

# **An In-depth Interview of Cross-cultural Management in Emerald Nonwovens in Thailand**

By

**Miao-Yi Su**

蘇妙宜

Submitted to the Faculty of  
Department of International Affairs in partial fulfillment  
of the requirements for the degree of  
Bachelor of Arts in International Affairs

Wenzao Ursuline University of Languages  
2020

**WENZAO URSULINE UNIVERSITY OF LANGUAGES  
DEPARTMENT OF INTERNATIONAL AFFAIRS**

This senior paper was presented

by

Miao-Yi Su  
蘇妙宜

It was defended on

November 30, 2019

and approved by

Reviewer 1: Shao-Tzu Wu, Assistant Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer 2: Yu-Hsuan Lee, Assistant Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Advisor: Daniel Lin, Associate Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Copyright © by Miao-Yi Su 蘇妙宜

2020

**An In-depth Interview of Cross-cultural Management  
in Emerald Nonwovens in Thailand**

Miao-Yi Su, B.A.

Wenzao Ursuline University of Languages, 2020

**ABSTRACT**

Many foreign companies operating in Southeast Asia constantly face various problems of management: managers and their workers from different cultural backgrounds usually disagree on how to make work done. Such predicament highlights the importance of cross-cultural management. This study investigated the cross-cultural management between Taiwanese managers and Thai employees in Emerald in Thailand. Three Taiwanese and eight Thais were interviewed, and the five indicators of Hofstede's cross-cultural management theory were used to analyze the collected data. The study found that Emerald had high power distance, collective culture, work value as femininity, high uncertainty avoidance, and long-term orientation. The implication of these findings showed that Taiwan and Thailand are femininity society. Taiwanese managers and Thai employees have the same ideas on hierarchy and shared goals. Thais were undisciplined and lacked the concept of time, but they still adapted to the Taiwanese management style in Emerald. This study increases people's understanding of cultural differences in Asian countries.

Keywords: Cross-cultural management

# TABLE OF CONTENTS

INTRODUCTION .....	1
Research Background .....	1
Research Motivation .....	4
Research Purpose .....	4
Research Questions .....	5
Contribution .....	5
Limits .....	5
Delimits .....	6
LITERATURE REVIEW .....	7
Management .....	7
Pre-scientific Management Era .....	8
Classical Management Era .....	10
Neo-classical Management Era .....	12
Modern Management Era .....	13
Planning .....	15
Organizing .....	15
Leading .....	16
Controlling .....	16
Cross-cultural Management .....	17
Human Resource Management .....	19
Communication .....	19
Cross-cultural Management between Taiwan and Thailand .....	20
Individualism vs. Collectivism .....	21
Power Distance .....	22

Uncertainty Avoidance .....	23
Masculinity vs. Femininity .....	23
Long- vs. Short-term Orientation.....	25
Taiwanese managers and Thai employees in Emerald Nonwovens .....	26
METHODOLY .....	29
Research Design.....	29
Source of Data.....	30
Research Process.....	31
Data Collection .....	32
Tools for Data Analysis .....	33
DATA ANALYSIS.....	34
What Is the Power Distance Between Managers and Employees?.....	36
Is the Company’s Culture Individualism or Collectivism? .....	40
Does the Work Value Belong to Masculinity or Femininity? .....	45
How Is the Extent of the Company’s Threat to Uncertainty? .....	48
Does the Company Emphasize on Short-term Orientation or Long-term Orientation?.....	52
Summary of Data Analysis .....	56
CONCLUSION.....	59
Discussion of the Major Finding.....	59
Discussion 1: High Power Distance.....	59
Discussion 2: Collectivism in Emerald.....	60
Discussion 3: The Work Value as Femininity .....	60
Discussion 4: High Uncertainty Avoidance .....	61
Discussion 5: Valued on Long-term Orientation .....	61

Conclusion and Suggestions .....	62
APPENDIX 1 Interview Protocol.....	64
APPENDIX 2 Interview Consent Form.....	67
BIBLIOGRAPHY .....	69
The Transcripts .....	73

## **LIST OF TABLES**

Table 1. Attributes of the 11 Interviewees .....	35
Table 2. Summary of Data Analysis .....	58



## LIST OF FIGURES

Figure. 1	Evolution of management.....	7
Figure. 2	The construction of research questions .....	29
Figure. 3	The process of collecting data .....	31

# INTRODUCTION

## Research Background

As the awareness of New Southbound Policy was on the rise, the actual development of the policy was more concerned by Taiwanese. Based on the understanding of this state, Wenzao had gradually been promoting the relevant activities of New Southbound Policy in order to enhance student's cognitive of the current emerging market. Soon after, I had decided to attend a study delegation in Thailand since last summer vacation. During these eight days, the vice president of my college arranged the students who had participated in this activity to visit ten different Taiwanese businesses in Thailand for in-depth visitation. What impressed me the most was a company called Emerald Nonwovens which produces medical devices, because I knew that the majority of Taiwanese businesses were manufacturing in Southeast Asia, leading the medical industry to arouse my curiosity for being the primary case to study.

The working environment of heterogeneous culture magnified the crucial of cross-cultural management. With Taiwanese management culture and Thai employment culture, Managing Director Yang had been patiently inspiring Thai employees and built up compassion. Owing to the leisurely manner of work attitude in Thailand, Managing Director Yang constantly explained to Thai employees about the process of production and characteristic of various medical appliances through the film. Simultaneously, she had been instilling the correct operation mode to the employees and emphasizing the sacred mission of those engaged in the medical industry, so that they could understand the spirit of being initiative and hardworking of Taiwanese.

Communication was the main cross-culture barrier. According to Reza Najafbagy, “a large number of failures in international cooperation are attributed to communication issues and cultural differences.”<sup>1</sup> This was not a problem for Emerald Nonwovens, in order to quickly break through the language barrier, Manager Yang began to practice Thai by speaking to executives, operators and sending E-mail to customers. Besides, I personally saw the communication between Managing Director Yang and Thai employees, the kind of interaction was very admirable, because the pattern of getting along with local employees was almost the same as having communication with the people in Taiwan. The aspect of communication would not be the primary problem of the current company.

Today, Emerald Nonwovens earned recognition and trust for the global medical community and user. Without a doubt, Taiwanese managers played an influential role. Two American scholars Masterson, Bob and Murphy, Bob clearly mentioned that “when individuals of more than one ethnic background are brought together on the same team, the relationship between the team and each of its members become the crux of cross-cultural management.”<sup>2</sup> From this discussion, the composition of a business organization and its member turned into the key element in cross-cultural management. In addition, how Taiwanese managers attained fusion and synergy with Thai employees became an academic discipline for improving corporate performance and securing competitive advantage.

Literally, the essence of cross-cultural management lay in human behavior. I had no denying that management was not an act of interpreting culture. This assumption could be reflected in the book called *Cross-cultural Management Psychology*, which

---

<sup>1</sup> Reza Najafbagy, "Problems of Effective Cross-Cultural Communication and Conflict Resolution," *Palestine-Israel Journal of Politics, Economics & Culture* 15/16, no. 4/1 (2008): 146.

<sup>2</sup> Bob Masterson and Bob Murphy, "Internal Cross-Cultural Management," *Training & Development Journal* 40, no. 4 (1986): 57.

indicated a famous American management scientist Peter Drunk referred to his book *Management Science*. He said that “management is not just a piece of knowledge, but also a culture with its own values, belief, tool and language. That is to say, management is subject to culture, so management is a kind of culture.”<sup>3</sup> Likewise, the shaping of culture would intentionally affect the method of management.

The management culture in Emerald Nonwovens was accepted by all staff through continuous communication and adaptation.

Nowadays, cross-cultural management had closely related to the society of economic globalization. The majority of the multinational companies were subject to cross-cultural management. An important point on this statement was to understand how culture affected the management style and the working behavior. Reflection on my study, Taiwanese managers needed to be clear about the personality and habits of the general Thai people and establish consensus from each other so that managers and employees were able to orientate toward the common target.

There was supposed to be a systematic management to practical operation. As far as Emerald Nonwovens I had seen, there was a complete workplace and each disinfection factory of handling medical devices was medically certified. Particularly, a sophisticated medical company had to be cautious about management, as every job description correlated with the safety of users, so medical management was difficult with the barriers of cross-culture.

---

<sup>3</sup> 嚴文華 and 宋繼文, 跨文化企業管理心理學, 石文典編著 ed. (台北市: 揚智文化, 2002), 76.

### **Research Motivation**

Cross-cultural management integrated distinct cultures to form a new type of corporate culture. I had found an informant in the community who could guide me into the corporate culture in Emerald. Therefore, Emerald consisted of Taiwanese managers and Thai employees, which highlighted the importance of cross-cultural management. Under the management of Taiwanese managers, Thai employees could adapt their culture and work together, so that Emerald would be a good case for me to comprehend the interaction model to share other relevant cross-cultural companies.

### **Research Purpose**

The purpose of my study was to investigate cross-cultural management between managers and workers in Emerald Nonwovens in Thailand. From 2003 to the present, Emerald Nonwovens acquired a well reputation in the client groups, so people had started paying attention to the way they operated internally. In order to get a better understanding of the situation, I utilized the concept of cross-cultural management as my key term to realize the interactive between Taiwanese managers and Thai employees, simply knowing how the operation of cross-cultural management affects the members in this company. With the cultural analysis of the company, I could obtain how people interact with each other across cultures.

## **Research Questions**

1. What is the power distance between managers and employees?
2. Is the company's culture individualism or collectivism in the company?
3. Does the work value belong to masculinity or femininity?
4. How is the extent of the company's threat to uncertainty?
5. Does the company emphasize on short-term orientation or long-term orientation?

## **Contribution**

The larger implication of my contribution might help other multinational companies get the hang of it. I identified the culture pattern in Emerald Nonwovens and provided how Taiwanese managers operating in the Thai corporate culture. Hence, my findings not only provided management direction in the field of commercial, but also decreased the dilemma of cross-cultural management in companies among whole societies.

## **Limits**

The limits of my study were the language barrier and limited time. Although Managing Director Yang had arranged daily learning of Thai language from my internship plan, I only could say the basic communication in Thai. Additionally, I did not have enough time to interview each of the Taiwanese managers and Thai employees, because they were busy on their works. I believed that the best solution for me was to rely on the translator for carrying out my data collection from Thai employees.

## **Delimits**

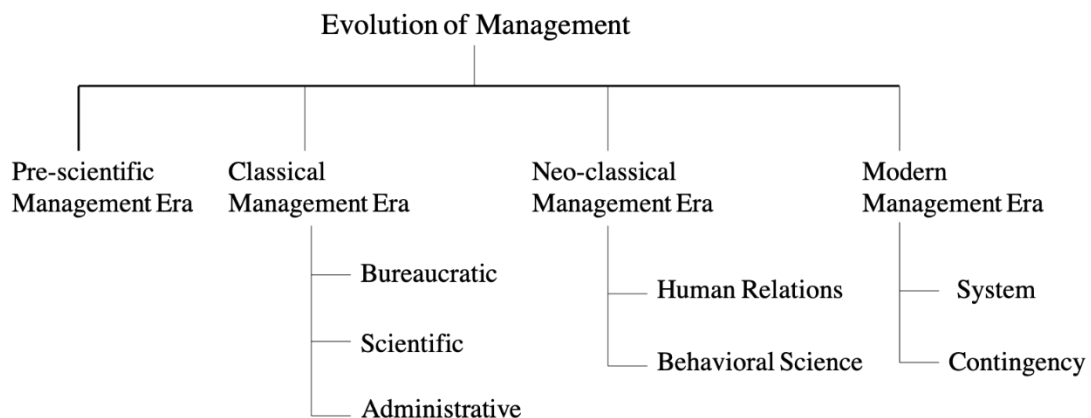
The delimits of my study was the study population. I could not visit all the international companies in the world which had different cultures of people. Because I had already planned to be intern in Emerald in Thailand, this company would be the case for me to research.

# LITERATURE REVIEW

## Management

The history and evolution of management had been divided into four stages.

Figure 1 precisely shows the briefing structure of management thoughts. Pre-scientific management era, classical management era, neo-classical management era, and modern management era are the evolution procedure of management concept.<sup>4</sup> When it comes to management, it can be traced back to human starting to execute business in the group. Next, I will describe each historical development background of each stage in order.



**Figure. 1 Evolution of management**

Source: Gunaseelan Rupa and Kulandaiswamy V., *Principles and Practices of Management* (India: Vikas Publishing House Pvt. Ltd., 2016), 15.

---

<sup>4</sup> Gunaseelan Rupa and Kulandaiswamy V., *Principles and Practices of Management* (India: Vikas Publishing House Pvt. Ltd., 2016), 15.



## **Pre-scientific Management Era**

In the era of pre-scientific management, people began to cooperate and interact with others. Various collective activities in history laid the foundation for early management thought. Hou Ming Sian said that “the pyramid built in Egypt can know how people at that time collected, transported and piled up huge ashlar. At that time, people had extremely high requirements for planning and management.”<sup>5</sup> People in the ancient times had such behavior, but they lacked professional management knowledge and training. Another information from Gunaseelan Rupa and Kulandaiswamy V. illustrated that,

During this period, the contributions from military and religious groups and influence of economics and mathematics were powerful. The most important of these in terms of handling down management concepts were religious groups such as the Roman Catholic Church and military organizations.<sup>6</sup>

From this quote, the previous churches had the emergence of organizational structures. The only restriction was that there was no systematic knowledge and technology until the Industrial Revolution. After the industrial Revolution, some pioneers intended to introduce new ideas and methods for challenging traditional management. In pre-scientific management era, there were three remarkable contributors:

### **A. Robert Owen (1771-1858)**

He had his own unique set of methods on being a manager by operating the textile factory in Lanark, Scotland. For him, management was to think about employees in comprehensive ways for motivating employees to work hard and achieve greater work performance. Therefore, he introduced “new ideas of

---

<sup>5</sup> 侯明賢, *管理學原理與方法* (崧博出版事業有限公司, 2009), 102.

