likert's attitude assessment with five choices as followings:

Opinion Level

Highest	score	5
High	score	4
Neutral	score	3
Low	score	2
Lowest	score	1

The researcher categorizes the criteria for Thai engineer assessment in 5 levels and selected those answers of each question to find out each question's average value. Then

the researcher assessed the average value received according to Best's concept (Best, John W., 1989: 174 – 178) as the followings:

Highest opinion level	means average value of 4.01-5.00
High opinion level	means average value of 3.01-4.00
Moderate opinion level	means average value of 2.01-3.00
Low opinion level	means average value of 1.01-2.00
Lowest opinion level	means average value of 0.01-1.00

Part III: Open-ended questionnaires composed of two questions:

- Question of the improvement characteristics of Thai engineers.
- Question of the needed qualifications characteristics of Thai engineers

3.3 Research Design and Instrument Test

The research design included the following process:

- 3.3.1 Designate the objectives and questions needed from the research.
- 3.3.2 Study documents and all other relevant research.
- 3.3.3 Design a set of questionnaire
- 3.3.4 Give the questionnaire to five theses committees and qualified persons, listed in Appendix I, to check, edit, and give suggestion.
- 3.3.5 Translate and check questionnaires in English and Japanese by five qualified persons
- 3.3.6 Try out the questionnaires with the foreign administrators, five Japanese and five Americans, who were not in the sampling groups.
- 3.3.7 Check the data received whether it could appropriately match the thesis' questions and whether the data received was sufficient for analysis and conclusion.
- 3.3.8 Improve and edited the questionnaire to use as a qualified instrument.

3.4 Data Collection

The researcher collected the data by mailing.

3.4.1 The research requested a letter from the Faculty of Social Science and Humanities, Mahidol University to use as an enclosed cover letter.

3.4.2 The researcher mailed the questionnaires to the sampling groups with 471 Faculty's cover letters enclosed on January 20, 2002. The researcher stated the contact address for those sampling groups to return the questionnaire by mail within a month. At the first time, the researcher received 251 questionnaires and also contacted the participants taking questionnaires two times for additional data collection and received the 30 questionnaires and 35 questionnaires respectively. From the three times of mailing, the 316 questionnaires altogether were returned to the researcher or 67.09 % of the initial mailing.

3.4.3 The researcher checked for accuracy and completion of every questionnaire and selected only the questionnaires that match the researchers' criteria such as being Japanese or American administrators or working in the positions indicated at least 1 year.

3.4.4 The researcher received 187 qualified questionnaires, of which the data could be analyzed, or 39.70 % of the mailed questionnaires. The participants taking questionnaires were categorized as 139 Japanese administrators and 48 American administrators.

3.4.5 The researcher gathered all questionnaires received to code and statistically analyzed.

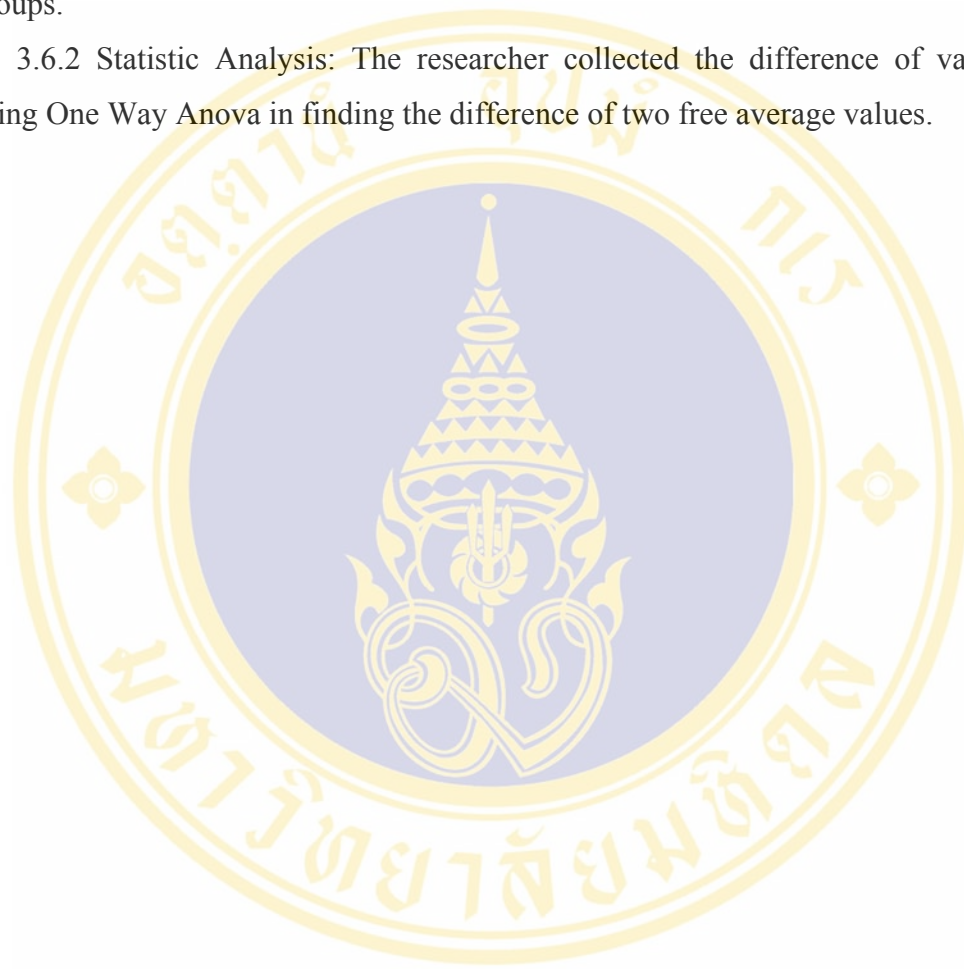
3.5 Data Analysis

The researcher gathered and calculated the data by using SPSS FOR WINDOWS. (Statistical Package for Social Sciences)

3.6 Statistical Techniques

3.6.1 Descriptive Analysis: The researcher used fundamental statistic, frequency, percentage, average, and standard deviation, for general explanation of the sampling groups.

3.6.2 Statistic Analysis: The researcher collected the difference of variables by using One Way Anova in finding the difference of two free average values.



CHAPTER IV

RESULTS

The research on “ Foreign Administrators Attitudes’ towards Thai Industrial’s Engineers” focused on studying the attitudes of foreign administrators towards Thai industrial’s engineers. The sample groups were those Japanese and American administrators who co-work with Thai industrial’s engineers with following research result:

Part 1 General information of the respondents

Sample group of this research consists of 187 foreign administrators who were all males. There were 139 Japanese administrators (74.3%) and 48 American administrators (25.7%). 43.3% of the sample (or 81 persons) were in the age of 36-45 years old, followed with 63 persons (33.7%) were in the age of 26-35 years old, and another 43 persons (23.0%) were in the age of 48-55 years old. For the respondents’ position, 55.1% (103 persons) were in managing director, 63 persons (33.7%) were managers, 16 persons (8.6%) were deputy managing director, and 5 persons (2.7%) were Chairman of the company. Period of staying in Thailand, 53.5% (100 persons) were in the position between 1-3 years, 50 persons (26.7%) were in for 4-6 years, 31 persons (16.6%) were in for 7-10 years, and 6 persons (3.2%) were in the position for over 10 years, as per the details in table 3.

Table 3 General information of the sample group

General Information	Sample group N = 187	
	Number (person)	Percentage
Nationality		
Japanese	139	74.30
American	48	25.70
Gender		
Male	187	100.00
Female	-	-
Age range		
Less than 25 years old	-	-
26 -35 years old	63	33.70
36 - 45 years old	81	43.30
46 - 55 years old	43	23.00
Over 55 years old	-	-
Position		
Chairman	5	2.70
Managing Director	103	55.10
Deputy managing director	16	8.60
Managers	63	33.70
Period staying in Thailand		
1-3 years	100	53.50
3-6 years	50	26.70
7-10 years	31	16.60
Over 10 years	6	3.20

General information categorized by nationality

Upon the data on nationality of the administrators, following were the findings:

Japanese administrators

For Japanese administrators in this research, there were 139 persons (74.3%) all male. 42.5% of the sample (or 59 persons) were in the age range of 36-45 years old, followed with 48 persons (33.7%) were between 46-55 years old, and another 32 persons (23.0%) were between 26-35 years old. The position of the respondents were 56.8% in managing director, 47 persons (38.8%) were managers, 10 persons (7.2%) were deputy managing director, and another 3 persons (2.2%) were Chairman of the company. Period of staying in Thailand, 54% (75 persons) were in the position for the period of 1-3 years, followed with 33 persons (23.7%) were 4-6 years, 25 persons (18%) were 7-10 years, and another 6 persons (4.3%) were in the position for over 10 years time.