<sup>6</sup> Rupa and V., *Principles and Practices of Management*, 18.

human relations including shorter working hours, housing facilities, training of workers in hygiene, education of their children, provision of the canteen and so on.”<sup>7</sup> His actions not only improved the working environment of the factory but also further improve the family situation of employees, because he advocated that the investment in human was more profitable than other resources. In this way, employees can be dedicated to production with sufficient energy and strength in a good environment, while eliminating concerns outside the work.

B. Charles Babbage (1792-1891)

He was a professor of mathematics and considered that the methods of science and mathematics could apply to business management. This kind of methods were also able to resolve business problems. According to Babbage’s invention of calculators, he believed that management also needed a more elaborate distribution, so that enterprises could have a calculator-like high performance. Additionally, He also showed that “reducing the tasks of manufacturing to employees’ simplest activities increases the numbers of people who can do them and, thus, reduces the average wage which needs to be paid.”<sup>8</sup> From his point of view, he promoted rational distribution based on employee’s capabilities to increase the effectiveness of productivity.

C. Henry Robinson Towne (1844-1924)

He was a president in a lock manufacturing company and successfully made use of his pioneering idea in his company. On the principle of management, he emphasized “the significance of business skills in running a business”.<sup>9</sup>

---

<sup>7</sup> M Beulah Viji Christiana, *Organizational Behaviour* (Education Publishing, 2011), 59.

<sup>8</sup> Sample Paper& Articles Online for free Topic, "Assignment on the Contribution of Charles Babbage, Adam Smith and Robert Owen in the Field of Management," <https://studymoose.com/assignment-on-the-contribution-of-charles-babbage-adam-smith-and-robert-owen-in-the-field-of-management-essay>. (May 10, 2019)

<sup>9</sup> Bhattacharyya D.K., *Industrial Management*, 2 ed. (Vikas Publishing House Pvt. Ltd., 2010), 16.

Business skills here are related to the interaction with people for exchanging ideas in industries. In the book called *Human Resource Management*, the author quoted the discourse from Henry Robinson Towne that,

There are many good engineers-there are also very good businessmen but the two are rare combined in one person. But this combination of qualities, together with at least some skill as an accountant, either one person or more, is essential to the successful management of industrial work.<sup>10</sup>

This statement stated that a person rarely has two abilities. People who have different abilities can work together for the company, whereas the interaction between people is a key element of successful management.

### **Classical Management Era**

There is three mainstreams about management theory in classical management era. Md. Sadrul Islam Sarker and Mohammad Rafiul Azam Khan remarked that “the classical approach to management was the product of the first concentrated effort to develop a body of management thought.”<sup>11</sup> Sort by time, the first is the Bureaucracy theory by Weber. Alireza Nadrifar, Esmat Bandani and Hakimeh Shahryari described that,

Weber called his work a social and economic organization theory. This theory mainly focuses on organizational structure. He focused on hierarchy and authority-control strict lines in structuring the organizations should develop precise and comprehensive operating procedures to do predefined tasks.<sup>12</sup>

---

<sup>10</sup> Susan Cartwright, *Human Resource Management* (A Mittal Publication 2002), 5.

<sup>11</sup> Md. Sadrul Islam Sarker and Mohammad Rafiul Azam Khan, "Classical and Neoclassical Approaches of Management: An Overview," 14, no. 6 (2013): 2.

<sup>12</sup> Alireza Nadrifar, Esmat Bandani, and Hakimeh Shahryari, "An Overview of Classical Management Theories: A Review Article " *International Journal of Science and Research* 5, no. 9 (2016): 85.

According to this explanation, the authority to control management and formal structure are the principle in bureaucracy theory. Managers and employees surely knew their task responsibility and decision-making authority in bureaucratic organization, because the operating procedures would display the rules and standard for identifying their position in the company.

The second is the scientific management theory by Taylor. The concept of scientific management is to deem people as machines. Meanwhile, in view of the fact that workers are affected by economic incentives, so managers need to give constant guidance. Salvatore Ferraro revealed that,

Taylor's idea of making every job as simple as possible was not to dehumanize the workers, but ensure the workers would produce the highest quantity and quality work possible...If the workers completed their job on time, they would receive more money, making it worth working harder.<sup>13</sup>

With the Taylor theory presented by this scholar, scientific management underlined employees, which meant that employees can effectively produce good quality products, but managers are supposed to give employees the correlated rewards.

The last is the administrative theory by Fayol. Administrative theory aims to improve the performance and overall function of an organization. Michelle N.

Thomas outlined that,

Fayol's administrative methods emphasize managers creating an administrative apparatus to develop administrative principles. The purpose is to keep the organization focused on its mission and continuous improvements...Surveys also predict future events that could influence the various areas of the organization.<sup>14</sup>

It exposed the importance of action plan in administrative management. The action plan is to lead the organization and its goal and to further understand how to achieve them.

---

<sup>13</sup> Dr. Salvatore Ferraro, "Frederick Taylor's Other Principles," *International Journal of Business and Social Science* 7, no. 11 (2016): 24-25.

<sup>14</sup> Michelle N. Thomas, "Administrative Management Theory" (Ball State University), 7-8.

However, there is a complete plan that allows managers and employees to work in the same direction. In addition, Fayol believed that the survey can help the company anticipate unknown things, which managers can adjust the content of the plan immediately.

### **Neo-classical Management Era**

The neo-classical approach is expanded from the classical approach. Emotion and human qualities of workers are the main core of the neo-classical approach<sup>15</sup>. There had two major approaches to neo-classical management. First, the human relations approach by Mayo. He hosted the experiment of Hawthorne study, testing the relationship between work environment and work efficiency. Alfred G. Nhema uncovered that “in the Hawthorne study, it was found that non-pecuniary factors like happier working conditions, mental attitudes, group dynamics, all tended to influence the workers’ productivity”<sup>16</sup> Human being is easy to be impacted on society or group. Meeting human needs first can inspire them to work in the organization.

Second, the behavioral science approach. Maslow and McGregor were two of the main contributors. According to Maslow’s hierarchy of needs theory, he thought that people are satisfied by specific needs. O. Venugopalan summarized that,

The needs are arranged in order of importance under the assumption that a lower level need is satisfied before the next higher level need becomes a motivating factor. People try to satisfy their physiological needs first. When their basic needs are ensured, they seek security, belongingness, esteem and finally self-actualization.<sup>17</sup>

---

<sup>15</sup> Sarker and Khan, "Classical and Neoclassical Approaches of Management: An Overview."

<sup>16</sup> Alfred G. Nhema, "Relevance of Classical Management Theories to Modern Public Administration: A Review " *Journal of Public Administration and Governance* 5, no. 3 (2015): 173.

<sup>17</sup> O. Venugopalan, "Maslow's Theory of Motivation Its Relevant and Application among Non-Managerial Employees of Selected Public and Private Sector Undertakings in Kerala" (University of Calicut, 2007), 39.

Managers are able to evaluate their own actions through Maslow's needs theory. Thus, it is an indicator for managers to think about how to satisfy employees first. Because employees first met basic needs in the company, they will set up and pursue higher needs for themselves subsequently.

Theory X and Y are proposed by McGregor. Theory X represented that "managers had treated subordinates as irresponsible and lazy, so managers tend to be autocratic, control oriented and distrustful."<sup>18</sup> On the other hand, Theory Y has an opposite idea, McGregor explained that "Theory Y managers view subordinates optimistically as individuals who want to take challenges in their working environments, prefer self-control and are capable of responsible independent judgement."<sup>19</sup> Both theories show different managers' management styles, which directly affect the interaction between managers and employees. Moreover, the outcomes of interaction have a profound impact on job performance.

### **Modern Management Era**

Due to the growing size of business organizations and increased competition, the complexity of management and decision-making continues to increase. There are two main theories in the modern management era. First, the system theory by Churchman. The Churchman's system has four major features.<sup>20</sup> (1) The system exists on its environment. (2) All systems are also composed of certain elements, components and subsystems. (3) All systems have their internal subsystems

---

<sup>18</sup> Salisu Lawan Indabawa and Zakari Uba, "Human Relations and Behavioral Science Approach to Motivation in Selected Business Organizations in Kano Metropolis Nigeria," *European Journal of Business and Management* 6, no. 25 (2014): 171.

<sup>19</sup> Ibid.

<sup>20</sup> 戴國良, *圖解管理學*, vol. 2 (台北市: 五南圖書出版股份有限公司, 2012), 41.

interrelated with each other. (4) All systems have their central function or goal to assess the effort and performance of an organization or subsystem.

The system mentioned above refers to an organization. He focused on the whole organization, which analyzes organizational issues and makes the best decisions of an organization.

Second, the contingency theory by Burns and Stalker. They classified into two organizational structures, including mechanistic structure and organic structure. The book called *The Management of Innovation* released by them defined that “the mechanistic structure emphasize hierarchy, with the task of the organization being divided into specialized roles whose occupations remain dependent upon their superordinates, who retain much of the knowledge and information.”<sup>21</sup> Another organic structure has contradictory statement with mechanistic structure. Burns and Stalker said that “in the organic structure, understanding of the task is widely shared among employees who use their initiative, accept joint responsibility, and work flexibility.”<sup>22</sup> As reported by the above, mechanical organization is suitable for a stable environment with routine work, rules and procedures. Conversely, organic organization is suitable for changing environments, and work is more varied. The overall organization process is flexible in order to cope with the changing environment.

As the above description, with the changes of the times, people’s requirements and ideas on management have changed gradually. The management methods used in each era were also influenced by the management theory at each time. In this way, people began to consider the main functions of their management.

---

<sup>21</sup> Tom Burns and G. M. Stalker, *The Management of Innovation*, vol. 2 (London Oxford University Press, 1961), 119-22.

<sup>22</sup> Ibid.

The function of management is to make good use of resources to attain goals. Because of the need for effective management, H. Fayol proposed five different management functions to create higher performance in an organization. According to his ideal of management, most scholars today believed that the following four management functions can grasp the essence of Fayol's concept.<sup>23</sup>

### **Planning**

Managers need to choose the appropriate targets and the process of action plan confirmedly. Planning is the primary function of management because the manager will follow the step of planning to execute each business. Samson and Daft defined that "planning involves understanding the enterprise's environment and how it is changing, including social, political, environmental and economic aspects."<sup>24</sup> From this statement, planning not only can re-recognize the entire company but also know the transformation of the company. It seems that planning is an action plan for managers to use resources, which can achieve a goal with a set of decisions.

### **Organizing**

Managers establish a structure of working relationships that enables members of the organization to interact and collaborate for reaching organizational goals. Joyce Leung and Brian H. Kleiner defined that "organizing focuses on allocating and arranging human and non-human resources so that plans can be carried out

---

<sup>23</sup> Gareth R. Jones and Jennifer M. George, *Essentials of Contemporary Management*, trans. 榮泰生, vol. 2 (Tsang Hai Biik Publishing Co., 2007), 10-13.

<sup>24</sup> Samson Danny and Draft R.L., *Management* Fourth Asia Pacific edition ed. (South Melbourne, Victoria: Cengage Learning Australia, 2012), 11.



successfully.”<sup>25</sup> It meant that managers determine how to allocate and coordinate the whole resources, which were distributed job contents in an appropriate department. Because the organizational structure connected with the duties between individuals and departments, the right person in the right position can effectively reach the company’s ideal goal.

### **Leading**

Managers motivate and empower employees to understand the role they play in the implementation of organizational goals. Susan Fayette Everett defined that “leading is the work a manager performs to cause people to take effective action.”<sup>26</sup> The main leadership of managers is to inspire and encourage employees so that members of the organization will move into a consistent direction. Thus, managers can gain a high performance through usual incentives for employees.

### **Controlling**

Managers are indispensably equipped with the ability to control. They keep abreast of the company’s situation to take counterpart actions. From the process of supervision, managers may examine whether the members of the organization have achieved the expected performance. Ana Cristina Costa and Katinka Bijlsma-Frankema defined that “ control has been viewed as a process that regulates behaviors of organizational members in favor of the achievement of organizational goals.”<sup>27</sup> Therefore, the functions of controlling allow managers to evaluate situations in which

---

<sup>25</sup> Joyce Leung and Brain H. Kleiner, "Effective Management in the Food Industry," *Management Research News* 27, no. 4/5 (2004): 72.

<sup>26</sup> Susan Fayette Everet, "The Importance and Implementation of Management Functions and Activities in Agricultural Teacher Education Programs" (Iowa State University, 1981), 28.

<sup>27</sup> Ana Cristina Costa and Katinka Bijlsma-Frankema, "Trust and Control Interrelations," *Group & Organization Management Research News* 32, no. 4 (2007): 396.

they are conducting management and supervise employee's behaviors so that managers can adjust operational errors in a timely manner.

The four management functions are very important to the manager's work. Without a doubt, the consequences of each function will affect the organization and even the members of the organization.

### **Cross-cultural Management**

Cross-cultural management has becoming a challenge for everyone. From a micro perspective of cross-cultural management, New Southbound Policy in Taiwan can be an example to reflect this phenomenon. The main working spindle of New Southbound Policy has focused on facilitating economic collaboration, conducting talent exchange, sharing resources and forging regional links for creating common interest, which deepens mutual partnership with the people in Southeast Asia. As Taiwanese companies set up factories in Southeast Asia, cross-cultural issues have become major obstacles, such as communication and management. Because managers and employees came from different countries, the work environment was more complicated. Therefore, the interaction between managers and local employees has become the most significant part of today's multinational companies.

The concept of cross-cultural management plays an important role in the corporate culture to this say. Form a macro perspective of cross-cultural management, the causes of a growing need for cross-cultural management are globalization and migration.<sup>28</sup> Globalization is the process of international integration brought about by the exchange of worldviews, products, concepts and other cultural elements. That is,

---

<sup>28</sup> Jolita Greblikaite and Rasa Daugeliene, "The Growing Need of Cross-Cultural Management and Ethics in Business" (Kaunas University of Technology, 2010), 149.

people began to exchange their professional fields in order to reach the benefits of the national economy. Companies from all parts of the world are forming joint ventures and strategic alliances to participate in the global marketplace.<sup>29</sup> This phenomenon shows that people of diverse cultures must work together. Although it is a good opportunity to set up a factory overseas or expand the company overseas, merchants are supposed to face various cross-cultural challenges.

Another cause of cross-cultural management is migration. In order to pursue a better life, people with high competence have left their homeland and they often do not return back. Based on the effects of globalization, it is impossible to ignore that migration and international mobility have been increasing.<sup>30</sup> This situation is completely an interpretation of Taiwan's current state. With the development of New Southbound Policy, it draws more Taiwanese businesses to invest in, so it caused most Taiwanese businesses to bring their families in order to do further development in Southeast Asia. The rise of cross-cultural enterprises has led to cross-cultural management becoming a new issue for discussing with people.

The critical aspect of cross-cultural management points out the importance of how cultural differences occur in the workplace. During the literature review, some scholars had researched about the challenges and barriers of cross-cultural management, most of them talked about human resource management and communication, which shows that the necessity of these two points.

---

<sup>29</sup> Anne S. Tsui, *Cross-Cultural Management: Functions and Future* (England: Ashgate Publishing Limited 2003), 1.

<sup>30</sup> Fabrizio Maimone, "Intercultural and Cross-Cultural Management and the Future of Organisations," *European Journal of Cross-Cultural Competence and Management* 1 (2009): 1.

## **Human Resource Management**

Human resource management (HRM) is the process of managing people in the workplace. When it comes to cross-cultural management, HRM becomes much more significant. Because managers are able to manage people who are different from their own countries, it is necessary to know the working value and attitude of people in this country in advance for making corresponding management strategies. Pu Jing in his thesis provided two features of cross-cultural human resource management, including diversity and transforming.<sup>31</sup> In fact, diversity and transformation are mutually influential. The employees of multinational companies come from different cultural backgrounds and have different views on work. Therefore, managers diversify their management methods to cope with cross-cultural issues. In different operational stages, human resource management also requires to adjust its tasks and objectives with different states, so that the company can break through cross-cultural management and maximize its benefits.

## **Communication**

Basically, the primary competence of cross-cultural management is communication. In the book *Managing Across Cultures*, the authors also believed that there are five key elements in interpersonal communication, including communication environment, communication capabilities, cognition and communication, communication protocols, and back-channel communications.<sup>32</sup>

People are baptized by different cultures, which will have an impact on the value and

---

<sup>31</sup> Pu Jing, "Cross-Cultural Human Resource Management, Case Company: Penta Chutian Laser Equipment Co., Ltd" (VAASA University of Applied Sciences, 2010), 20-21.

<sup>32</sup> Richard M. Steers, Luciana Nardon, and Carlos J. Sanchez-Runde, *Management across Cultures* (United States of America: Cambridge University Press, 2013), 191-93.

attitude of their work. It seems that cross-cultural enterprises are able to have their corresponding methods in communication.

However, effective communication is being concerned by many companies. One of the studies on barriers of cross-cultural communication mentioned that “if the manager can manage the communication effectively, it will bring about distinct advantages to his or her team and eventually to the company.”<sup>33</sup> As a result, we can know that the importance of communication will affect the company invisibly.

### **Cross-cultural Management between Taiwan and Thailand**

Culture affects the behavior of employees and managers in the workplace. In the field of cross-cultural management, how culture gives rise to people’s behavior becomes a meaningful study. As long as cross-cultural management, Hofstede’s cultural dimensions theory cannot be lacking. He is a very influential master on the cross-cultural management theory, many scholars study cross-culture management will be based on his theory, so I will also use his theory to understand how culture influences on people’s work-related values and attitude.

According to Hofstede’s theory<sup>34</sup>, I am able to identify what is the culture pattern in Emerald Nonwovens and how Taiwanese managers manage Thai employees. The following dimensions are:

---

<sup>33</sup> Bibi Noraini Bt Mohd Yusuf et al., "A Study on Barriers of Cross-Cultural Communicaiton in Electronic-Based Companies," *The International Journal of Social Sciences* 24, no. 1 (2014): 98.

<sup>34</sup> Geert Hofstede et al., "Comparing Regional Cultures within a Country: Lessons from Brazil," *Journal of Cross-Cultural Psychology* 41, no. 3 (2010): 337.

## **Individualism vs. Collectivism**

Individualism emphasizes on individual goals and individual independence. Conversely, collectivism promotes interdependence and indivisibility between people. From both definition, people in individualistic cultures are self-centered and have their own opinions, but people in the collectivistic cultures are centered on groups, the reason is that they are willing to share their opinions in groups. Tagreed Issa Kawar concluded that,

Individualism will have more independent managers and employees who show responsibility towards any task they have to perform which may lead to creativity; Collectivism managers and employees in the top management tend to delegate authority to other employees.<sup>35</sup>

From this statement, the task is particularly significant in the individualistic cultures, and in the collectivistic cultures, people value the importance of the relationship. As Geert Hofstede, Gert Jan Hofstede and Michael Minkov stated that “the purpose of learning in individualistic cultures is less to know how to do than to know how to learn. The assumption is that learning in life never ends.”<sup>36</sup> It can be deduced that individualist managers tend to teach employees how to learn and internalize what they learn to address unpredicted situations. Above three authors also stated that “ in the collectivist society, learning is more often seen as a onetime process, reserved for young people, who have to learn how to do things in order to participate in society.”<sup>37</sup> Thus, it seems that collectivist managers have more power to teach employees how to behave in the workplace.

---

<sup>35</sup> Tagreed Issa Kawar, "Cross-Cultural Differences in Management," *International Journal of Business and Social Science* 3, no. 6 (2012): 109.

<sup>36</sup> Geert Hofstede, Gert Jan Hofstede, and Michael Minkov, *Cultures and Organizations: Software of the Mind*, ed. 3 (New York: McGraw-Hill, 2010), 118.

<sup>37</sup> *Ibid.*, 119.

## Power Distance

Power distance refers to the degree of acceptance about inequality in power distribution. In the *Journal of Intercultural Management*, Sylwia Biatas wrote that,

In the country with low power distance supervisors and subordinates are perceived as partners and in consequence the best management style is the democratic one. But in cultures with high power distance the most often used management style is an autocratic one. Both the managers and the subordinates consider each other as existentially unequal.<sup>38</sup>

The content shows that supervisors and subordinates have equal rights to establish a close relationship between each other in low power distance cultures. In comparison, supervisors have privileges for operating a company in high power distance cultures so that there is a gap between supervisors and subordinates.

Supervisors in high or low power distance cultures have different extent of influence. Wustari L. H. Mangundjaya defined that “in an organization with a high power-distance culture, the leader is the primary decision maker while in a low power-distance culture, decision making is a group-oriented and participative activity.”<sup>39</sup> Based on this understanding, supervisors are inaccessible in high power distance cultures because power is in the hands of supervisors, subordinates have less space to coordinate with supervisors. By contrast, supervisors are accessible in low power distances. Because both supervisors and subordinates have the rights to make decisions, the decisions made by supervisors are easily changed by the ideas from subordinates.

---

<sup>38</sup> Sylwia Białas, "Power Distance as a Determinant of Relations between Managers and Employees in the Enterprises with Foreign Capital," *Journal of Intercultural Management* 1, no. 2 (2009): 107.

<sup>39</sup> Wustari L. H. Mangundjaya, "Is There Cultural Change in the National Cultures of Indonesia? " (University of Indonesia 2010), 2.

## **Uncertainty Avoidance**

Uncertainty avoidance means the level of people enduring the uncertain things. Ming-Yi Wu said that “in high uncertainty avoidance organizations, there are more written rules in order to reduce uncertainty. But in low uncertainty avoidance organizations, there are fewer written rules and rituals.”<sup>40</sup> Due to the degree of uncertainty, people in high uncertainty avoidance societies prefer to have written regulations for facing unforeseen situations, it means that they pursue a stable life with formal structure. In other words, people in low uncertainty avoidance societies have the opposite idea. They only think that the necessary regulation are needed, and the form of life is also more flexible with unformal structure. Another scholar Lidia Oshlyansky identified that,

In high uncertainty avoidance societies, people strictly defined rules of behavior and formality, they viewed unexplained things as dangerous. However, in low uncertainty avoidance societies, people are willing to take risks and have more experimental and/or innovative behavior.<sup>41</sup>

It shows that people tend to follow traditional way in high uncertainty avoidance cultures for encountering things, which never happened. Because people tend to be innovative in low uncertainty avoidance cultures, they think of different ideas on risk taking.

## **Masculinity vs. Femininity**

Literally, people will think that masculinity and femininity are related to gender. In fact, they are completely independent of gender, but only the attributes of culture itself. Hofstede in his book *Culture's Consequences* referred that “ masculinity

---

<sup>40</sup> Ming-Yi Wu, "Hofstede's Cultural Dimensions 30 Years Later: A Study of Taiwan and the United States" (Western Illinois University, 2006), 34.

<sup>41</sup> Lidia Oshlyansky, "Cultural Models in Hci: Hofstede, Affordance and Technology Acceptance" (Swansea University, 2007), 31.



cultures are supposed to be assertive, tough and focused on the material success, while feminine counterparts are supposed to be more modest, tender and concerned with the quality of life."<sup>42</sup> Another assertion from Bem S. L., Martyna W., and Watson C. defined that,

Masculinity is thought to represent an instrumental orientation, a cognitive focus on getting the job done or the problem solved. On the other hand, femininity is thought to represent an expressive orientation, an affective concern for the welfare of others and the harmony of the group.<sup>43</sup>

To sum up the above statement, masculinity pursues a sense of achievement from works, but femininity considers that work is a way of living, they pursue quality of life with interpersonal relationships and the interests of others.

Masculinity and femininity also have different perspectives on resolving conflicts. Hao Han explained that,

By high masculinity values the Hofstede means, the society would focus on the competition, heroism, and the expectation of reward for the performance. A low score (feminine) on the dimensions means that feminine society put emphasis on taking care of the weaker member and they would prefer to make an agreement with others or focusing on the quality of life.<sup>44</sup>

As a result, masculinity who are eager to pursue work leads to take more irrational means to dealing with conflicts, while arguing that such failures are disasters.

Femininity, on the other hand, believes that they need to negotiate each other in an event of conflict, so it is small matter to think that failure.

---

<sup>42</sup> Geert Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*, vol. 2 (United Kingdom: Sage Publications Ltd., 2001), 297.

<sup>43</sup> Bem S. L., Martyna W., and Watson C., "Sex Typing and Androgyny: Further Explorations of the Expressive Domain," *Journal of Personality and Social Psychology* 34 (1976): 1016.

<sup>44</sup> Hao Han, "Analyze Cultural Affection on Accounting Research in Uk and China by Hofstede's Cultural Study and Supported by Gray's Model" (Teesside University Business School, 2014), 7.

## Long- vs. Short-term Orientation

It is hard to identify the long-term orientation and short-term orientation. Long-term orientation cultures include “perseverance, consistency, ordering relationships by status, thrift, and having a sense of shame.”<sup>45</sup> By contrast, short-term orientation cultures include “personal steadiness, stability, and respect for tradition.”<sup>46</sup> This meaning was also reflected in other scholars.

Saime Once and Akeel Almagtome specified that,

Long-term orientation refers to a forward-looking perspective rather than a historical perspective. Such a future orientation is related to thrift and perspective. The opposite- short-term orientation means a focus on social status, being fixed in the present and past.<sup>47</sup>

The society with long-term orientation views a target as gaining long-term profits and lasting satisfaction, but the society with short-term orientation views a target as gaining short-term profits and immediate satisfaction.

Long-term and short-term orientations are very distinct in actual action. The description from Irina Petrova Stambolska proved that,

People in the society with short-term orientation generally are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for future, and a focus on achieving quick results. In contrast, in societies with a long-term orientation, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions to change conditions, a strong propensity to save and invest thriftiness, and perseverance in achieving results.<sup>48</sup>

---

<sup>45</sup> Emmanuel Selase Asamoah and Miloslava Chovancová, "The Effect of Cultural Orientation on the Purchasing Decisions of Consumers: A Cross Cultural Comparative Study," *International Journal of Contemporary Management* 15, no. 1 (2016): 17.

<sup>46</sup> Ibid.

<sup>47</sup> Saime Once and Akeel Almagtome, "The Relationship between Hofstede's National Culture Values and Corporate Environmental Disclosure: An International Perspective," *Research Journal of Business and Management* 1, no. 3 (2014): 284.

<sup>48</sup> Irina Petrova Stambolska, "Culture and Negotiation: The Role of Culture in Business Negotiations

People in the long-term society are accepted to invest in the company to cope with the transformation. Thus, people in the short-term society only think about the current, so they do not save money later, and they comfort to traditions.

### **Taiwanese managers and Thai employees in Emerald Nonwovens**

Historical culture is the main element of Taiwan-Thailand economic and trade relations. There were four periods of a process that affected the relationship between Taiwan and Thailand. Firstly, Taiwanese investment in Thailand can be traced back to the 1960s.<sup>49</sup> Because Taiwanese manufacturing cost had been relatively high at that time, in order to reduce the costs, Taiwanese businesses set up the production-making base overseas, which could continue their original business model in the form of export processing. Secondly, in the 1990s, due to the rapid rise of the Chinese economy, Taiwanese businesses were actively attracted to invest in China.<sup>50</sup> Since then, the tendency of investment from Taiwanese businesses to China had been increasing, so that it resulted in a sharp drop in the amount of investment in Southeast Asia.

Thirdly, as far as Asia is concerned, during the financial crisis in Southeast Asia in 2008, the impact of international trade was greater than in East Asia, it also had a great influence on the investment of Taiwanese businesses in Thailand.<sup>51</sup> Finally, the leader at the ASEAN Summit had proposed "ASEAN Framework for Regional

---

between Indian and United States Companies" (Aarhus School of Business and Social Sciences, 2012), 13.

<sup>49</sup> 林俊甫 et al., "臺商經貿投資白皮書—泰國篇," ed. 財團法人中華經濟研究院 (2015), 19.

<sup>50</sup> 徐遵慈, "臺灣產業的「新南向政策」," *貿易政策論叢* 22 (2014): 69.