American administrators

American administrators in this research were 48 persons (25.7%) all male. Out of the sample group, 50% (22 persons) were in the age range of 36-45 years old, followed with 15 persons (31.3%) were 26-35 years old, and another 11 persons (22.9%) were in the age range of 46-55 years old. The position at work, 50% (24 persons) were managing director, followed with 16 persons (33.3%) were managers, 6 persons (12.5%) were deputy managing director, and another 2 persons (4.2%) were Chairman of the company. For their Period of staying in Thailand, 2.1% (25 persons) were in the position for the period of 1-3 years, followed with 17 persons (35.4%) in 4-6 years, 6 persons (12.5%) were 7-10 years time (as per details in table 4).

Table 4 General information on sample group categorized by nationality

General information	Japanese (N = 139)		American (N=48)	
	Number (person)	Percen tage	Number (person)	Percent age
Gender				
Male	139	100	48	100
Female	-	-	-	-
Age range				
25 years old and younger	-	-	-	-
26 -35 years old	32	23.0	15	31.3
36 - 45 years old	59	42.5	22	45.8
46 - 55 years old	48	34.5	11	22.9
Over 55 years old	-	-	-	-
Position				
Chairman	3	2.2	2	4.2
Managing director	79	56.8	24	50.0
Deputy managing director	10	7.2	6	12.5
Manager	47	38.8	16	33.3
Period staying in Thailand				
1-3 years	75	54.0	25	52.1
4-6 years	33	23.7	17	35.4
7-10 years	25	18.0	6	12.5
Over 10 years	6	4.3	-	-

Part 2 Attitudes of foreign administrators towards Thai industrial's engineers

2.1 Attitudes of foreign administrators towards Thai industrial's engineers in terms of characteristics

From the research, it has been found out that foreign administrators possess their attitudes towards Thai industrial's engineers on a medium level with a mean = 2.83 and standard deviation = 0.25.

2.1.1 Sample group who were Japanese administrators possess their attitudes on the characteristics of Thai industrial's engineers on medium level with a mean = 2.81 and standard deviation = 0.22 as per the following priority:

Completely agree level for 1 item consists of

1. being polite (mean = 3.65)

Mediumly agree for 22 items were:

1. being sympathetic (mean =3.33)
2. be diligent (mean =3.28)
3. believing everything they hear (mean =3.26)
4. having considerate (mean = 3.24)
5. kindness to others (mean = 3.22)
6. be honest (mean = 3.10)
7. love helping others (mean = 3.01)
8. be over self-confidence (mean = 2.99)
9. shirking responsibility (mean = 2.99)
10. lack of flexibility (mean=2.97)
11. being modest (mean=2.86)
12. willingness to be argued with (mean = 2.83)
13. being impatient (mean = 2.81)

14. being aggressive (mean = 2.77)
15. keep on trying (mean = 2.77)
16. criticizing others (mean = 2.74%)
17. be hot-tempered (mean = 2.72)
18. be enthusiastic (mean = 2.72)
19. not listen to others (mean = 2.71)
20. having endurance (mean = 2.67)
21. having responsibility (mean = 2.62)
22. never accept being secondary (mean = 2.58)

Less agree for 7 items were:

1. being reasonable (mean = 2.47)
2. looking down on others (mean = 2.42)
3. creativity in duty (mean = 2.38)
4. getting annoyed easily (mean = 2.38)
5. being a very careful person (mean = 2.29)
6. always sacrificing to others (mean = 2.24)
7. being a hard-working person (mean = 2.15)

2.1.2 Sample group who were American administrators possess attitudes towards Thai industrial's engineers in terms of characteristics on medium level, with a mean = 2.85 and standard deviation = 0.25 with the following priority:

Completely agree for 1 item :

1. being polite (mean = 3.69)

Mediumly agree for 24 items were :

1. being sympathetic (mean=3.49)
2. believing everything they hear (mean = 3.29)
3. having a considerate (mean = 3.29)
4. being honest (mean = 3.27)
5. love helping others (mean = 3.21)
6. kindness for others (mean = 3.10)

7. being diligent (mean = 3.04)
8. lack of flexibility (mean = 3.00)
9. being modest (mean = 2.98)
10. shirking responsibility (mean = 2.98)
11. being impatient (mean = 2.90)
12. willingness to be argued with (mean = 2.85)
13. keeps on trying (mean = 2.85)
14. criticizing others (mean = 2.81)
15. having responsibility (mean = 2.81)
16. having endurance (mean = 2.79)
17. being enthusiastic (mean = 2.79)
18. always sacrificing to others (mean = 2.77)
19. hot-tempered (mean = 2.75)
20. never accept being secondary (mean = 2.73)
21. being aggressive (mean = 2.69)
22. not listen to others (mean = 2.65)
23. having reasonability (mean = 2.60)
24. over self-confidence (mean = 2.60)

Less agree for 5 items were :

1. look down on others (mean = 2.44)
2. being a hard working person (mean = 2.40)
3. getting annoyed easily (mean = 2.38)
4. being a very careful person (mean = 2.33)
5. creativity in duty (mean = 2.17)

As per details in Table 5.

Table 5 Level of attitudes of foreign administrators towards Thai industrial's engineers in terms of characteristics categorized by nationality

No.	Attitudes	Japanese			Americans		
		\bar{X}	SD.	Level of attitudes	\bar{X}	SD.	Level of attitudes
1	Being polite and Gender	3.65	.48	High	3.69	.49	High
2	Being Sympathetic to others	3.33	.59	Neutral	3.49	.60	Neutral
3	Being industrious, diligent	3.28	.75	Neutral	3.04	.74	Neutral
4	Believing everything they hear	3.26	.68	Neutral	3.29	.68	Neutral
5	Having a consideration feeling	3.24	.71	Neutral	3.29	.71	Neutral
6	Kindness to others	3.22	.63	Neutral	3.10	.56	Neutral
7	Honesty	3.10	.64	Neutral	3.27	.74	Neutral
8	Love helping others	3.01	.92	Neutral	3.21	.88	Neutral
9	Over Self-confidence	2.99	.86	Neutral	2.60	.84	Neutral
10	Shirking responsibility	2.99	.68	Neutral	2.98	.70	Neutral
11	Lack of flexibility	2.97	.86	Neutral	3.00	.87	Neutral
12	Being Modest	2.86	.92	Neutral	2.98	.90	Neutral
13	Willingness to be argued with	2.83	.60	Neutral	2.85	.58	Neutral
14	Being impatient	2.81	.83	Neutral	2.90	.67	Neutral
15	Being Aggressive	2.77	.66	Neutral	2.69	.63	Neutral
16	Keeps on trying	2.77	.63	Neutral	2.85	.68	Neutral
17	Criticizing Others	2.74	.64	Neutral	2.81	.92	Neutral
18	Hot temper	2.72	.91	Neutral	2.75	.90	Neutral
19	Being Enthusiastic	2.72	.88	Neutral	2.79	.90	Neutral
20	Not listening to others opinion	2.71	.58	Neutral	2.65	.50	Neutral

No.	Attitudes	Japanese			Americans		
		\bar{X}	SD.	Level of attitudes	\bar{X}	SD.	Level of attitudes
21	Having Endurance	2.67	.87	Neutral	2.79	.82	Neutral
22	Having Responsibility	2.62	.57	Neutral	2.81	.70	Neutral
23	Never accepts being secondary	2.58	.65	Neutral	2.73	.67	Neutral
24	Being Reasonable	2.47	.50	Low	2.60	.61	Neutral
25	Looking down on others	2.42	.49	Low	2.44	.50	Low
26	Creativity in duty	2.38	.61	Low	2.40	.64	Low
27	Getting Annoyed easily	2.38	.71	Low	2.38	.80	Low
28	Being a very careful person	2.29	1.01	Low	2.33	.72	Low
29	Always sacrificing to others	2.24	.71	Low	2.77	.60	Neutral
30.	Being a hard working	2.15	.42	Low	2.17	.43	Low
Total		2.81	.22		2.85	.25	

2.2 Levels of attitudes by foreign administrators towards Thai industrial's engineers in term of working behaviors.

From this research, it has been found out that foreign administrators possess attitudes towards Thai industrial's engineers in term of working behaviors on medium level (mean = 2.77 and standard deviation = .31). Upon details of each group, it has been found out that

2.2.1 Sample group who were Japanese administrators possess their attitudes on working behaviors of Thai industrial's engineers on medium level with a mean = 2.76 and standard deviation = 0.27 as per the following priority:

Medium level for 23 items were:

1. Accepting and following chief's orders (mean = 3.35)
2. Having good working structure and system (mean = 3.30)
3. Frequently changing work (mean = 3.29)
4. Being competent in writing reports and business (mean = 3.18)
5. Being efficient in English communication (mean = 3.17)
6. Never giving up when dealing with difficulties (mean = 3.01)
7. Following working rules strictly (mean = 2.98)
8. Learning about duty quickly (mean = 2.94)
9. Working very carefully (mean = 2.92)
10. Having good basic engineering skills (mean = 2.84)
11. Working with full capability (mean = 2.81)
12. Good cooperation with colleagues (mean = 2.76)
13. Having good leadership (mean = 2.76)
14. Working the full working period (mean = 2.75)
15. Full cooperation to organization (mean = 2.74)
16. Having high flexibility (mean = 2.72)
17. Realization of safety at work (mean = 2.71)
18. be in a meeting team on a regular basis (mean = 2.71)
19. Being a good follower (mean = 2.68)
20. Accepting of his/her own mistake (mean = 2.65)
21. Working with full concentration (mean = 2.61)
22. Having high capability to solve emergency problem (mean = 2.53)
23. Having great responsibility (mean = 2.52)

Low attitudes in 7 items were:

1. Creativity in duty (mean = 2.49)
2. Getting through a problem by new methods (mean = 2.47)
3. Having good technical skills (mean = 2.43)
4. Accomplishing assignment in a definite period (mean = 2.42)
5. Working with concern of the organization benefit (mean = 2.38)
6. Respecting team work (mean = 2.37)

7. Having responsibility to organize (mean = 2.27)

2.2.2 Sample group of American administrators possess attitudes towards Thai industrial's engineers in term of working behaviors on medium level, with a mean = 2.79, standard deviation = 0.35, with following priority:

Medium attitudes in 26 items were:

1. Frequently changing work (mean = 3.33)
2. Working very carefully (mean = 3.31)
3. Learning about duty quickly (mean = 3.31)
4. Working with full capability (mean = 3.19)
5. Realization of safety at work (mean = 3.15)
6. Full cooperation to organization (mean = 3.02)
7. Being a good follower (mean = 2.98)
8. Always brain storming (mean = 2.94)
9. Having good basic engineering skills (mean = 2.92)
10. Following working rules strictly (mean = 2.85)
11. Never giving up when dealing with difficulties (mean = 2.81)
12. Accepting and following chief's orders (mean = 2.81)
13. Having good working structure and system (mean = 2.77)
14. Accomplishing assignment in a definite period (mean = 2.75)
15. Having great responsibility (mean = 2.75)
16. Working with full concentration (mean = 2.71)
17. Having high capability to solve emergency problem (mean = 2.71)
18. Accepting of his/her own mistake (mean = 2.69)
19. Having high flexibility (mean = 2.69)
20. Good cooperation with colleagues (mean = 2.65)
21. Having good leadership (mean = 2.60)
22. Working the full working period (mean = 2.52)
23. Having responsibility to organize mean = 2.52)
24. Respecting team work (mean = 2.52)
25. Having good technical skills (mean = 2.51)

26. Working with concern of the organization benefit (mean = 2.50)

Low attitudes in 4 items were:

1. Being efficient in English communication (mean = 2.48)
2. Being competent in writing reports and business (mean = 2.44)
3. Creativity in duty (mean = 2.42)
4. Getting through a problem by new methods (mean = 2.42)

As per details in table 6

Table 6 Levels of attitudes by foreign administrators towards Thai industrial's engineers in terms of working behaviors categorized by nationality

No	Attitudes	Japanese			Americans		
		\bar{x}	SD	Level of attitudes	\bar{x}	SD	Level of attitudes
1	Accepting and following chief's orders	3.35	.54	Neutral	2.81	.52	Neutral
2	Having good working structure and system	3.30	.69	Neutral	2.77	.61	Neutral
3	Frequently changing work	3.29	.69	Neutral	3.33	.66	Neutral
4	Being competent in writing reports and business	3.18	.78	Neutral	2.44	.76	Low
5	Being efficient in English communication	3.17	.79	Neutral	2.48	.80	Low
6	Never giving up when dealing with difficulties	3.01	.72	Neutral	2.81	.73	Neutral
7	Following working rules strictly	2.98	.83	Neutral	2.85	.65	Neutral
8	Learning about duty quickly	2.94	.88	Neutral	3.31	.90	Neutral
9	Working very carefully	2.92	.69	Neutral	3.31	.70	Neutral
10	Having good basic engineering skills	2.84	.84	Neutral	2.92	.68	Neutral
11	Working with full capability	2.81	.64	Neutral	3.19	.65	Neutral

No	Attitudes	Japanese			American		
		\bar{X}	SD	Level of attitudes	\bar{X}	SD	Level of attitudes
12	Good cooperation with colleagues	2.76	.60	Neutral	2.65	.85	Neutral
13	Having good leadership	2.76	.64	Neutral	2.60	.94	Neutral
14	Working the full working period	2.75	.73	Neutral	2.52	.76	Neutral
15	Full cooperation to organization	2.74	.50	Neutral	3.02	.65	Neutral
16	Having high flexibility	2.72	.60	Neutral	2.69	.76	Neutral
17	Realization of safety at work	2.71	.76	Neutral	3.15	.73	Neutral
18	Always brain storming	2.71	1.00	Neutral	2.94	.60	Neutral
19	Being good follower	2.68	.72	Neutral	2.98	.69	Neutral
20	Accepting of his/her own mistake	2.65	.78	Neutral	2.69	.77	Neutral
21	Working with full concentration	2.61	.64	Neutral	2.71	.70	Neutral
22	Having high capability to solve emergency problem	2.53	.65	Neutral	2.71	.64	Neutral
23	Having great responsibility	2.52	.65	Neutral	2.75	.84	Neutral
24	Creativity in duty	2.49	.91	Low	2.42	.65	Low
25	Getting through a problem by new methods	2.47	.91	Low	2.42	.90	Low
26	Having high technical skills	2.43	.63	Low	2.51	.65	Neutral
27	Accomplishing assignment in a definite period	2.42	.58	Low	2.75	.85	Neutral
28	Working with concern of the organization benefit	2.38	.63	Low	2.50	.79	Neutral
29	Respecting team work	2.37	.95	Low	2.52	.96	Neutral
30	Having responsibility to organize	2.27	.60	Low	2.52	.58	Neutral
Total		2.76	.27	Neutral	2.79	.35	Neutral

2.3 Comparison of attitudes by foreign administrators towards Thai industrial's engineers

Upon the comparison of attitudes by foreign administrators towards Thai industrial's engineers by ANOVA, it has been found out that Japanese and American administrators possess attitudes towards Thai industrial's engineers with no difference, as per details in table 7.

Table 7: Comparison of attitudes by foreign administrators towards Thai industrial's engineers, categorized by nationality

Attitudes	Japanese			American			F	P
	Numbers		SD	Numbers		SD		
Characteristics	139	84.17	6.50	48	84.77	6.73	0.78	0586
Working Behaviors	139	82.75	8.01	48	82.77	10.41	7.797	.989

Comparison of attitudes by foreign administrators towards Thai industrial's engineers by One-way variance analysis, it has been found out that foreign administrators with different positions and different period of staying in the position in Thailand do not have different attitudes in terms of characteristics, as per details in table 8.

Table 8 Result of ANOVA on the comparison of attitudes by foreign administrators towards Thai industrial's engineers in terms of characteristics, categorized by age, position, and period of staying in the position in Thailand.

Sources of variance		df	SS	MS	F	P
Total		186	7965.102	-	-	-
Age						
	Between groups	2	24.214	12.107	.281	.756
	Within group	184	7940.888	43.157		
Position						
	Between groups	3	35.613	11.871	.274	.844
	Within group	183	7929.488	43.331		
Period staying in Thailand						
	Between groups	3	106.079	35.360	.823	.483
	Within group	183	7859.023	42.945		

P < .05

Upon comparison of attitudes by foreign administrators towards Thai industrial's engineers in terms of work method, by One-way variance analysis, it has been found out that foreign administrators with different ages and period staying in the position in Thailand do not possess different attitudes thereof/ However, foreign administrators with different positions possess different attitudes towards Thai industrial's engineers in terms of work method differently with significant statistics at the level of .05. In order to learn about the pairs whose mean is of statistics significance, the researcher has used Post hoc via Least Significant Different (LSD) and has found out that the mean of attitudes by foreign administrators in the position of Chairman is different from that in other positions, as per details in table 9 and table 10.