<sup>51</sup> Yung-Hsing Guo, "The Transformation of Production Networks of Manufacturing in Southeast Asia after 2008 Global Financial Crisis" (National Taichung University of Science and Technology, 2018), 108.

Comprehensive Economic Partnership (RCEP)” in 2011,<sup>52</sup> emphasizing the revitalization of ASEAN’s dominant position in East Asian through cooperation with other economic partners. With the promotion of RCEP, Taiwanese investment in Thailand had gradually picked up. The above four stages showed that the development of the relationship between Taiwan and Thailand.

With the promotion of the New Southbound Policy, many Taiwanese have already started their own business in Thailand. Today, there are about 150,000 Taiwanese businesses in Thailand.<sup>53</sup> Taiwan is the third largest foreign investment in the United States and Japan.

Among them, the OEM manufacturing industry is mainly operated by the small and medium businesses. According to this statistic, many Taiwanese have already done business in Thailand, showing the interactive relationship between Taiwan and Thailand.

As the number of Taiwanese businesses doing business in Thailand has gradually increased. The interaction between Taiwan and Thailand is identified with cultural differences. However, Hofstede had According to Hofstede’s theory, there is made up of five cultural dimensions. Each of the cultural dimensions demonstrated that people from different cultures possess specific cultural values. In other words, Taiwan and Thailand come from distinct cultural backgrounds, so that they have their own value on the specific things. By observing the actual operation of cross-cultural management, I will use the five indicators covers by cross-cultural management as the main focus of observation, because Hofstede’s cultural dimension theory has a great

---

<sup>52</sup> 邱奕宏, "從東協自貿區到東協經濟共同體的東協經濟整合之評析," *貿易政策論叢* 18 (2012): 120.

<sup>53</sup> 蘇俐穎, "布局東協新商機," *台灣光華雜誌* 2018, 98-105.

impact on cross-cultural management. Thus, it can be seen that the study population is the source of data collected.

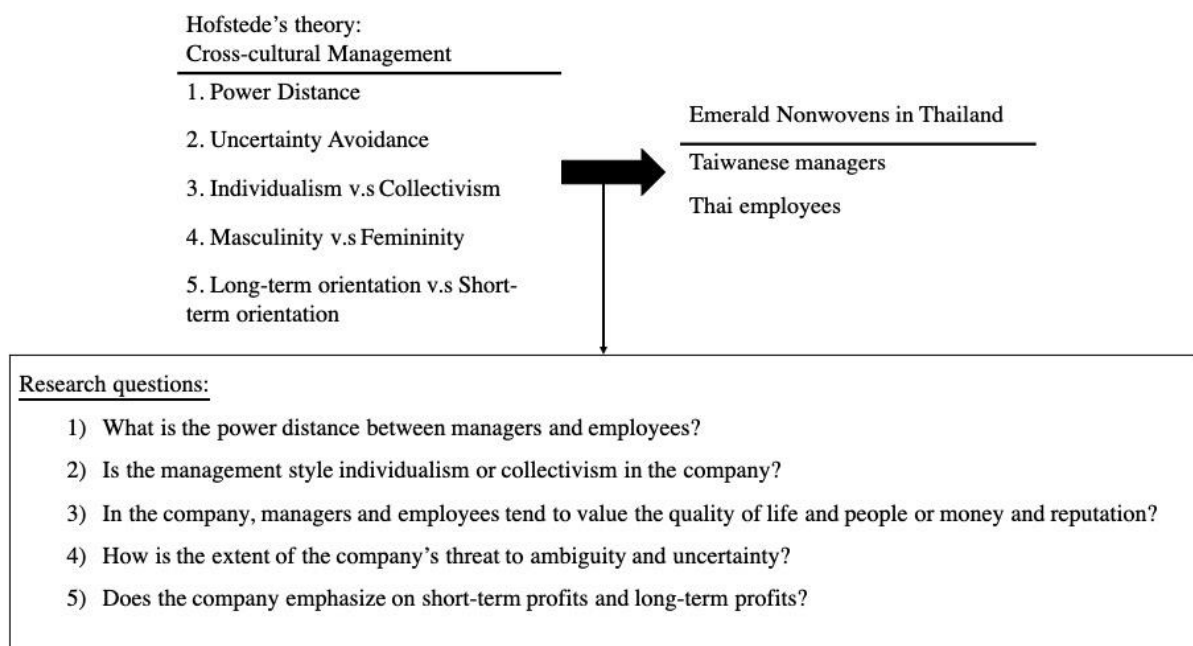
The significance of the people who work in Emerald Nonwovens links up to my study. Emerald Nonwovens is the medical appliance company in Thailand, which is organized by Taiwanese managers and Thai employees. Unquestionably, management is the crux of a sophisticated medical appliances company and is an intangible process, only through the behavior of managers and employees can observe the actual operation of management. Every step of the employee's work at the factory is closely related to the safety of consumers. Besides, how Taiwanese managers manage Thai employees and teach them becomes a profound knowledge.

The people of this company can clearly show the form of cross-cultural management. Taiwanese managers and Thai employees have the different cultural backgrounds, so it is difficult and complicated to manage in the cross-cultural environment. Those who work at Emerald Nonwovens are a good example of observing cross-culture management. After all, this company has been operating in a certain way for a while, it can assuredly comprehend the leadership style of Taiwanese managers and the work behavior of Thai employees. However, this interaction between Taiwan and Thailand provides a reference for other cross-cultural companies, so that the companies enable them to establish good supervisor-subordinate relations.

## METHODOLY

### Research Design

The research for this study was one-shot case study. Figure 2 indicates the construction of research questions. First of all, I had found the five indicators through the literature, which were proposed by Hofstede in cross-cultural management theory. After having a basic understanding of these five indicators, I had listed five research questions sequentially. The responses to these questions needed to be answered from the actual behavior and discourse of Taiwanese managers and Thai employees in the case of Emerald Nonwovens.

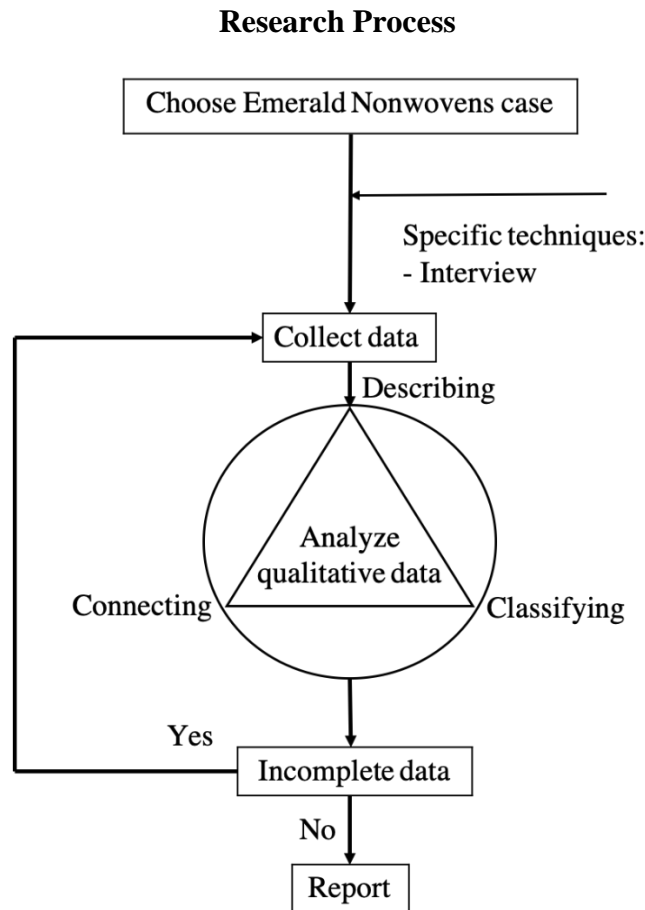


**Figure. 2 The construction of research questions**

### **Source of Data**

To put it simply, my data is the interaction between Taiwanese managers and Thai employees in the company. The data originally came from Emerald Nonwovens in Thailand. In the light of my research concept is cross-cultural management, I had found that Hofstede's cross-cultural management theory provided insight into the corporate culture of the company. Therefore, I used this conceptual basis to understand a day-to-day picture of the events and activities between managers and employees.

The aim of my study is to take Emerald Nonwovens as a case to realize cross-cultural management. The study population was certainly Taiwanese managers and Thai employees in this company. However, I interviewed two Taiwanese in top management, one Taiwanese in rank-and-file position, four Thai managers in different department and four Thai employees in grass-root position. The number of samples allows me to validate the research content effectively.



**Figure. 3 The process of collecting data**

Figure 3 shows the action plan for the entire study. The design inspiration of this figure was from Nguyen Thi Duc Nguyen and Atsushi Aoyama.<sup>54</sup> Through this framework, I believed that the data could be effectively obtained, because I had the similar study issue with this scholar. The following steps described the entire framework process of collecting data.

Firstly, I used Emerald Nonwovens as the subject of the case study. The company was in line with the cross-cultural management so that I utilized this company to comprehend the general situation.

<sup>54</sup> Nguyen Thi Duc Nguyen and Atsushi Aoyama, "Exploring Cultural Differences in Implementing International Technology Transfer in the Case of Japanese Manufacturing Subsidiaries in Vietnam," *Contemporary Management Research* 9, no. 1 (2013): 22.



In a work environment with two different cultures, it pointed out the importance of how Taiwanese managers supervise the local employees in Thailand and what their interactions are.

Secondly, I seek the stakeholders in Emerald Nonwovens. Because I had already asked the consent from Manager Yang, other stakeholders would be found with the assistance of Manager Director Yang. These informants expanded my interpersonal network in the community. It was the way for me to contact the interviewees easily. With my research techniques of interview at the back of appendix, I used pre-made interview protocol to practically manipulate in the community for collecting data.

Thirdly, I analyzed the context of data after collecting. I converted each audio files to transcripts and put the transcripts into NVivo for analyzing. Subsequently, I described the collected data and classified the data into five categories, which was my indicators of the study. After sorting the data, I connected these data to the original Hofstede's theory.

Finally, I adhered data collection norms of interview. If I had discovered incomplete data, I would have needed to collect data again from the original interviewee after analyzing the data, it is necessary to re-check the data for verifying the context of interviews. In this way, data was collected at specific time, I examined whether the data was complete or not and ended the study until the collected data was not missing any information.

### **Data Collection**

Before the interview, I needed to do previous preparation work. I wrote the interview protocol to be my research instrument. Then, I contacted eleven interviewees by writing emails during internship in Emerald. Coincidentally, the

company had a Thai employee who could speak in Chinese, so she was my translator. Each interview was conducted at designated locations by the time, when followed the interviewees' schedule. My research population was the employees who worked in Emerald in Thailand. Only three of them were Taiwanese.

### **Tools for Data Analysis**

The sources were all from the interaction between managers and employees in Emerald Nonwovens. Furthermore, the content of the data was generally be the management style of Taiwanese managers operating in Thailand, and the behavior of Thai employees under the supervision of Taiwanese managers. I directly apply Hofstede's five major indicators to become the coding categories, so I sorted the collected data into the categories they belonged to.

The answers to the five research questions was the following inferences. Conforming to the sequence of my research questions, the first question focused on the relationship between managers and employees, and the data was collected by their usual mode of interaction; the second question mainly depended on their communication for analyzing whether their ideas were based on individuals or groups; the third question discussed about the life goal between managers and employees; the forth question was to collect the way managers manage employees; the last question leaned on the daily work situation of managers and employees, so as to notice what kind of considerations they thought about on planning.

## **DATA ANALYSIS**

I approached ten interviewees through a Taiwanese employee. The total interviewees included one Taiwanese managing director, one Taiwanese manager, one Taiwanese employee, four Thai managers and four Thai employees in Emerald. Table 1 demonstrated the simple attributes of eleven interviewees, including position, residence, educational level, working years, married and children. Because Emerald was comprised of two groups of people from Taiwan and Thailand, they had distinctive background.

Table 1 shows that most of the interviewees lived near the company or in the staff dormitory. Their education level was distributed in bachelor degree and master degree, only one of them was vocational high school. The period of working was about seven months to nineteen years, the range was very broad. In addition, eight of the interviewees were married, the other three were still not married, and six of interviewees who were married have children.

**Table 1. Attributes of the 11 Interviewees**

	<b>Position</b>	<b>Residence</b>	<b>Educational level</b>	<b>Working years</b>	<b>Married or not</b>	<b>Children</b>
<b>A</b>	Manage Director	Samut Sakhon	Bachelor	19	Yes	Yes
<b>B</b>	Product Manager	Company's dormitory	Bachelor	16	No	No
<b>C</b>	Sales Department	Company's dormitory	Bachelor	1.5	No	No
<b>D</b>	ERP Manager	Near the factory	Master	5.5	No	No
<b>E</b>	RD Manager	Near the factory	Bachelor	5	Yes	No
<b>F</b>	Accounting Manager	Samutsongkram province	Master	3	Yes	Yes
<b>G</b>	Product & Maintenance Department	Phetchaburi	Bachelor	7 months	Yes	Yes
<b>H</b>	Accounting Department	Phetchaburi	Bachelor	15	Yes	Yes
<b>I</b>	Document Control Department	Phetchaburi	Vocational high school	10	Yes	Yes
<b>J</b>	ERP Department	Ratchburi	Bachelor	5	Yes	No
<b>K</b>	Assistant Production Manager	Samutsongkram province	Bachelor	2	Yes	Yes

\*Source: sorted by the author

In line with my research purpose, I had interviewed a total of eleven interviewees. In the following section, I would use the transcript of the interviewees as a base for me to analyze the below five research questions.

1. What is the power distance between managers and employees?
2. Is the company's culture individualism or collectivism?
3. Does the work value belong to masculinity or femininity?
4. How is the extent of the company's threat to ambiguity and uncertainty?
5. Does the company emphasize on short-term orientation and long-term orientation?

### **What Is the Power Distance Between Managers and Employees?**

The dimension of power distance consisted of three variables, including degree of dependence, relationship and decision-making model.

Firstly, the degree of dependence on supervisors was high. Due to the management style of Taiwanese managers, employees needed to get document approval, so that they could make the purchase order in ERP system. As interviewee C confirmed that "because many things still have to be decided by Taiwanese supervisors, the employees can perform the remaining tasks." Once the customer placed an order, all the process of implementation needed to be approved by Taiwanese managers. Interviewee A said "because my management style is very concerned about the details, Thai employees will not dare to make decisions." This was the reason why Thai employees were highly dependent on Taiwanese managers, because they were afraid of making mistakes. And Thai employees also believed that Taiwanese managers had more experience to help them solve problems.

However, some interviewees thought that such dependence were case by case. Based on employees' learning outcomes, interviewee B said "if you do not teach the employees well with clear documents, they will have no way to follow." That was, if Taiwanese managers completely taught the employees at the beginning, the employees would not unfamiliar with the step of making documents, so that Thai employees would not get used to relying on Taiwanese managers to do things. Because the company's culture had changed slightly from before, interviewee D said "it depends on if we can conclude every information enough and make the solution, we can report to the supervisors. They will decide if it is feasible." In the past, Taiwanese managers strictly managed by a stable way, but in the recent years, they are willing to listen employees' opinions and then decided whether their ideas were good or bad. Moreover, interviewee I said "everything is different, there are things I can decide, but there are things that must be decide by the Taiwanese managers." It meant that not everything needed to be done by the managers, employees still had the rights to finalize documents.

Secondly, the relationship between supervisor and subordinate was good. When somethings went wrong, Taiwanese managers and Thai employees could discuss and think about solutions together. As interviewee F said "employees can go to the supervisor's office to communicate with the supervisor." From this point, the relationship between Taiwanese managers and Thai employees was close, and Thai employees still had room to speak in the company. Interviewee J said "even if the employees make a mistake, Taiwanese managers will not punish in the first place, but will give an opportunity to the employees to improve." It seemed that Taiwanese managers trusted Thai employees in Emerald, so they were willing to give a chance for them to learn rather than scold.

However, four interviewees thought that they could not have a good relationship at work. Plus, they could only respect the manager's final decision. Because of the management style of managing director, interviewee A did not want the relationship between managers and employees to be too good. She said "if the relationship is harmonious, the employees will unite to deceive me." Business was supposed to be separate with private issues. Otherwise, Thai employees would use private relationship to apply to business matters. Interviewee C claimed that "Taiwanese managers and Thai employees have bonded relationship outside the company." It seemed that they had a rapport in private, but they had to carry out their duties without any personal affection.

Thai employees sometimes had different thinking with Taiwanese managers, but they still needed to respect their final decision. So interviewee D said "eighty percent of relationship is good and twenty percent is depend on the situation." And interviewee G also said "my feeling is so-so. It is not to me that Sophia and me is bad." According to the responses of interviewee D and G, when employees and managers encountered different opinions, the employees had to follow the manager's advice, causing them to think that the relationship with managers is not very good.

Finally, the decision-making model in Emerald was top-down. Taiwanese managers usually made decisions while employees follow, because each document were supposed to be completed in accordance with the managers' requirements. As interviewee C said "after all, the decision maker in Emerald is the supervisors, and they know what the whole aspects looks like, so they will assign work to everyone."

Emerald used the ERP system to check the progress of each order, so when the employees inputted the details of the document to the system, they needed to undergo the hard paper procedures and got approval from manager before placing the order in the system for the next step.

However, only two interviewees regarded that the decision-making model combined top-down and bottom-up. Interviewee D believed that the company had two ways of making decisions and said “because of our team, they had the instruction to follow. But it still has some team, they think by themselves.” She considered that there were two group of people in Emerald. One group followed the instructions to perform the work, and the other group was willing to come up with thoughts for manager to consider. Likewise, interviewee F said “we cannot manage our team by top-down only.” Emerald had to make the decision by top-down and bottom-up, because employees sometimes did not have ideas to propose.

However, interviewee K regarded the decision-making model as bottom-up. Apparently, her answer was different from other ten interviewees. She asserted “the company is willing to listen the idea from subordinates, we talk together for changing idea.” Her remark showed that Taiwanese managers were willing to accept the suggestion of Thai employees and exchanged ideas with each other in Emerald.

The analysis of this section showed up that power distance was high but still had a good relationship between Taiwanese managers and Thai employees. The managers’ management style made employees afraid to give an advice, and most of the things was consented by managers, so Thai employees would respect the decision from Taiwanese managers. Even so, they had a good coordination space to share the ideas.



### **Is the Company's Culture Individualism or Collectivism?**

The dimension of individualism or collectivism consisted of four variables, including comments, thinking of work, priority at work and expecting from work.

Firstly, most of the comments came from group. When an issue appeared, it would be discussed by Taiwanese managers and Thai employees. As interviewee K said "we will discuss and brainstorming together with related team and find out the cause and corrective action." The company was not the same as the past. In the past, the employees were passive, and they know the meeting from a telephone message from the managing director. However, Emerald transformed a lot, interview A said "employees build their own team now and have their own idea, so that they can mention the results to the managers." This transformation made employees become more autonomous. Interview B said "the managing director will convince the new employee to accept her ideas." As a result, employees would know why did the managing director think so and gradually had a meeting point with each other. In this way, they would have a consensus on many ideas.

However, some interviewees thought that the difference of personality and position would generate different opinions. As interviewee D said,

If some group are traditional people, they will keep quiet and listen someone to assign them to do something. But we have another group of people, and will like to share, just like manager-level employees.

Emerald had two groups of people in the meeting. One group followed the instructors without any ideas, the other was willing to share the ideas. Plus, the characteristics that the team had shaped would affect their attitude in the meeting. People in top-management were likely to express their opinions, but people in rank-and-file position might obey other.

Therefore, interviewee E said “you see the change sign over everywhere, it means that everyone can communicate.” Because the propaganda of the change sign, it seems that everyone had more chances to voice than before.

However, interviewee G and J considered that all of the comments came from self. As interviewee G said “most of the time just come from one people.” The person who would ask the question would be the one who wants to solve the problem. And interviewee J said “Sophia is very smart. If you listen to her solution, it will be the best.” Even though employees could give their opinions to the managers in recent years, all the rights of decision-making from the past to the present were in the hands of Taiwanese managers, making it difficult for employees to break through the wall and communicate with managers. This was where the company was progressing now.

Secondly, the angle they think of their work was from the group as a whole. Each employee in Emerald dedicated to their own work, and everyone had a common idea to make the company better. As interviewee G said “I cannot achieve the target if nobody help me, because I need to cooperate with different department.” The completion of a task could not be done by one person only, the task had to be worked with others, so it was necessary to learn how to drive someone to work with you to complete a case. Interviewee E said “the team should be based on the knowledge, not just do the paper work.” Team leaders played an important role on each case, they had to know how to bring the members together for discussing the issue and exchanged experiences, instead of focusing on the documents every day. In this way, each department of leader could lead the members towards same direction.

Accordingly, interviewee I said “even if your work is completed, you still have to think about the impact of your work on the company as a whole.” In any case, the employee were supposed to consider whether the work will affect to Emerald. Though the employees did their part, they were also responsible for the company.

Thirdly, the priority at work balanced the relationship with colleagues and work performance. Work needed to be cooperated for balancing the level of work performance. As interviewee C said “I maintain my relationship with my colleagues without affecting my work performance, because I think it is more important to know how to be a person than to do things.” Owing to the position of interviewee C, salesmen often communicated with stakeholders, so work performance was achieved by collaborating with colleagues. When performing work, salesmen would think about how to achieve a win-win situation for not affecting the performance and getting assistance from colleagues.

According to different responses of interviewees, they could be divided into two groups. One group valued work performance, the other group valued relationship with colleagues.

The first group of interviewees tended to the person who ranked the occupation first. As interviewee A said “if the company is mainly based on maintain relationships, it will be unfair to many people, because employees can get my consent as long as they get the goods on me.” The consequences of this would cause the company lose many pre-existing regulations and also lead to ambiguity in each position. So the best way was to establish boundaries. Employees and managers could not have a very good relationship in workplace, which avoided damaging the company’s operating conditions. Therefore, interviewee G said,

Each department and individual have to think which objective is the way to achieve success, so your works have to understand what they are doing, which impacts on the company's success.

Work performance was a direct way to make the company become successful. Even if the targets of each department were different, their ultimate target was the same. As a result, the manager's job was to check the progress of each employee's work for maintaining a sustainable operation.

The second group of interviewees emphasized the importance of relationship. The work content of each department was fixed, but there were many tasks that could not be completed independently. Meanwhile, working was necessary to cooperate and discuss with other departments.

As interviewee B said,

If the customer places an order, I will ask my colleague to help me. After the production department finishes, I have to ask the export department to make the related documents, so I have to maintain the relationship with my colleagues.

Once the customer placed an order, the person in charge of the case would request the relevant department to make the document, so fostering the relationship with colleagues could promote the effectiveness of conducting documents. The employees sometimes at the same level liked to compare how many things they done, the managers needed to coordinate and communicate with them. Likewise, interviewee E said "if you do not have a relationship, the performance you cannot get." From this point of view, colleagues needed to have a good relationship in the company before they pursued better work performance. Performance can easily be improved, but the relationship is difficult. In this way, the working relationship was the basic element to reach first.

Finally, subordinates desired to learn something meaningful for themselves. As interviewee I said “because the medical industry had to comply with the ISO:13485 standard, there were many projects that employees needed to learn every day.” Employees had a lot of new things to learn every day in order to reach the medical standard, but only a small number of employees in Emerald expected themselves to be more progressive. Interviewee K said “employees expect to grow up and willing to cooperate for all of activity.” From this point, employees were willing to learn and attend company’s activities, only few employees would want to enhance themselves. Thus, the managing director provided training programs, but the number of participants was limited, so interviewee E suggested that the company policy had to be more clear. During the training courses, it not only improved employees’ ability to create learning opportunities for themselves, but also was good for the company.

However, some interviewees thought that employees just wanted to complete their job without learning. As interviewee G said “most of the employees in Emerald just did the day-to-day job for earning money.” These group of employees believed that they just completed their work at week day, they were satisfied and did not want to improve extra abilities. Yet, interviewee D said “my target is to change employees’ working style. I do not want they just come in the office and work and then come back.” Working hours were set rigidly for eight hours a day in Emerald. It was better to know how employees thought of ways to make these eight hours more different, not just always did the routine job. Maybe they could consider how to effectively speed up their work efficiency. Nonetheless, interviewee A said “since I started interviewing employees, I obviously felt that who wanted to learn on work and who wanted to sleep on life.”

That is to say, the purpose of each person to work in Emerald was various, so it was easy for managers to divide employees into two categories, which were on the basis of their working attitude, one was the person who was interested in learning, and the other was the person who did their portion of work.

The analysis of this section showed up that the company's culture was collectivism. Employees attached great importance to maintaining relationships with colleagues because each department was not independently generated, so employees basically needed to work with other colleagues. Meanwhile, most of the suggestions came from the results of group discussions, the purpose was to have a better development of Emerald.

### **Does the Work Value Belong to Masculinity or Femininity?**

The dimension of masculinity or femininity consisted of three variables, including conflict, primary goal and failure.

Firstly, supervisors and subordinates dealt with conflicts in a rational way. They would find out the reasons and persuade each other to accept through constant communication. As interviewee E said,

The managing director knows the work of RD department, but if I ask for more engineers, she may think it is unnecessary. Because she was born out of self-confidence, she thinks about everything in a simple way.

He was the RD supervisor, who could see the problem that happened in RD department. So he found that the company needed more engineers, but after making recommendations to the managing director, she thought that this was not a problem. Interviewee K said "we will have a meeting with all related section together and discuss to solve the problem." When conflicts happened, employees would contact each key person to talk over and figure out the solutions.

Although employees and managers have different opinions, they would have a chance to communicate at the meeting. Everything was internal, but they could speak openly when they resulted in a contradiction.

However, only interviewee G faced the conflict with a silent attitude. He said “if I and Mr. Wang have conflict, I will keep quiet and listen to him. But if it is not reasonable, sometimes I will say my opinions to him.” The management style of vice president made employees afraid to refute with him, so employees always followed his ideas in order to not have an argument. Even if employees expressed their opinions, he would insist on his perspectives. This personality was completely different from the managing director. She was willing to listen to employees in order to determine the solution.

Secondly, the primary goal for the people in the company was for pursuing the quality of life. As interviewee B said “I have to get a raise every year, because I need to meet my life outside of work.” Employee did not care about the level of position, they only cared about the amount of salary. In order for the managers to raise the salary, the employees would pay attention to work performance to accomplish a better quality of life. Interviewee J said “I am not born in a wealthy family, so I hope my work can make my life better.” From this point of view, the main purpose of employees to work was to raise their family and let their family environment out of poor life.

However, some interviewees regarded the primary goal as for getting a sense of achievement. As Interview A said “I tell you that my life only has a sense of achievement. There is absolutely no quality of life here.” Because managing director left her hometown to come to Thailand, she put all her focus on working, so a sense of achievement was especially important to her. Moreover, she assisted the company in

handling large and small affairs. Interviewee D said “I think the goal is to achieve and fulfill, because the project they gave to me, I can meet it and process it.”

The aim of job was to accomplish it. Being able to handle the matters naturally would give you a sense of accomplishment, but ultimately it depended on how the managers judged the employees.

However, some interviewees set the primary goal as for pursuing a sense of achievement and the quality of life. As interviewee G said,

Although the salary is much lower than before, I also want to get a sense of achievement here. My current task is to change the organization in Emerald and is facing great challenges.

Because of family factors, he went back to work in his hometown to spend more time with his family. Even though the salary here did not higher than previous workplace, the work challenges could still motivate the employees, utilizing their ability to complete their duties for upgrading the original life. Interviewee K certified “taking care of family and work would make her happy.” Family and work were part of life. If they struck a balance between family and work, they would gain happiness from it.