Table 9 : Result of ANOVA for comparison on attitudes by foreign administrators towards Thai industrial's engineers in terms of working behaviors, categorized into age, position, and period staying in Thailand

Sources of variance		df	SS	MS	F	P
Total		186	13956.684			
Age						
	Between groups	2	237.894	118.947	1.595	.206
	Within group	184	13718.791	74.559		
Position						
	Between groups	3	796.594	265.531	3.692	.013*
	Within group	183	13160.090	71.913		
Period staying in Thailand						
	Between groups	3	162.018	54.006	.716	.543
	Within group	183	13794	667	75.381	

P < .05*

Table 8 Comparison on attitudes by foreign administrators towards Thai industrial's engineers in terms of work method, categorized by position

Position	X	Chairman	Managing Director	Deputy Managing Director	Manager
Chairman	95.0	-			
Managing Director	82.62	12.38*			
Deputy Managing Director	81.25	13.75*	1.37		
Manager	82.38	12.62*	0.24	1.13	

P < .05*

Part 3 Information on profiles of Thai industrial's engineers which need to be developed and the required profiles

3.1 Profiles of Thai industrial's engineers which need to be improved

From this research, it has been found out that Japanese and American administrators opine on the profiles of Thai industrial's engineers which need to be improved and the qualification profiles as follows:

3.1.1 Japanese administrators

Out of 139 Japanese administrators, 42 of them opine on the profiles of Thai industrial's engineers which need to be improved as follows:

1. be repeatedly wrong in the same issue (6)
2. resign easily, switch job often (5)
3. can not solve difficult problems (5)
4. not truly know one's job (5)
5. find the cause of the problems slowly (4)
6. lack the follow-up and monitoring system (4)
7. not attentive to work (4)
8. lack one's self-confidence (4)
9. only follow the order (4)
10. not compete against one another (3)
11. want the presentation upon facing problems (3)
12. more eager to learn (3)
13. look at the problems on a superficial level, not be able to solve problems on a long-term basis
14. exist too large the gap of educational level (3)
15. possess education but can not well apply (3)
16. not bring PDCA in work (2)
17. should understand more with supervisors or equipments (2)
18. lack one's responsibility (2)

19. work well as per manual but for work with some adjustment, lack of innovative ideas, and sometimes giving up too fast (2)
20. focus on result of problem solution more than procedures (2)
21. not confidence to propose one's opinion (2)
22. work alone (2)
23. lack carefulness (2)
24. wait for order/work (2)
25. can not take an overall picture (vision) (2)
26. not try to improve oneself (2)
27. flexibility (2)
28. lack innovative ideas (2)
29. be aggressive (1)
30. not have self-reliance, can change one's opinion upon the different opinion of the supervisors (1)
31. upon facing new problems, one can not solve them (1)

3.1.2 American administrators

Sample group who were American administrators for a total of 48 persons, 19 of them opine on the profiles of Thai industrial's engineers which need to be improved as follows:

1. not have a clear planning (5)
2. not compete with one another (4)
3. over worry and lack confidence (4)
4. propose opinion with honesty (3)
5. propose detailed opinion to the supervisors (3)
6. lack one's responsibility (3)
7. not be attentive to details remembrance and upon job switching, one needs to be more responsible and thus can not possess expertly as one should be (3)
8. can not solve new problems (3)
9. not follow-up and not monitor (3)

10. have a confidence to present personal ideas (3)
11. work alone (3)
12. lack carefulness (3)
13. select work and refuse work beyond one's responsibility (3)
14. not have innovative ideas (3)
15. be too much flexible (2)
16. be too cool-minded and not have a sense of urgency for problem solving (2)
17. can not solve problem well (2)
18. not be self-reliance and be under patronage system (1)
19. be too closed to colleagues in other units and not consider one's responsibility (1)

3.2 Qualification needed of Thai industrial's engineers

3.2.1 Japanese administrators

Out of 139 Japanese administrators, 42 of them opine on required Qualification needed of Thai industrial's engineers as follows:

1. be hard-working (13)
2. love to progress (12)
3. be responsible (12)
4. be obedient to one's supervisor (12)
5. strictly comply with rules and regulations (12)
6. be self-reliance (12)
7. cooperate well with administrators (11)
8. co-work well with others (11)
9. good English proficiency (10)
10. wide view / perspective (10)
11. be well-rounded (10)
12. be straightforward (8)
13. be able to solve problem, be able to adjust (8)

14. bring PDCA into use (8)
15. follow-up and monitor (8)
16. propose ideas to one's supervisor (8)
17. not switch job often (7)
18. be attentive (5)
19. be neat (5)
20. have good memory (5)
21. be humble (4)
22. present problems in a systematic manner (4)
23. be patient (4)
24. stop worrying about tidy issues (1)
25. cooperate with well-wish heart (1)
26. provide good suggestion to colleagues when the latter do thing wrong (1)
27. report progress to the supervisor upon the completion of the job (1)
28. present document as information for further reference (1)

3.2.2 American administrators

Out of 48 sample group who were American administrators, 19 of them opine on the qualification needed of Thai industrial's engineers as follows:

1. work in a team and bring in good points of each member (8)
2. utilize one's utmost competency (7)
3. better present report and propose problems in English (6)
4. study the priority of problem, understand and get ready for problems that might take place again (6)
5. study on reduction of time in problem solving (5)
6. be diligent (5)
7. be proficient in English (5)
8. possess self-confidence (5)
9. be innovative (4)
10. be responsible (3)

11. be attentive (3)
12. continuing self-development (2)
13. follow one's supervisor order with self-initiative ideas (1)



CHAPTER V

DISCUSSION

The research of the attitudes of foreign administrators towards Thai industrial engineers was conducted from the following sampling groups:

The Japanese and American administrators who had been working closely with Thai industrial engineers for at least 1 year, of which the companies were located in Chonburi province. The data was from a total of 187 administrators, 48 Americans and 139 Japanese.

5.1 The attitudes of the foreign administrator towards Thai engineers in terms of characteristics.

From the research, it is suggested that Japanese and American administrators accepted the politeness as an outstanding characteristic of Thai engineers, which was in line with the research of Khon Kaen Development Institute (1988), Jamnean Juangtrakul (1987), and the Ministry of Foreign Affairs (1999). Other characteristics such as politeness, having sensitive feelings of others, cheerfulness, and playfulness were also illustrated in the views of the foreign administrators.

In addition, the research illustrated that the positive characteristics of Thai engineers, according to the Japanese and American administrators' point of view, were sympathy, enthusiastic, diligence, kindness, honesty, helping others, consideration, listening to others, careful, patience, and responsibility.

However, the Japanese administrators indicated that the negative characteristics of Thai engineers were easy in believing everything they hear, over self-confidence, shirking responsibility, inflexibility, impatience, aggressiveness,

criticism, short-tempered, and not listening to anyone. The American administrators also accepted those characteristics as the negative characteristics in Thai engineers.

In terms of working, the positive characteristics of Thai engineers encouraging their colleagues willing to work with them were the positive characteristics. In contrast, causing problems at work were also resulted from negative characteristics such as believing everything they hear, over self-confidence, shirking responsibility, inflexibility, impatience, aggressiveness, not listening to others, or never accept being secondary. These were not preferable characteristics from the viewpoint of superiors, colleagues, and subordinates in leading to working problems.

The attitudes towards the characteristics of Thai engineers are in accordance with the research of Sanoh Unakul (1998), Narong Sombatmai (1994). Their research described the work labor qualifications, in terms of favorable characteristics, that many companies require are working consistency, diligence, thoughtfulness, taking responsibility, good interpersonal relation, and self-esteem. The study of the working culture of Thai people conducted by Pisan Kraisith (1981) showed that Thai people prefer work requiring no effort, no risks, no hard-working, and easily forgiving on shortcomings.

The fact that Thai engineers possess those characteristics mentioned above, such as politeness, kindness, humility, listening to others, and sensitive feeling of others results either from the child rearing pattern of Thai families or belief.

5.2 The attitudes of the foreign administrator towards Thai engineers in terms of working behaviors.

The study suggested that most Japanese and American administrators had moderate level attitudes towards working patterns of Thai engineers; in other words, they did not feel extremely admire or against their working patterns. The examples of Thai engineers' working patterns were following superior's orders and rules, systematic working, problem solving, following rules focus, quick learning,

carefulness in working, working in full capability, team-working, having leadership skill, full corporation with organization, flexibility, work safety recognition, attentively participating in meetings, being good followers, taking responsibility for mistakes, carefulness, capability in solving confrontational situations, and taking responsibility for the assigned work.

While the weaknesses of Thai engineers' working patterns were no creative thinking and systematic problem solving, which described as positive characteristics that have an impact at working. Moreover, the research is in accordance with the study of working value of Thai people done by Benjapitch Boonthitikul and Angkana Nunthipawan (1990), Pisarn Kraisit (1994), and Nicholas (1970). They found out that disrespecting rules or restrictions, accepting principles and laws but not taking them into practice, no or without activeness to solve problems, less initiative thoughts, and capability of copying difficult models were Thais' negative characteristics.