Finally, failure was a minor event. Every mistake was a kind of learning. People in Emerald had a common idea on facing failure. As interviewee D said “we looked for the cause first, then solved the problem to avoid the same events happening again.” Inevitably, failures would be encountered at work, and employees in Emerald would use appropriate attitudes to find out the reasons to prevent the same problems appearing in the future. Besides, interviewee A said “I will go to find out the reason from each mistake and failure and think about for myself.” If one of employee failed to negotiate on a case, she would tell herself why she would employ this person to come in. There were two reasons. First, she might not know what kind of person was suitable for this case. Second, she did not get acquainted with the person.



Interviewee H said “employees would refer to previous documents to find errors in the content or would choose to ask the supervisors.” Regarding the responses from some interviewees, employee had different ways of dealing with failures, but they all had a reasonable set of ideas to confront mistakes.

The analysis of this section showed up that the work value in Emerald belonged to femininity. Most of the employees in Emerald would find the cause when a problem happened, and they would also find the way to avoid the same situation happening again. Additionally, they worked to have a better quality of life.

### **How Is the Extent of the Company’s Threat to Uncertainty?**

The dimension of uncertainty avoidance consisted of three variables, including unknown events, organization structure and management style.

Firstly, the company dealt with unknown events in a traditional way. Employees would first identify the problem and assign the relevant team to a meeting or solve the problem by the manual. As interviewee F said “SOP uses for normally process in each department. For unexpected event, we have the preventive action process that it is part of ISO:13485.” There were a lot of documents on the ISO standard.

Once the auditor found that there had problems with the documents in Emerald, the company might be suspended, so the manipulation on the document needed to be pay more attention to. Interviewee B said,

If it was a huge problem, it would put the problem on the document, so that everyone can follow it later, or if it was a minor problem, it would be written in the internal contact book to make workers know the solutions.

She mentioned that some of the previous problems had the document to refer. The most influential events would be placed directly on the related documents, and the temporary events would be exactly written in the internal manuals for employees to read.

However, some interviewees thought that Emerald did not have any procedure to follow. As interviewee A said “our company has not this mechanism so far, and no one can do it.” managing director thought that Emerald did not have any handbooks to follow, but the responses showed that the company had the corresponding written manual. Interviewee C said “in addition to think improvise, there are people who had encountered the same events before. We can ask them how they handled at that time.” In the face of unexpected situations, employees would ask experienced people to find the right antidote. Likewise, interviewee D and K said that when the company faces unforeseen things, employees asked the manager-level first and assigned related team to find a way out.

Secondly, the organization structure of the company was formal. As interviewee B said “because every meeting will be shown to the consumers, it is formal.” In other words, because the company’s organizational chart was structured and formal, the managers dared to put it on the report to customers when they came to Emerald. Another reason from interviewee K indicated that each position was fixed and the employees knew what was responsible for. It seemed that the organizational chart now was clear to the employees.

Thus, some people, who thought Emerald had a formal structure, pointed out that the content of each position was not clear enough. As interviewee D said “the job description is not clear.” Sometimes the company could not find the key person correctly, and was difficult to discover the person who made the mistake.

Furthermore, interviewee J said “each position needs to be distinctiveness, there cannot be overlap between others.” and Interviewee G said “for example, sale and customers service. We have the sale manager, but I do not know both of them are combined or separated, it is very ambiguous.” Although each position had its own work, some jobs still overlapped with other colleagues, which resulted the new employees unclear their job content. Generally speaking, two different works were supposed to be in charge of two groups, but Emerald eventually merged the two groups of work together, which brought about the employees to be vague about their work. The problem caused by the organization chart not only affected the internal operation of the company, but also affected the participation of new members. Besides, interviewee A said “I often listen to many big companies doing presentation, they often modify the organization chart.” Despite she was aware of the organization chart needed to be updated, she admitted that the chart would always change the content inside to meet present situation, just like large enterprises. This phenomenon resulted in the manager director thought that Emerald did not need to modify it.

Finally, the management style in the company was flexible. As interviewee E said “managing director tries to create Emerald family, that means everything can be contacted simply” That is, employees and managers got closer to each other, and even when they faced problems, they could easily find the best way together. Another interviewee C said “the supervisor wants you to provide a quality standard for a product, there is no regulation to show you how to collect it, as long as the work is done efficiently.” Everyone had the scope of work and control procedures, but how to complete work was flexible. After all, each person had different style of thinking and doing things, but it is open to communicate and coordinate in Emerald.

However, some interviewees thought that the management style was rigid but sometimes was flexible in rigid management. Their responses were divided into two groups. The first groups considered that the management was rigid, As Interviewee B said “many practices and product specifications are specifically documented. In fact, most employees follow the structure of the document, so it is rigorous.” From her discourse and interviewee H, the employees noticed exactly what they should do, and each step was strictly controlled, like traditional management style. This was the reason why interviewee G said “it is just like a military here.” Because everything needed to come after the procedure, there was no room for flexibility.

Another group of interviewees thought that there was flexibility in rigid management. As interviewee A said “I am an overbearing manager and insist on my own method.” In view of the personality of managing director, no one dared to oppose her idea. She would explain her thoughts and decisions, but even if the employees proposed their opinions, she would still persist in her own idea, so that employees kept silence and obeyed. Additionally, interviewee F said “if the managing director thinks that the product does not have any flaws, she will be a little more flexible.” The managing director was not demanding for a problem that had little impact, but like the financial aspect, she would rigorously enforce it. However, she also had special requirements for leave, as interviewee K said “if someone in the family passes away and the employee must go to the funeral, the managing director will not approve it.” Such a regulation sounded unreasonable, but if an employee decided to attend, they will be deducted.

The analysis of this section showed up that the uncertainty avoidance was high. The organizational structure of Emerald was fixed but the work content was unclear. However, Emerald still had procedures to cope with unpredictable problems. In a strict management style, Taiwanese managers still retained some flexibility, so that employees had the courage to say their own ideas.

### **Does the Company Emphasize on Short-term Orientation or Long-term Orientation?**

The dimension of long-term orientation or short-term orientation consisted of three variables, including company's focus, employee training and work satisfaction.

Firstly, the company's focus of operation based on long-term profits. Emerald had a goal to achieve every year, and the main purpose was to help the company gain more profits. As interviewee A said "our company's strategy is that we look for the order first, and then reduce our production costs." Additionally, interviewee E said "now we face a lot of competitors, so we need to improve the sales strategy." The original strategy was to introduce orders and keep the cost down. The cost of all aspects was to capture the turnover and do the cost saving next. Likewise, interviewee K said "the enterprise spirit focused on quality and customer's satisfaction." If both were achieved, there will naturally gain profits. Emerald currently faced many competitors, even if the company had a sales strategy, still had to find a new direction to confront opponents in the same industry. Interviewee B claimed "of course, it is long-term. All the investments are huge." Emerald invested a lot in equipment. Once new machines were introduced, the employees require to participate in training to keep Emerald sustainable.

However, only interviewee G regarded the company's focus as short-term profits. He said "we start with short-term target. Because for the long-term target, it has to do many things." And he also took the transformation of teamwork as an example to support his idea. The people here they fear to speak to Taiwanese managers, even the company had posted the sign of changing teamwork in various part of Emerald. If the company really expected employees to make progress, employees had to open their mind to change and try to do the new things first. Otherwise, the style of teamwork would still stay the same, it would not be changed. This was also the reason why interviewee G had such an idea. He believed that it was not easy to achieve the goal of changing employees' mind, not to mention the accomplishment of long-term goals.

Secondly, the company was willing to invest in employees' training. Emerald had mandatory training and voluntary training. In terms of mandatory training, interviewee B said "in fact, there are different training courses every month, such as new equipment." Once the new equipment was introduced into the factory, the employees who was responsible for the equipment was required to receive relevant training. As interviewee C said "some specifications of ISO are related to employees, and employees will be forced to attend training." ISO was a guideline. As long as the company was doing medical-related products, it needed to meet the standards of medical quality management and management system. That was the reason why employees in Emerald had already attended these basic training before.

Thus, in terms of voluntary training, employees could find the courses which they were interested in. As interviewee E and J claimed that "if you require to go to training, the managing director will accept it." As long as the employees wanted to participate in the training for Emerald becoming better, the managing director would

basically agree without any opinions. Likewise, interviewee F said “the managing director is willing to invest in employee for studying abroad.” Wherever employees thought about training courses, the managing director would not hesitate to approve. The main point was that participating in training could make Emerald have greater development in the future.

Finally, the work satisfaction they pursue at work was long-term. Those who pursued long-term satisfaction had their own target on work. As interviewee I said “if I have completed and satisfied my results, I will also make other things perfect.” Working was not just about finishing the business, but to work hard to achieve a certain goal. Likewise, interviewee B said “now that society change is very fast, when you encounter new things, you can compare and improve with the mistakes you made before.” The experience and achievements accumulated in the work could give employees a long-term satisfaction. Because of these experiences, employees were no longer afraid of working in Emerald. Interviewee K said “the most important thing of working in Emerald is to work happily not just thinking about the volume of production.” Moreover, interviewee H said “I have been here for fifteen years and I know more about the work of accounting, so I really like this job.” From the discourse of interviewee K and H, they were happy to work at Emerald and loved their job, so they could get long-term and regular satisfaction from Emerald.

In addition, interviewee A came up with a vital perspective. She said “in fact, social responsibility includes financial statements. And companies must have stable growth and fixed profits.” The social responsibility proposed here was not a security issue related to people, but referred to whether the company attached importance to the family of each employee.

In fact, the managing director had to undertake the family of each employee, because the employees earned money to support their families. If the manager did not take the responsibility for the life of each employee, it would lead many families lose their sources of funds. In terms of the managing director, achieving social responsibility could give her long-term satisfaction.

However, some interviewees regarded the work satisfaction as short-term. As interviewee D said “it is not just solve the problem for today, you need to think about tomorrow.” If the company found a problem, she would immediately resolve it. At the same time, she also taught employees to think about the problem, so that they would not look like a deer in the headlights if they faced the same problem. Apparently, she pursued a short-term satisfaction, because as long as problems were solved, she would be satisfied. Interviewee G had the same answer with interviewee D but with different opinion. He said “now I set a target for this year. Whether Emerald can achieve the goal depends on whether the managing director can understand what I mean.” From this point of view, he emphasized how the target could be reached for this year, but the ownership was decided in hands of the managing director, so for him, he also pursued short-term satisfaction until the target was achieved.

By the way, interviewee C supported different statement with other ten interviewees. She said “the pursuit of work is a sense of achievement and financial independence, so the short-term and long-term satisfaction needs to be obtained.” In terms of her, long-term lied a sense of achievement, while short-term satisfaction lied in financial independence. A sense of achievement could be gained from work for a long time, but financial independence needed to be maintained by salary, so it might have changes due to internal and external factors.



The analysis of this section showed up that Emerald emphasized on long-term orientation. Taiwanese managers were open-minded to the employees' training. As long as there were good things for the company, the managers were willing to conduct. Because the managers had the sales strategy to run a business, employees used this strategy as their goal to work. With the common goal, Emerald would be continued to operate for a long time.

### **Summary of Data Analysis**

I used five indicators to summarize the findings. In the part of power distance shows that Thai employees had a good working relationship with Taiwanese managers, but they needed to get approval and follow the requirement from Taiwanese managers. In part of individualism or collectivism shows that Thai employees could exchange ideas with Taiwanese managers. Most of the business had to work with other departments, it could not be fulfilled by themselves. In order to make Emerald better, Thai employees were willing to get knowledges from work. In part of masculinity or femininity shows that Taiwanese managers and Thai employees found the cause to solve problems and avoid the same problem happening again. And the main goal of employees working at Emerald was to make money to upgrade the quality of original life. In part of uncertainty avoidance shows that each position was fixed, so that employees could ask for the top-management or check the related manual to resolve unknown events. Although the management style of Taiwanese managers was flexible but rigid in certain ways, Thai employees were more brave to coordinate with them. The previous management style was very strict. In recent years, Taiwanese managers had adjusted the style, so Thai employees would not afraid to share the ideas with them.

The last part is long-term or short-term orientation. It shows that all Thai employees knew the sales strategy from Taiwanese managers, so that they all worked purposefully. And Taiwanese managers brightly cultivated Thai employees on professional ability.

Table 2 demonstrates the five dimensions, questions for interview and findings. Dimensions come from the concepts of cross-cultural management: power distance, individualism and collectivism, masculinity and femininity, uncertainty avoidance and long-term and short-term Orientation. Questions for interview were classified by these dimensions. The table also shows the findings to support research questions.

**Table 2. Summary of Data Analysis**

Dimension	Question for Interview	Findings
Power Distance	1. What do you think of the degree of dependence on the supervisor?	1. Get approval from supervisors
	2. What do you think of the relationship between supervisor and subordinate?	2. Good cooperation with each other
	3. What do you think of the decision-making model in the company?	3. Follow the step from supervisors
Individualism or Collectivism	1. When there were issues to discuss, most of the comments came from group or self?	1. Exchange ideas with supervisors
	2. From what angle do you think of your work?	2. Make Emerald better
	3. What do you think of the priority at work?	3. Employees cannot do the work by themselves
	4. What do subordinates expect from their work?	4. Improve knowledges on work
Masculinity or Femininity	1. When conflicts were encountered on the way, how do supervisors and subordinates deal with them?	1. Find the cause to solve problems
	2. What is your primary goal when working in this company?	2. Upgrade the quality of life
	3. What do you think of failure during your work?	3. Avoid the problem happening again
Uncertainty Avoidance	1. How do the company deal with unknown events?	1. The relevant manual to follow
	2. What do you think of the organization structure of your company?	2. Each position was fixed, but not clear
	3. What is the company's management style at work?	3. Flexibility in rigid management
Long-term or Short-term Orientation	1. What do you think of the company's focus of operation?	1. Use the sales strategy
	2. Do you think that the company is willing to invest in subordinate training and development?	2. Supervisors were fairly open to invest in subordinates
	3. What kind of work satisfaction do you pursue at work?	3. Work purposefully

# CONCLUSION

## Discussion of the Major Finding

Each of the research questions had empirical findings. I would use similar studies as my topic to be my decision level in order to highlight the meaning of my findings.

### Discussion 1: High Power Distance

The finding revealed that power distance was high in Emerald. Taiwanese managers had considerable power to control and manage Thai employees. Thai employees needed to work based on Taiwanese managers' requirements. When making any decisions, Thai employees had to get the consent from Taiwanese managers. However, Thai employees still had a good relationship with Taiwanese managers in Emerald, they could communicate with Taiwanese managers openly. According to Saranya Wonhatsadorn and Shih-Kuan Chiu's study, they found that "the power of Taiwanese hierarchy is depending on the order or rank."<sup>55</sup> Since Taiwanese management culture was known to everyone, Taiwanese employees were naturally aware of performing the respect and responsibility to the high-level position. From the same study, authors also found that "hierarchy is accepted in Thailand, Taiwan and Japan."<sup>56</sup> As a result, this was why Taiwanese managers would ask Thai employees to do things, and Thai employees were also willing to accept such management methods with good relationship with Taiwanese managers.

---

<sup>55</sup> Saranya Wonghatsadorn and Shih-Kuan Chiu, "Cultural Diversity: How to Manage a Cross-Cultural Workforce in a Global Organization" (Feng Chia University, 2013).

<sup>56</sup> Ibid.

## **Discussion 2: Collectivism in Emerald**

The finding revealed that the company's culture was collectivism in Emerald. Thai employees valued the relationship with colleagues, because they could not work as a self, they needed to work with other department to complete the tasks. According to E. Widen and M. P. Karlsson 's study, they found that,

Thailand and Taiwan scored relatively high on collectivism regarding practices and it can be defined that the shared goal is liable to be more prioritized than individual goal.<sup>57</sup>

This statement claimed that Taiwanese and Thais had common target at work, but the personality and position also affected Thai employees to think differently, some Thai employees kept quiet to follow others and only wanted to complete the day-to-day job in Emerald. However, in order to improve Emerald's sustainability, most Thai employees not only liked to exchange ideas with Taiwanese managers, but also liked to gain knowledges from work.

## **Discussion 3: The Work Value as Femininity**

The finding revealed that the work value tended to femininity in Emerald. Most Thai employees balanced the quality of life and pursuing a sense of achievement. Likewise, Taiwanese and Thais would find the cause and effect when conflict happened. They did not want the same situation happening again. According to Saranya Wonhatsadorn and Shih-Kuan Chiu's study, they found that "Taiwan and Thailand are considered as femininity society."<sup>58</sup>

---

<sup>57</sup> E. Widén and M. P. Karlsson, "Cultural Challenges in Thailand – an Unchanged Fact? A Minor Field Study About Cultural Challenges among Swedish Executives in Thailand." (2018).

<sup>58</sup> Wonghatsadorn and Chiu, "A Study of Japanese and Taiwanese Companies Operating in Thailand."

The managing director in Emerald was a woman, so the culture in Emerald was not difficult for Thai employees to adapt, and most of the time they would solve the problem together in a rational way. Both Taiwanese and Thais did not just focus on work, they also pursued other goals outside of work.

#### **Discussion 4: High Uncertainty Avoidance**

The finding revealed that uncertainty avoidance was high in Emerald. Emerald had specific manual to reply certain events and also had formal organizational structure. Based on the rigid management style of Taiwanese managers, they still managed flexibly in some way. They conducted rigidly on finance and leave, but they would not require the way that Thai employees implemented the work, as long as Thai employees completed on time. According to Saranya Wonhatsadorn and Shih-Kuan Chiu's study, they mentioned that "Taiwanese have admirably discipline and follow to the rule and regulation."<sup>59</sup> This was why Taiwanese managers managed Thai employees strictly and had the SOP in each department to face unknown events. Because the work attitude of Thai people was relatively undisciplined, Taiwanese managers adopt traditional enforcement but left room for Thai employees to propose ideas.

#### **Discussion 5: Valued on Long-term Orientation**

The finding revealed that Emerald emphasized on long-term orientation. Taiwanese managers had a sale strategy for operating to pursue a long-term objective in Emerald. This strategy was also accepted by Thai employees, so that they knew how to maintain a successful business. Therefore, Taiwanese managers and Thai

---

<sup>59</sup> Ibid.

employees had different attitudes towards time. According to Saranya Wonhatsadorn and Shih-Kuan Chiu's study, they mentioned that "Taiwanese valued time, schedule, and deadline as significance. Besides, Thais are more flexible with being on time."<sup>60</sup> This statement showed that Taiwanese were very concerned about the time, but Thais did not value the importance of time. However, Thai employees in Emerald knew that Taiwanese managers paid attention to the time, so they would not submit the things after the deadline. Otherwise, Thai employees would be punished by Taiwanese manager. Emerald created the organization culture that each of them adapted themselves being more compatible, this was the reason why they all had the consensus on a long-term target.

### **Conclusion and Suggestions**

The purpose of this study is to see the general picture of cross-cultural management in Emerald in Thailand. After discussing the meaning of findings, the cross-cultural management in Emerald in Thailand has three specific features. Firstly, Taiwanese and Thais had different opinions on time. However, in Emerald, Thai employees made a great point of being time-conscious. They concerned about the long target and even tried to come up with the ideas to achieve. This phenomenon showed that the corporate culture in Emerald was not a barrier with Taiwanese and Thais. Secondly, Taiwan and Thailand belonged to femininity society. Taiwanese and Thais set up collective goal rather than individual goal, so they valued the relationship in Emerald. Finally, Taiwanese and Thais have the cognition of hierarchy.

---

<sup>60</sup> Ibid.

Thai employees could respect the discipline and regulations how Taiwanese managers formulated. From this study, there was no obvious culture difference on work between Taiwan and Thailand. Even if Taiwanese and Thais had different ideas on time and discipline, Thai employees still could accept and adapt the Taiwanese management style in Emerald, so that such consequence could attract more Taiwanese to cooperate with Thais.

Based on the study, there are some possible suggestions. First, all companies are not identical. If Taiwanese companies want to establish in Thailand, they can refer some ideas from this study. Sometimes the ideas may not suitable for other companies. And final, this study focuses on cross-cultural management. Since many companies plan to invest in Southeast Asia, cross-cultural communication will be helpful for the research in the future.



## **APPENDIX 1 Interview Protocol**

### **INSTRUCTIONS**

Good morning (afternoon). My name is Miao Yi Su. I'm a third year student at Wenzao University in Kaohsiung, Taiwan. This term paper is my graduation project for realizing how I learn from the department of International Affairs. Consequently, the purpose of my study is to understand cross-cultural management between Taiwanese managers and Thai employees in Emerald Nonwovens. Thank you for coming. This interview involves four sections. The first section is a survey, in which I will ask you about your basic information and experience in Thailand. There are no right or wrong or desirable or undesirable answers. I would like you to feel comfortable with saying what you really think and how you really feel. The questions in the second, third and fourth sections focus on the interaction between Taiwanese managers and Thai employees in the corporate culture.

### **TAPE RECORDER INSTRUCTIONS**

If it is okay with you, I will be tape-recording our conversation. The purpose of this is that I can get all the details but at the same time be able to carry on an attentive conversation with you. I assure you that all your comments will remain confidential.

### **Section 1**

#### **Background**

Q1. What is your name?

(If you don't want your name be show on my experimental writing, I will respect your opinion for keeping anonymous.)

Q2. Where were you born?

Q3. Where were you live now?

Q4. What is your education level?

(Possible answers: less than high school degree, high school, college and above college degree)

Q5. How long have you stayed in Emerald?

Q6. What is your position in the company?

(Possible answers: top management or rank-and-file position)

Q7. Are you married?

(If the answer is yes, then answer Q7a, but if the answer is no, skip to Q8.)

Q7a. Do you have children?

Q8. Do you think that going to work here has an impact on the family?

## **Section 2**

### **Relationship between supervisor and subordinate**

Q1. What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

Q2. What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

Q3. What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate. (top-down: supervisors have strong privileges. bottom-up: supervisors are willing to absorb the opinions from the subordinates and subordinates dare to say their own idea.)

Q4. When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

(Possible answers: in a coordinated manner or conflict-based manner)

Q5. When there were issues to discuss, most of the comments came from group or self? Please elaborate.

## **Section 3**

### **Management style**

Q1. How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

(If not, how did the company solve unpredictable conditions? Is it an innovative way or traditional way?)

Q2. What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

Q3. What is the company's management style at work? Is it flexible or rigid? Please elaborate.

Q4. What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

Q5. What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

Q6. Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

## **Section 4**

### **Work-related value**

Q1. What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

Q2. What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

Q3. From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

Q4. What do you think of failure during your work? Please elaborate.

(Possible answers: a disaster or a minor events)

Q5. What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

### **CLOSING**

Thanks for your time.

That's all the questions I have for you. Do you have any questions for me?

I hope to create a resource from the information you have shared. If you have additional ideas of how to disseminate this information, please let me know.

I will send you a copy of the confidential digitized version of your response so you can identify and I can correct any mistakes. Meanwhile, if you are interested in what I do with all that you have shared, I can give you a copy of my research proposal.

**Thank you for your cooperation.**

## APPENDIX 2 Interview Consent Form



Wenzao Ursuline University of Languages

Department of International Affairs

900 Mintsu 1<sup>st</sup> Road Kaohsiung 80793,

Taiwan

### Consent Form- Interviews

Please consider this information carefully before deciding whether to participate in this research.

**Purpose of the research:** To understand the interaction between Taiwanese managers and Thai employees in Emerald Nonwovens in Thailand. In order to get a better understanding of the situation, I will utilize the concept of cross-cultural management to observe your interactions in different occasions so as to understand how the operations of cross-cultural management affect the members in this company.

**What you will do in this research:** If you decide to volunteer, you will be asked to participate in several interviews and will be asked several questions. Some of them will be about the relationship between Taiwanese managers and Thai employees, and others will be about management style and work-related value. With your permission, I will tape record the interviews. You will not be asked to state your name on the recording.

**Time required:** The interview will take approximately one hours.

**Risks:** Some of the questions may cause discomforts or embarrassments. However no risks of any kind are anticipated.

**Benefits:** This is a chance for you to tell your story about your experiences related to the work environment in Emerald Nonwovens.

**Confidentiality:** Your responses to interview questions will be kept confidential. At no time your actual identity will be revealed. You will be assigned a nickname. Anyone who helps me transcribe responses will only know you by this nickname. The recording will be destroyed after being transcribed. The transcript, without your name, will be kept until the research is complete.

The data you give me will be used for writing up the report for this study and may be used as the basis for presentations in the future. I will not use your name or information that would identify you in any publications or presentations.

**Participation and withdrawal:** Your participation in this study is completely voluntary, and you may refuse to participate or withdraw from the study without penalty or loss of benefits to which you may otherwise be entitled. You may withdraw by informing me that you no longer wish to participate (no questions will be asked). You may skip any question during the interview, but continue to participate in the rest of the study.

**To Contact the Researcher:** if you have questions or concerns about this research, please contact: Ms. Su, Miao-Yi, phone number: (+886)955-441611 and email address: [pettysu16042321@gmail.com](mailto:pettysu16042321@gmail.com).

**Agreement:**

The nature and purpose of this research have been sufficiently explained and I agree to participate in this study. I understand that I am free to withdraw at any time without incurring any penalty.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## BIBLIOGRAPHY

### Chinese Section

- 林俊甫, 高君逸, 汪哲仁, and 黃柏誠. "臺商經貿投資白皮書—泰國篇."  
edited by 財團法人中華經濟研究院, 1-101, 2015.
- 邱奕宏. "從東協自貿區到東協經濟共同體的東協經濟整合之評析." *貿易政策論叢* 18 (2012): 120.
- 侯明賢. *管理學原理與方法*. 崧博出版事業有限公司, 2009.
- 徐遵慈. "臺灣產業的「新南向政策」." *貿易政策論叢* 22 (2014): 69.
- 戴國良. *圖解管理學*. Vol. 2, 台北市: 五南圖書出版股份有限公司, 2012.
- 嚴文華, and 宋繼文. *跨文化企業管理心理學*. 石文典編著 ed. 台北市: 揚智文化, 2002.
- 蘇俐穎. "布局東協新商機." *台灣光華雜誌*, 2018, 1-128.

### English Section

- Asamoah, Emmanuel Selase, and Miloslava Chovancová. "The Effect of Cultural Orientation on the Purchasing Decisions of Consumers: A Cross Cultural Comparative Study." *International Journal of Contemporary Management* 15, no. 1 (2016): 7-32.
- Bialas, Sylwia. "Power Distance as a Determinant of Relations between Managers and Employees in the Enterprises with Foreign Capital." *Journal of Intercultural Management* 1, no. 2 (2009): 105-15.
- Burns, Tom, and G. M. Stalker. *The Management of Innovation*. Vol. 2, London Oxford University Press, 1961.
- Cartwright, Susan. *Human Resource Management*. A Mittal Publication 2002.
- Christiana, M Beulah Viji. *Organizational Behaviour*. Education Publishing, 2011.
- Costa, Ana Cristina, and Katinka Bijlsma-Frankema. "Trust and Control Interrelations." *Group & Organization Management Research News* 32, no. 4 (2007): 392-406.
- D.K., Bhattacharyya. *Industrial Management*. 2 ed.: Vikas Publishing House Pvt. Ltd., 2010.
- Danny, Samson, and Draft R.L. *Management* Fourth Asia Pacific edition ed. South Melbourne, Victoria: Cengage Learning Australia, 2012.
- Everet, Susan Fayette. "The Importance and Implementation of Management Functions and Activities in Agricultural Teacher Education Programs." Iowa State University, 1981.
- Ferraro, Dr. Salvatore. "Frederick Taylor's Other Principles." *International Journal of Business and Social Science* 7, no. 11 (2016): 24-27.