5.3 The Qualifications needed for Improvement in Thai engineers

The Japanese administrators reflected that the characteristics of Thai engineers that should be improved were lack of working knowledge; for example, the frequency of making mistakes, and being unable to solve difficult work problems. While the American administrators expressed working patterns needed for the improvement in Thai engineers were such as no clear working plan, no competition, carelessness, no following up on evaluation, and being unable to solve new problems.

The information of Thai engineers' characteristics is in line with the studies of by and Angkana Nunthipawan (1990), Benjapitch Boonthitikul (1990), and Siriwan Tanthavejakit (1998). The studies presented that Thai people had no systemic working, no long-term planning, and preferring easy work. They were more likely to working upon order, but were not assertive. Conflict avoidance and readily self-satisfaction were also their characteristics.

The reasons why the Japanese administrators expressed the qualifications for the improvement needed in Thai engineers were different from American administrators. These include:

1. The differences of characteristics of Thai employees working in Japanese and American companies.
2. The differences of corporate cultures of both types of companies; for example, the Japanese corporate culture focuses on diligence, attempt, and helping others. However, the American corporate culture concentrates on systematic working, result-oriented working, and personal attachment. Therefore, it is the corporate culture that contributes to the difference of those characteristics and working patterns.
3. The differences of working concept and nurturing in resulting to the difference in terms of focusing points.

5.4 The preferable characteristics of Thai engineers in the views of foreign administrators.

From the research, the preferable characteristics of Thai engineers in the views of Japanese administrators were diligence, seeking for advancement, being responsible, listening to superiors' orders, following rules strictly, having self-views, cooperating with executives, possessing good interpersonal skills, and having good command of English.

The preferable characteristics of Thai engineers in the views of American administrators were the practice good team-working skills and effectiveness of gaining benefit from each person's full capability. In addition, they could properly make the reports and present problems in English, study the priority of problems, get ready to encounter potential working problems as well as find out the appropriate ways to solve working problems. The findings were shown in the study of Pisarn Kraisit (1981) and Sanoh Unakul (1988).

It is noticed that the reason of which the Japanese and American administrators differently expressed the characteristics needed for the improvement in Thai

engineers. This concept might result from the upbringing during childhood in different families, holding different belief, tradition, and way of life, which finally led to the different characteristic development. Prasert Jittiwatthanapong's study (1981) revealed that Japanese people would teach each other to be hard-working, patient, industrious, and devoted. Furthermore, they taught each other to follow rules and to plan things in advance, which enable Japanese people to live with patience under different systems. While the research of Wyllie (1966) reflected that American people paid attention to effort, self-man made, perfection, achievement from self-efforts, and hardworkship.

5.5 The research revealed that the Japanese and American administrators had the same attitudes towards Thai industrial engineers in consenting the defined hypothesis.

The fact that people who come from different nations have the same opinion towards things might result from the fact that in the working world, we concentrate mostly on work achievement. Therefore, one who wants to work successfully has to rely on international characteristics or working patterns such as responsibility, diligence, and creative thinking. Finally the administrators coming from different nations would have the same attitudes towards the one who possesses those mentioned characteristics and working patterns.

5.6 The research reflected that Japanese and American administrators having different length of working years in Thailand had the same attitudes towards the working patterns and characteristics of Thai engineers in consenting the defined hypothesis.

The fact that people who have different length of working years have the same attitudes towards one's characteristics and working patterns is the nature of working people. Everyone wants success, no matter he have long or short length of working

years, and the way to work successfully require the same data, that is wanting people who have the same working patterns.

5.7 The research illustrated that that Japanese and American administrators having different length of working years in Thailand had the same attitudes towards the working patterns and characteristics of Thai engineers in consenting the defined hypothesis.

The reason why the administrators owning different length of working years had the same attitudes towards Thai engineers' characteristics and working patterns results from the fact that people have the same expectation on work, no matter of the length of working years. They basically have their own style of attitude towards characteristics and working patterns of their colleagues in contributing to the same attitude.

5.8 The research showed that Japanese and American administrators having different positions had different attitudes towards the working patterns and characteristics of Thai engineers in consenting the defined hypothesis.

The reason why the foreign administrators who were at different positions had different opinion might result from the fact that they have unequal time working with their subordinates. People working with others will normally study and adapt themselves to each other in order to smooth working. In regard of administrators, it is necessary to know their subordinates, Thai engineers, ready for the work assignment, which make superiors take care of their subordinates. The immediate supervising is different from management controlling.

CHAPTER VI

CONCLUSION

The research on the attitudes of foreign administrators towards Thai industrial engineers focused on studying the attitudes of the foreign administrators towards Thai industrial engineers. The research's sampling groups were 139 Japanese administrators and 48 American administrators, who had been working with Thai industrial engineers for at least 1 year in Chonburi province. The total numbers of sampling groups were 187 participants. The research's methods were a set of questionnaires initiated by the researcher. The researcher analyzed the data by using statistic, frequency, percentage, average, and standard deviation. One Way ANOVA was used to find the difference of variables.

6.1 Conclusion

Part 1: General information of questionnaire takers.

A total number of 187 male participants were selected from sampling groups, 74.3 % were Japanese administrators and 25.7 % were American administrators. The 43.3 % of the sampling groups were in 36 – 45 age range, 55.1 % of them were in the position of director and 53.5 % of them were in this position for 1-3 years.

Categorized by the nationality of administrators, 74.3 % were male Japanese administrators. 42.5 % of them were in 36 – 45 age range and 56.8 % of them were in the position of director having 1 – 3 year(s) of work range.

There were 25.70 % American sampling groups, 45.8 % were male. They were in 36 – 45 age range, 50.0 % of them were in the position of director, and 52.1 % of them having 1 – 3 working year(s).

Part 2 the attitudes of foreign administrators towards Thai engineers

2.1 The attitudes of foreign administrators towards Thai engineers in terms of characteristics.

The study illustrated that the attitudes of foreign administrators towards Thai engineers' characteristics were at moderate level with an average value of 2.83 and the standard deviation of 0.25.

Considering from each group. These include:

2.1.1 Japanese Administrators

The Japanese administrators had high-level attitudes towards the politeness of Thai engineers.

While their attitudes were at moderate level towards being sympathetic, diligence, believing everything they hear, considerate, kindness to others, honesty, love helping people, over self-confidence, shirking responsibility, lack of flexibility, being modest, willingness to be argued with, impatience, aggressiveness, keep on trying, criticizing others, short-temper, enthusiastic, endurance, having responsibility, and never accept being secondary

The least characteristics were being reasonable, looking down on others, creative thinking, getting annoy easily, carefulness, sacrificing, and being a hard-working person.

2.1.2 American Administrators

The American administrators had high level of attitudes towards the politeness of Thai engineers.

While their attitudes were at moderate level towards being sympathetic, believing everything they hear, kindness to others, honesty, considerate, diligence,

lack of flexibility, being modest, shirking responsibility, impatience, listening to others, cheerfulness, criticizing others, having responsibility, patience, enthusiastic, sacrificing, short-temper, never accept being secondary, aggressiveness, endurance, being reasonable and over self-confidence.

The least characteristics were insulting, trying to cope with all kinds of work, getting annoy easily, carefulness, and creative thinking.

2.2 The attitude level of foreign administrators towards Thai engineers in terms of working patterns.

The study illustrated that the attitudes of foreign administrators towards Thai engineers' working patterns were at moderate level with an average value of 2.77 and the standard deviation of 0.31.

Considerations of each group are the followings:

2.2.1 Japanese Administrators

The attitudes of Japanese administrator sampling group towards Thai engineers' working patterns were at moderate level with an average value of 2.76 and the standard deviation of 0.27. The characteristics categorized in this level were listening to chief's order, systematic thinking, frequently changing work , being competent in writing reports and business in English, persisting in having high capability to solve problem with new method, following rules strictly, quick work learning, carefulness in working, having good basic knowledge of engineering, working with full capability, team-working, having leadership skills, permanent working, participating actively with the organization, high flexibility, work safety recognition, regularly discussing, being good followers, taking responsibility on own mistakes, carefulness, and being able to solve emergency problems

The least characteristics found were having good creative thinking, systematic thinking, having good technical skills, being able to complete the assigned work on

time, taking public benefits as priority, giving respect to the decision made by the majority, and taking responsibility for public work.

2.2.2 American Administrators

The attitudes of American administrator sampling groups towards Thai engineers' working patterns were at moderate level with an average value of 2.79 and the standard deviation of 0.35. The characteristics categorized in this level were the frequency in changing work, carefulness and quick learning at work, working with full capability, recognizing of working safety, participating actively with the organizations, being good followers, always brain storming, having good basic knowledge of engineering, following rules strictly, persisting in solving problems and barriers, having good technical skills, and working with concern of the organization benefits.

The characteristics were less likely to be found such as having good English communication skill, being able to write proper correspondence and reports in English, having creative thinking in working, and systematic problem solving.

2.3 The comparison of the attitudes of foreign administrators towards Thai engineers.

The attitude comparison of foreign administrators in the industrial sector included:

2.3.1 The Japanese and American administrators in industrial sector had no difference in terms of attitudes towards Thai engineers.

2.3.2 The Japanese and American administrators who served the different length of working years had no difference in terms of attitudes towards Thai engineers.

Part 3 The information about the characteristics needed for the improvement and the preferable characteristics.

From the research, it appears that the characteristics of Thai engineers needed improvement in the views of Japanese administrators were frequencies of making mistakes, not being able to solve difficult problems, and taking much time to find the primary causes of problems.

In contrast, the American administrator counterpart presented the working patterns as the significance for the improvement such as not having specific working plans, no competition, anxiety, lacking of self-confidence in showing opinion to superiors, carelessness, and not being able to solve new problems.

Part 4 The preferable characteristics of Thai engineers.

The Japanese administrators preferred the personal characteristics of Thai engineers such as diligence, advancement-oriented, having responsibility, listening to the superiors, following rules strictly, having their own opinion, cooperation with the administrators, possessing good interpersonal skills, and good English usage.

According to the American administrators, they believed that the preferable characteristics of Thai engineers were the working patterns such as working with team, using one's full capability to work, making reports and presenting problems in English, studying work problems for understanding, preparing to cope with all potential problems, finding the way of reducing time used in problem solving, and having creative thinking.

6.2 Conclusion

6.2.1 The attitudes of Japanese and American administrators regarding Thai engineers' characteristics had both positive and negative aspects, of which some points were useful for work but some points were also barriers for work.

6.2.2 The attitudes of Japanese and American administrators regarding Thai engineers' characteristics and working patterns were mostly counted at moderate level.

6.3.3 The most outstanding characteristic of Thai engineers in the views of foreigners was politeness.

6.3.4 According to the Japanese and American administrators, the characteristics of Thai engineers had such impact on working but Thai engineers least possess illustrated creative thinking, no working avoidance, easily frustrating, and no insulting other people.

6.3.5 The characteristics of Thai engineers that should be improved in the views of Japanese administrators were the Thai working patterns, whilst the American administrators reflected the improvement on Thai engineers was essential on working knowledge.

6.3 Suggestions to Involving people

6.3.1 Suggestion for engineering institutions

As the foreign administrators view working patterns and characteristics of Thai engineers as major problems, there should be the curriculum concerning both working knowledge and characteristic improvement to work with others. In addition, the institutions should provide students with English language program for working with international companies.

6.3.2 Suggestion for families

Because family nurture affects the characteristic of children when they grow up. Family is an important institution that could help them to have these characteristics

that lead to working problems. They are such as inflexibility, having creative thinking, being reasonable persons, carefulness, sacrificing, work attentiveness, winning taking, aggressiveness, not listening to others, impatience, and lacking of responsibility.

6.3.3 Suggestion for Thai engineers

Thai engineers working with foreign administrators are suggest not only to regularly improve work knowledge but were also suggest to study about the characteristics and working patterns consenting the foreign administrators' expectation. For better interpersonal understanding and with regular working with foreigners, Thai engineers were suggested to practice themselves in terms of systematic working, working with team and English language usage.

6.3.4 Suggestion for the Engineering Institute of Thailand or any other institutions relating Thai engineers.

- English language training programmes are suggest because of its significance for Thai engineers readiness to working in transnational companies.
- Suggestion for a support from engineering institutions in focusing on working patterns, apart from working knowledge.

6.4 Suggestion for Future Research

6.4.1 Suggestion for the study in expressing views among foreign administrators of having attitudes towards Thai workers in other levels such as foreman position.

6.4.2 Suggestion for the study of in expressing views among foreign administrators working in other sectors such as finance or providing services.

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แบบสอบถามการวิจัย

เรื่อง

เจตคติของผู้บริหารชาวต่างชาติที่มีต่อแรงงานไทยในภาคอุตสาหกรรม

ส่วนที่ 1 ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม**คำแนะนำ** โปรดเขียนเครื่องหมายถูก [/] หรือกรอกข้อความลงในช่องว่างที่กำหนดให้ทุกข้อ

1. เพศ

1. ชาย2. หญิง

2. อายุ

1. ต่ำกว่า 25 ปี2. 26 – 35 ปี3. 36 – 45 ปี4. 46 – 55 ปี5. 56 ปีขึ้นไป

3. สัญชาติ

1. อเมริกัน2. ญี่ปุ่น

4. ระยะเวลาอยู่ในประเทศไทย

1. น้อยกว่า 1 ปี2. 1 – 3 ปี3. 4 – 10 ปี4. 10 ปีขึ้นไป

5. ตำแหน่งทางการบริหาร

1. ประธานบริษัท2. กรรมการผู้จัดการ3. อื่น ๆ ระบุ.....

- ส่วนที่ 2** เจตคติของผู้บริหารชาวต่างชาติที่มีต่อวิศวกรชาวไทย
แบบสอบถามนี้แบ่งเป็น 2 ส่วน
ส่วนที่ 2.1 คำถามเกี่ยวกับลักษณะนิสัย (ข้อ 1-30)
ส่วนที่ 2.2 คำถามเกี่ยวกับวิธีการทำงาน (ข้อ 1-30)

คำแนะนำ โปรดเขียนเครื่องหมายถูก [/] ลงในช่องว่างทางด้านขวามือ ให้ตรงกับความคิดเห็นของท่าน กรุณาทำทุกข้อ

- | | | |
|-------|---------|------------|
| เลข 5 | หมายถึง | มากที่สุด |
| เลข 4 | หมายถึง | มาก |
| เลข 3 | หมายถึง | ปานกลาง |
| เลข 2 | หมายถึง | น้อย |
| เลข 1 | หมายถึง | น้อยที่สุด |

ส่วนที่ 2.1 ท่านมีความคิดเห็นอย่างไรเกี่ยวกับลักษณะนิสัยของวิศวกรชาวไทย
(ซึ่งท่านทำงานด้วย)

ประเมิน	ระดับความคิดเห็น				
	มากที่สุด (5)	มาก (4)	ปานกลาง (3)	น้อย (2)	น้อยที่สุด (1)
1. ขอมรับฟังผู้อื่น					
2. เชื่อมั่นในตนเองมากเกินไป					
3. ความคิดริเริ่มสร้างสรรค์					
4. มีน้ำใจต่อผู้อื่น					
5. มีเหตุผล					
6. มีความรับผิดชอบ					
7. ขยัน					
8. อดทน					
9. ก้าวร้าว					
10. มีความซื่อสัตย์สุจริต					
11. เชื้อคนง่าย					
12. ใจร้อน					
13. มีความกระตือรือร้น					
14. หงุดหงิดง่าย					
15. ชอบถูกดูถูก					
16. ไม่อดทน					
17. เกีย่งงาน					
18. ชอบวิจารณ์ผู้อื่น					
19. ไม่อะลุ่มอล่วย					
20. เป็นคนรอบคอบ					
21. เห็นอกเห็นใจผู้อื่น					
22. มีความพยายาม					

ประเมิน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	(5)	(4)	(3)	(2)	(1)
23. ชอบเอาชนะ					
24. ไม่ยอมฟังใคร					
25. เป็นคนสูงงาน					
26. ชอบช่วยเหลือผู้อื่น					
27. เสียสละ					
28. มีความถ่อมตน					
29. มีความสุภาพ					
30. มีความเกรงใจ					

**ส่วนที่ 2.2 ท่านมีความคิดเห็นอย่างไรเกี่ยวกับวิธีการทำงานของวิศวกรชาวไทย
(ซึ่งท่านทำงานด้วย)**

ประเมิน	ระดับความคิดเห็น				
	มากที่สุด (5)	มาก (4)	ปานกลาง (3)	น้อย (2)	น้อยที่สุด (1)
1. มีความเป็นผู้นำที่ดี					
2. สามารถเป็นผู้ตามที่ดีได้					
3. ทำงานเต็มความสามารถ					
4. ทำงานเต็มเวลา					
5. ไม่ทอดทิ้งเมื่อประสบปัญหาและอุปสรรคในการทำงาน					
6. ทำงานร่วมกับพนักงานคนอื่นๆ ได้					
7. ทำงานเป็นระบบ					
8. ตระหนักถึงความปลอดภัยในการทำงาน					
9. มีความระมัดระวังในการทำงาน					
10. มีความสุขุมรอบคอบต่อการปฏิบัติงาน					
11. ปฏิบัติตามกฎระเบียบอย่างเคร่งครัด					
12. มีความรับผิดชอบต่องานในหน้าที่					
13. มีความรับผิดชอบต่องานส่วนรวม					
14. ยอมรับผิดเมื่อทำงานพลาด					
15. ทำงานโดยคำนึงถึงผลประโยชน์ของส่วนรวมเป็นหลัก					
16. ทำงานที่ได้รับมอบหมายเสร็จโดยเร็ว					
17. ทำงานเป็นทีมได้					
18. มีการประชุมปรึกษาหารือกันอยู่เสมอ					
19. เชื่อฟังและปฏิบัติตามคำสั่งของหัวหน้า					
20. ให้ความร่วมมือกับหน่วยงานเต็มที่					

ประเมิน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	(5)	(4)	(3)	(2)	(1)
21. มีความคิดริเริ่มสร้างสรรค์					
22. แก้ปัญหาด้วยวิธีการใหม่ๆ					
23. เปลี่ยนงานบ่อย					
24. มีความยืดหยุ่นสูง					
25. สามารถแก้ไขปัญหเฉพาะหน้าได้					
26. เรียนรู้งานได้อย่างรวดเร็ว					
27. ใช้ภาษาอังกฤษในการสื่อสารได้อย่างมีประสิทธิภาพ					
28. สามารถโต้ตอบเอกสารและเขียนรายงานเป็นภาษาอังกฤษได้					
29. มีทักษะทางช่างที่ดี					
30. มีพื้นฐานความรู้ทางวิศวกรรมที่ดี					

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Questionnaires for a research on
"Foreign Administrators Attitudes' Towards Thai Industrial's Workers"

Explanatory

- 1) This research aims to study about the attitude of foreign administrators towards Thai workers in the Thai industry sector. The survey focuses only among Japanese and American administrators due to the fact that both countries have highest vale of investment in Thailand.
- 2) The researcher focuses mainly on the attitude towards Thai engineers in order to use the results as useful and valuable information to develop the standards of engineering careers in Thailand.
- 3) The questionnaires used for this research consist of three different parts as follows:

Part I general information of the respondents

Part II respondents' attitude towards personality and working behaviors of Thai engineers in the industrial sector

Part III open questions about Thai engineers' personality which should be improved, and the qualifications which they think Thai engineers should have.

The researcher would like you to respond to every question .Your will be highly appreciated; there is no mention of the respondent's name or working organization so your responses will not effect you or your organization at all

The researcher would also like to take this opportunity to thank you in advance for kind cooperation.

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Questionnaires for a research on
"Foreign Administrators Attitudes' towards Thai Industrial's Workers"

Part I : General information of a repondent

Notice : Please mark or fill in the blank space provided at each choice

- 1) Sex
 Male Female
- 2) Age
 Less than 25 Years. 26-35 Years.
 36-45 Years. 46-55 Years.
 More than 56 Years.
- 3) Nationality
 American Japanese
 Others, please indicate
- 4) Period of staying in Thailand
 Less than 1 year 1-3 years
 4-10 years over 10 years
- 5) Administrative Position at your organization Director
 President Managing Director
 Others, please indicate

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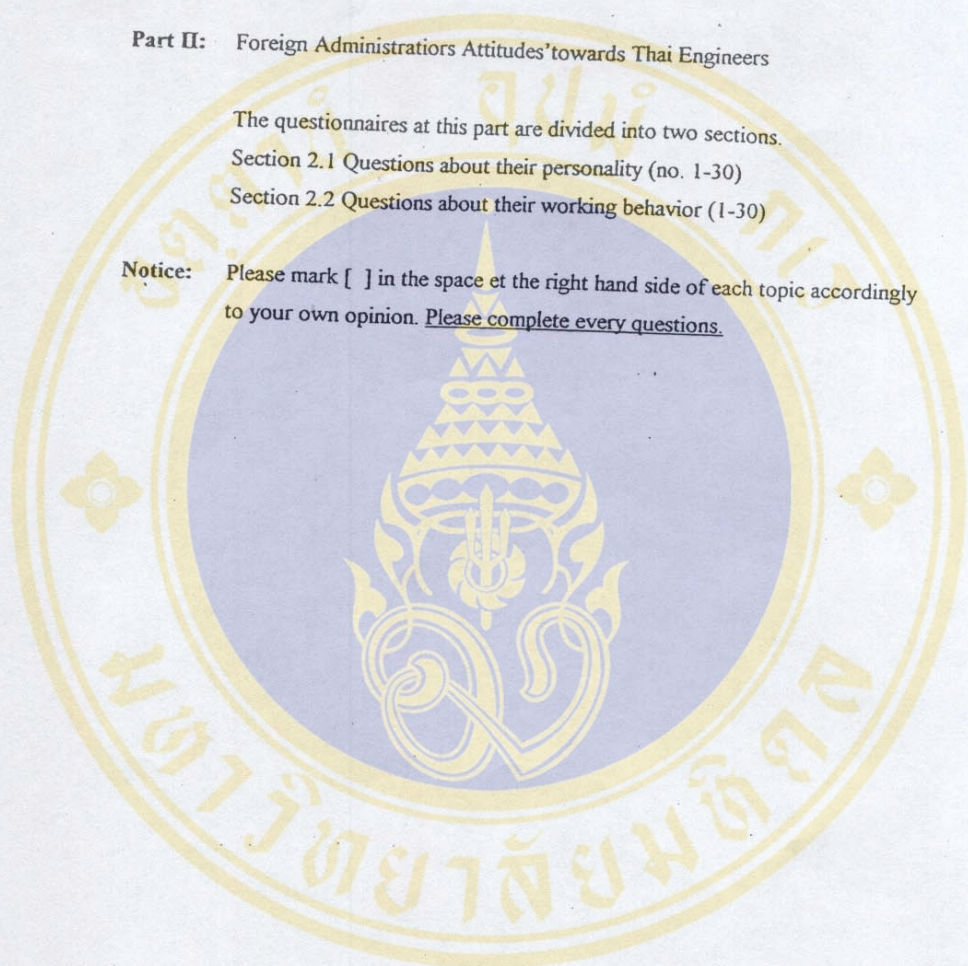
Part II: Foreign Administrators Attitudes' towards Thai Engineers

The questionnaires at this part are divided into two sections.

Section 2.1 Questions about their personality (no. 1-30)

Section 2.2 Questions about their working behavior (1-30)

Notice: Please mark [] in the space et the right hand side of each topic accordingly to your own opinion. Please complete every questions.



Section 2.1 : Your perception of personality of Thai Engineers who you work with

Evaluation	Level of your opinion				
	Highest	High	Neutral	Low	Lowest
1. Willingness to be argued with					
2. Over Self-confidence					
3. Creativity in duty					
4. Kindness to others					
5. Being Reasonable					
6. Having Responsibility					
7. Being industrious, diligent					
8. Having Endurance					
9. Being Aggressive					
10. Honesty					
11. Believing everything they hear					
12. Hot temper					
13. Being Enthusiastic					
14. Getting annoy easily					
15. Looking down on others					
16. impatient					
17. Shirking Responsibility					
18. Criticizing others					
19. Lack of flexibility					
20. Being a very careful person					
21. Being sympathetic					

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Evaluation	Level of your opinion				
	Highest	High	Neutral	Low	Lowest
22. Keeps on trying					
23. Never accepts being secondary					
24. Not listening other's opinions					
25. Being a hard-working person					
26. Love helping others					
27. Always sacrificing to others					
28. Being Modest					
29. Being polite and gentle					
30. Having a considerate feeling					

Section 2.2: Your perception of working behaviors of Thai engineers who you work with (Behaviors)

Evaluation	Level of your opinion				
	Highest	High	Neutral	Low	Lowest
1. Having good leadership					
2. Being a good follower					
3. Working with full capability					
4. Working the full working period					
5. Never giving up when dealing with difficulties					
6. Good cooperation with colleagues					
7. Having good working structures and systems					
8. Having a realization of safety at work					
9. Working very carefully					
10. Working with full concentration					
11. Following working rules strictly					
12. Having great responsibility					
13. Having responsibility to organize					
14. Accepting of his/her own mistakes					
15. Working with concern of the organization' s benefit					
16. Accomplishing assignments in a definite period					

Evaluation	Level of your opinion				
	Highest	High	Neutral	Low.	Lowest
17. Respecting team work					
18. Always brainstorming					
19. Accepting and following chief's orders					
20. Fully cooperation to organization					
21. Having creativity in duty					
22. Getting through a problem by new methods					
23. Frequently changing work for new organizations					
24. Having high flexibility					
25. Having high capability to solve emergency problems					
26. Learning about duty quickly					
27. Being efficient in English communication					
28. Being competent in writing reports and business correspondence in English					
29. Having high technical skill					
30. Having good basic engineering skills					

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Part III Thai engineer's personality which should be improved, and the qualifications which you think Thai engineers should have.

1. Please describe the personality traits Thai engineers which should be improved according to your personal point of view?

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2. Please indicate good qualifications which Thai engineers should have and develop.

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Please return by mail as soon as possible.
Thank you very much for your kind corporation.

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アンケート

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件名 産業部門でのタイ労働に対する外国の幹部の意図

説明

1.この研究の目的は、産業部門でのタイ労働に対する外国の幹部の意図を勉強する為であり、又タイ国内の中での投資金額最高な国である 日本及びアメリカの幹部のみを選択して勉強する。

2.研究された結果を取り出して、技術者の職業を進歩させるのに利用する為、タイの技術者に対する意図のみを選択して勉強する。

3.研究に使用するアンケートは3部分あり、下記の通り

第一部分 回答者に関する一般的なデータの質問

第二部分 産業部門でのタイの技術者の性格及び働き方に関する回答者の考え

第三部分 公開的な質問で、タイの技術者の特質について、改善すべきである事だと思われ、及び希望的な技術者の特質

研究するのに利益のあるデータを取得出来る様にする為、あなたの方から全項目回答する様に援助して頂きたい。あなたの意見は秘密な事であり、回答者の名前及び部署名は一切公開しないので、あなたの地位及び部署に絶対影響与えない事。事前に感謝な気持ちをもし上げます。

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研究アンケート

件名 産業部門でのタイ労働に対する外国の幹部の意図

第一部 アンケート回答者の個人的なデータ

助言 全項目の設定された空枠の所に〔 〕記号又は明細を記入して下さい。

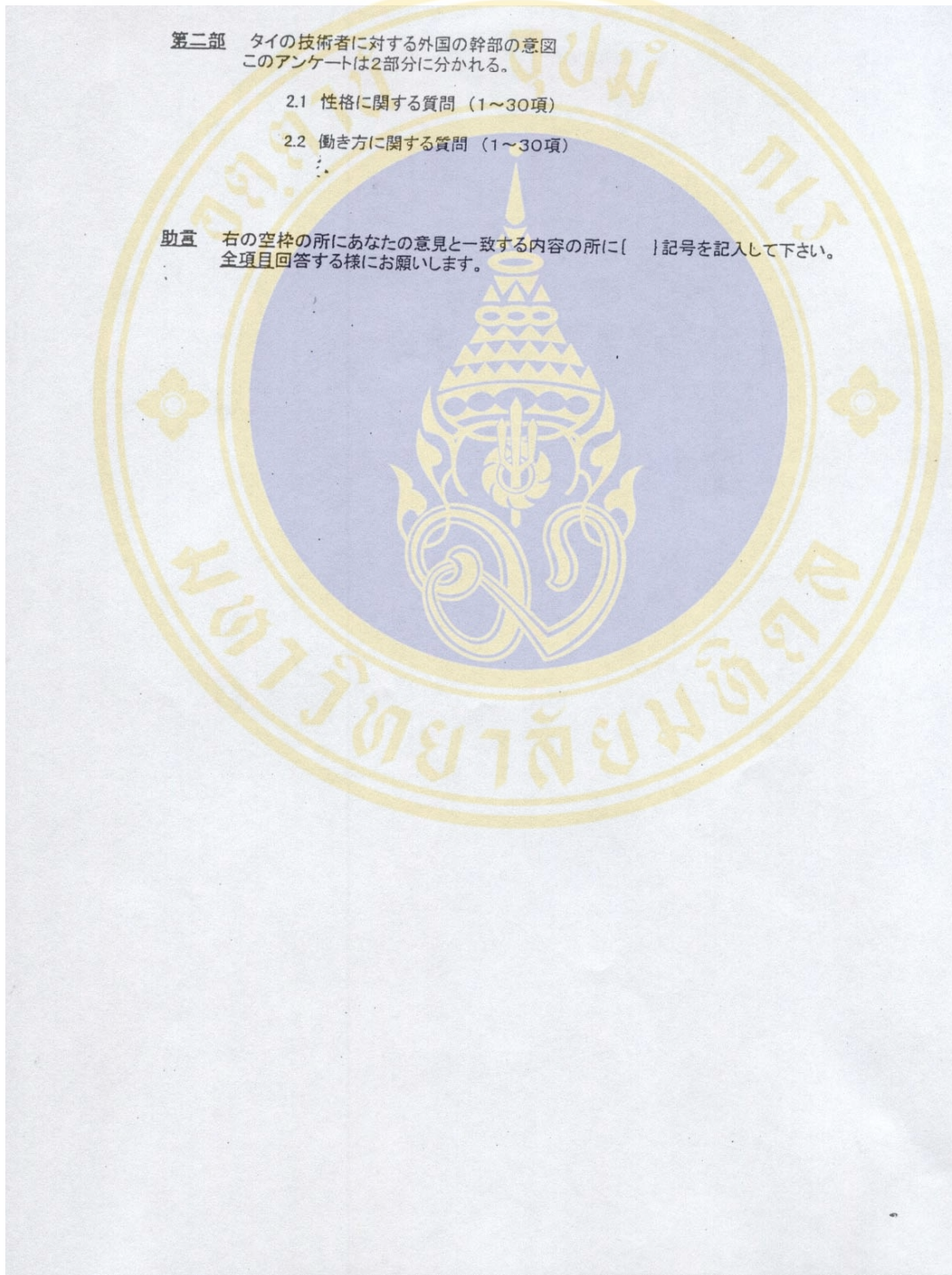
1.性
1.〔 〕男性 2.〔 〕女性

2.年齢
1.〔 〕25才以下 2.〔 〕26～35才
3.〔 〕36～45才 4.〔 〕46～55才
5.〔 〕56才以上

3.国籍
1.〔 〕アメリカン 2.〔 〕日本

4.タイでの滞在期間
1.〔 〕1年以下 2.〔 〕1～3年
3.〔 〕4～10年 4.〔 〕10年以上

5.経営上の役職
1.〔 〕会長 2.〔 〕社長
3.〔 〕その他



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2.1 あなたはタイの技術者の性格に対してどう思うのか。
(一緒に働いている)

査定	意見レベル				
	最大	とても	程よい	少ない	全然
1.他人の意見を聞いて、認める					
2.自分の確信持ち過ぎ					
3.発案の考え					
4.他人に対する真心					
5.理由のある					
6.責任感のある人					
7.勤勉					
8.忍耐					
9.不礼					
10.正直					
11.人を信用しやすい					
12.気の早い					
13.熱心である					
14.いらいらしやすい					
15.よく軽蔑する					
16.不忍耐					
17.仕事を押し問答する					
18.よく他人を批評する					
19.不妥協					
20.用意周到な人					
21.他人に同情する					
22.努力のある					

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査定	意見レベル				
	最大	とても	程よい	少ない	全然
23.よく克服する					
24.人を聞かない					
25.仕事を戦う人					
26.よく他人を援助する					
27.犠牲にする					
28.謙遜					
29.礼儀正しい					
30.気兼ねする					

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2.2 あなたはタイの技術者の働き方に関してどう思うのか
(一緒に働いている)

査定	意見レベル				
	最大	とても	程よい	少ない	全然
1.良い先導者である					
2.良い後進者になれる					
3.力一杯で働いている					
4.満時間で働いている					
5.勤務上で障害又は問題が発生する時に気を落とさない					
6.他のスタッフと一緒に働ける					
7.様式的に働いている					
8.勤務上の安全面を認識している					
9.勤務上の警戒あり					
10.仕事の実行に対する慎重さ					
11.厳格に規定に従って実行している					
12.担当する仕事に対して責任感あり					
13.全体の仕事に対して責任感あり					
14.失敗する時に反省する					
15.全体の利益を原則として考慮するにより、仕事をする					
16.迅速に譲渡された仕事を仕上がる					
17.チームワークで仕事する事が出来る					
18.常にお互いに相談し合っている					
19.上司の命令に従って実施する					
20.精一杯部署に協力する					

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査定	意見レベル				
	最大	とても	程よい	少ない	全然
21.発案の考えがある					
22.新しいやり方で問題解決している					
23.しばしば仕事を変える					
24.弾力が高い					
25.直面の問題を解決出来る					
26.早速に仕事を覚える					
27.効率的に英語を使ってコミュニケーション出来る					
28.英語書き、文書の応酬及び報告書を作成するのが出来る					
29.専門的な腕前のスキルは標準のレベルに入っている					
30.良い技術学の知識を持っている					

BIOGRAPHY



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