- Greblikaite, Jolita, and Rasa Daugeliene. "The Growing Need of Cross-Cultural Management and Ethics in Business." Kaunas University of Technology, 2010.
- Guo, Yung-Hsing. "The Transformation of Production Networks of Manufacturing in Southeast Asia after 2008 Global Financial Crisis." National Taichung University of Science and Technology, 2018.
- Han, Hao. "Analyze Cultural Affection on Accounting Research in Uk and China by Hofstede's Cultural Study and Supported by Gray's Model." Teesside University Business School, 2014.
- Hofstede, Geert. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*. Vol. 2, United Kingdom: Sage Publications Ltd., 2001.
- Hofstede, Geert, Adriana V. Garibaldi de Hilal, Sigmar Malvezzi, Betania Tanure, and Henk Vinken. "Comparing Regional Cultures within a Country: Lessons from Brazil." *Journal of Cross-Cultural Psychology* 41, no. 3 (2010): 336-52.
- Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov. *Cultures and Organizations: Software of the Mind*. Edited by 3. New York: McGraw-Hill, 2010.
- Indabawa, Salisu Lawan, and Zakari Uba. "Human Relations and Behavioral Science Approach to Motivation in Selected Business Organizations in Kano Metropolis Nigeria." *European Journal of Business and Management* 6, no. 25 (2014): 168-73.
- Jing, Pu. "Cross-Cultural Human Resource Management, Case Company: Penta Chutian Laser Equipment Co., Ltd." VAASA University of Applied Sciences, 2010.
- Jones, Gareth R., and Jennifer M. George. *Essentials of Contemporary Management*. Translated by 榮泰生. Vol. 2: Tsang Hai Biik Publishing Co., 2007.
- Kawar, Tagreed Issa. "Cross-Cultural Differences in Management." *International Journal of Business and Social Science* 3, no. 6 (2012): 105-11.
- L., Bem S., Martyna W., and Watson C. "Sex Typing and Androgyny: Further Explorations of the Expressive Domain." *Journal of Personality and Social Psychology* 34 (1976): 1016-23.
- Leung, Joyce, and Brain H. Kleiner. "Effective Management in the Food Industry." *Management Research News* 27, no. 4/5 (2004): 72-81.
- Maimone, Fabrizio. "Intercultural and Cross-Cultural Management and the Future of Organisations." *European Journal of Cross-Cultural Competence and Management* 1 (2009).
- Mangundjaya, Wustari L. H. "Is There Cultural Change in the National Cultures of Indonesia? ." University of Indonesia 2010.

- Masterson, Bob, and Bob Murphy. "Internal Cross-Cultural Management." *Training & Development Journal* 40, no. 4 (1986): 56-60.
- Nadrifar, Alireza, Esmat Bandani, and Hakimeh Shahryari. "An Overview of Classical Management Theories: A Review Article ". *International Journal of Science and Research* 5, no. 9 (2016): 83-86.
- Najafbagy, Reza. "Problems of Effective Cross-Cultural Communication and Conflict Resolution." *Palestine-Israel Journal of Politics, Economics & Culture* 15/16, no. 4/1 (2008): 146-50.
- Nguyen, Nguyen Thi Duc, and Atsushi Aoyama. "Exploring Cultural Differences in Implementing International Technology Transfer in the Case of Japanese Manufacturing Subsidiaries in Vietnam." *Contemporary Management Research* 9, no. 1 (2013): 13-34.
- Nhema, Alfred G. "Relevance of Classical Management Theories to Modern Public Administration: A Review ". *Journal of Public Administration and Governance* 5, no. 3 (2015): 165-79.
- Once, Saime, and Akeel Almagtome. "The Relationship between Hofstede's National Culture Values and Corporate Environmental Disclosure: An International Perspective." *Research Journal of Business and Management* 1, no. 3 (2014): 279-304.
- Oshlyansky, Lidia. "Cultural Models in Hci: Hofstede, Affordance and Technology Acceptance." Swansea University, 2007.
- Rupa, Gunaseelan, and Kulandaiswamy V. *Principles and Practices of Management*. India: Vikas Publishing House Pvt. Ltd., 2016.
- Sarker, Md. Sadrul Islam, and Mohammad Rafiul Azam Khan. "Classical and Neoclassical Approaches of Management: An Overview." 14, no. 6 (2013): 1-5.
- Stambolska, Irina Petrova. "Culture and Negotiation: The Role of Culture in Business Negotiations between Indian and United States Companies." Aarhus School of Business and Social Sciences, 2012.
- Steers, Richard M., Luciara Nardon, and Carlos J. Sanchez-Runde. *Management across Cultures*. United States of America: Cambridge University Press, 2013.
- Thomas, Michelle N. "Administrative Management Theory." Ball State University.
- Topic, Sample Paper& Articles Online for free. "Assignment on the Contribution of Charles Babbage, Adam Smith and Robert Owen in the Field of Management." <https://studymoose.com/assignment-on-the-contribution-of-charles-babbage-adam-smith-and-robert-owen-in-the-field-of-management-essay>.
- Tsui, Anne S. *Cross-Cultural Management: Functions and Future*. England: Ashgate



Publishing Limited 2003.

- Venugopalan, O. "Maslow's Theory of Motivation Its Relevant and Application among Non-Manageral Employees of Seleted Public and Private Sector Undertakeings in Kerala." University of Calicut, 2007.
- Widén, E., and M. P. Karlsson. "Cultural Challenges in Thailand – an Unchanged Fact? A Minor Field Study About Cultural Challenges among Swedish Executives in Thailand.", 2018.
- Wonghatsadorn, Saranya, and Shih-Kuan Chiu. "Cultural Diversity: How to Manage a Cross-Cultural Workforce in a Global Organization." Feng Chia University, 2013.
- Wu, Ming-Yi. "Hofstede's Cultural Dimensions 30 Years Later: A Study of Taiwan and the United States." Western Illinois University, 2006.
- Yusuf, Bibi Noraini Bt Mohd, Zurina Bt Zulkifli, Intan Maizura Bt Abd Rashid, and Syahida Bt Kamil. "A Study on Barriers of Cross-Cultural Communicaiton in Electronic-Based Companies." *The International Journal of Social Sciences* 24, no. 1 (Sep 30 2014): 97-117.

## **The Transcripts**

Date: 2019/08/29

Time: 14:00~15:00

Interviewee: Manager Director A

Place: The office of Manager Director in the first factory

### **Section 1 (Background)**

Q: 您是從哪裡出生的？

A: 台北三重。

Q: 您目前住在哪裡？

A: Ekkachai Road (Samut Sakhon)

Q: 那您最高的教育程度是什麼？

A: 大學。

Q: 您經營 Emerald 多久了

A: 19 年。

Q: 您的工作職稱是？

A: 公司的總經理。

Q: 那您結婚了嗎？

A: 已結婚。

Q: 那您有幾個小孩？

A: 兩個小孩。

Q: 那您覺得這份工作會影響到您的家庭嗎？

A: 當然會影響到我的家庭呀！有好的影響也有壞的影響。

Q: 那您覺得好的影響是什麼？

A: 我覺得當然一定會給我帶來財富，這份工作，因為我現在的工作就是總經理這個職位，對我來說，就是帶給我財富呀，所以我是覺得說當然家裡的生計就可以不用去酬。

Q: 那您覺得壞的影響是什麼？

A: 那因為要花很多時間在工作上，所以相對陪家人的時間就會比較少。

### **Section 2 (Relationship between supervisor and subordinate)**

Q: 您覺得公司裡的泰國員工對於台灣管理者的依賴程度如何？您覺得是高的還是低的？

A: 我覺得我們公司很低。他們如果認為我就是那個台灣人，他們要依賴我的程度很高，非常高，但是其他的台灣人很低，但是依賴我非常高。我覺得可能是我的管理風格，我的管理風格是到非常 details 的人，我一旦到非常 detail，就會管到很細節，我管到很細節之後，他們就會不敢做決定，那什麼就要等我做決定，因為怕萬一做錯了決定會被我修理，那相對為了要等我做決定，那事情可能就會被 pending，這就是所謂的依賴，她依賴我來做這個決定，但是這也是我後面要改變的，我不知道這個會不會影響到你後面的問題啦。因為我覺得我們公司以前的小孩不夠大，我可以看到各方面，加上我以前找的人，我實

在是覺得不怎麼優秀，相對於台灣人，相對於其他比較更優秀的人。我覺得第一他們不夠優秀，我不認為他們可以處理這樣的事情，所以就變成我自己來處理，所以就變成他們就是幫我做一些簡單的事來等我，但是慢慢地因為公司的事情越來越多，越來越沒辦法負荷，再加上越有機會去遇到更優秀的人，那我就覺得這是一個可以把工作轉給他們的一個時間點。

Q: 那您覺得公司裡的員工及台灣管理者的關係如何？好還是不好？

A: 目前我看起來還好，我也聽過很多的公司，就是問題很多會勾心鬥角，不只是同一個國家的人，台灣人跟台灣也會勾心鬥角，泰國人跟台灣人更會勾心鬥角，可是在我們公司，我看起來覺得一般般，沒有很大的問題，但也不可能說是很融洽啦，我也不奢望說大家融洽到好到不行，也很難，因為我的管理風格一向是不希望你們太融洽，你不能太融洽，你太融洽他們就會聯合起來騙你，你怎麼可以讓採購、請購、倉庫跟會計全部連結再一起，你完了，你光是 paper 就可以把你的錢拿走了多少，因為這個案例其他公司聽太多了，所以不能太融洽，我們融洽必須要工作以外的融洽，工作之內就是各司其職就這樣，我一向的管理風格是這樣。

Q: 那您覺得公司的決策模式是什麼？是由上而下還是由下而上？

A: 一直都是由上而下。上面做決定下面 follow。

Q: 當泰國員工與台灣管理者有衝突時，他們是如何解決問題？

A: 你問我就不準啦，因為我就沒得選啊，因為我是老闆，我付錢的人，他們就只能 follow 我，但是別人的話我覺得還算可以溝通，就用溝通的方式。

Q: 當公司有一些議題需要討論時，大部分的意見是來自於個人還是團體？

A: 其實你如果問我，我覺得團體比較多。因為在以前比較個人，在這幾年我找的主管，他們就比較會 built 他們的 team，當你一旦這個 team 建立起來了之後，大家就會有自己的想法，他們就比較常去開會，以前開會是我 call meeting，他們才會來 meeting，可是這三五年來已經不用了，他們會自己去開會，當他們有意見反饋給我的時候，就會告訴我哪裡怎麼樣，我覺得有比以前好很多這三五年。

### Section 3 (Management style)

Q: 公司是怎麼處理一些無法預知的事情？公司有無已寫好的手冊遵循？（如果沒有的話，那公司如何處理無法預測的事情，是以創新的方式還是傳統的方式？）

A: 想到哪裡做到哪裡走到哪裡。我們公司沒有，我們公司目前為止還沒有這個機制，也還沒有人可以做到這方面。

Q: 那您覺得公司的組織架構是正式的還是非正式的？

A: 我覺得我們公司還不夠清楚，屬於非正式的。這就是他們一直要我改善的，可是我覺得組織本來就會有不同的改變，因為我常常聽很多大公司做 presentation，一年見一次然後見面一次就說我們組織又改了，even 人家是前十大的企業，他們也是常常修改組織，因為會配合現有的狀況而有所改變，

那我們公司也一直在調整，他們最近也在跟我說，公司組織能夠再清楚一點，那我們公司組織有組織圖，但是 job description 還不夠清楚，所以才導致有些是 overlap 的工作或是有些工作沒有人做。

Q: 那您覺得公司的管理風格是彈性的還是嚴謹的？

A: 我應該講說嚴謹中有彈性。我是屬於比較霸道的老闆，我非常霸道，我就堅持一定要這樣子做，但是我是會告訴你我為什麼要這樣子做，但是你要是覺得你想得跟我想得不一樣，你可以講，但是我不接受，對不起，你還是得照我的方式，我有時間就聽你說，沒時間就照做，有些人會很聰明會利用空檔來跟我說他的想法。

Q: 那您覺得公司大部分的員工在這裡工作，是單純想把職務完成還是會希望在工作上能學到東西？

A: 我覺得一半一半，很明顯，一旦你看的人多了。因為我以前沒當過主管，我開始 interview 人也是我開始創業的時候，我以前都是被人家 interview 的，從來沒當過主管，我是被人家 interview 一路走上來的，加上一直都沒有屬下，什麼都我自己來做，所以我也沒有 interview 過，但是等到你看到這麼多人跟這麼多人工作之後，你會很明顯地感覺到誰是想要來學東西，誰就是想要得過且過，像我就是舉例找一個人跟他說，我覺得你可以當主管，你做這麼久了，而且這三個人我就覺得你最行，我把你拉上來當主管好不好，他就說不要，我就說為什麼不要，他就說：『我覺得會有壓力，有工作就好，我不想管，每天有事情做就好了。』這就是你講的他就覺得他只要把份內的事情做完就好，可以我就說你升上來可以去上課還可以調到別的部門，他就說不用了我這樣就好了，還不少這樣的人，但是有些人不是，有些人一進來應徵的時候就說他要做什麼做什麼，可是就泰國人而言，只想把份內工作做好的人應該是七八成，真的是只有一兩成的人我覺得我還想要在怎麼樣的。

Q: 那您覺得公司的營運焦點是要追求長期的利潤還是短期的利潤？

A: 長期，我覺得公司要長期的發展下去。

Q: 那您覺得如何維持這長期的利潤？

A: 我們現在公司的策略就是，我們第一先把訂單找進來，找進來之後，然後再去降低我們的生產成本，各方面的成本，就是先把營業額抓到了，然後再去做 cost saving，採購負責採購，生產負責生產，然後要去跟客人談價格再去跟客人談，我們現在目前是這樣子，就是分開個部門在運作。

Q: 您願意投資在員工訓練上嗎？

A: 非常願意。我是一個非常願意投資的人，只是他們都不願意去學。

#### **Section 4 (Work-related value)**

Q: 您在這裡工作是追求長期的滿足感還是短暫的滿足感？

長期滿足感：有目標性的。短期滿足感：無目標性（就賺錢）

A: 對我來講是長期。其實昨天我的秘書很可愛，我們昨天弄到很晚，他跟我說：『Sophia 你來泰國之前你有沒有想過，你現在手頭上處理的錢就是幾萬幾

百萬幾千萬，然後營業額是到億，現在是十幾億，你有沒有想過，因為我們公司去年 13 億多，然後今年肯定破 14 億，就是今年如果我們有 10% 的成長就是 14 億，她就問我我有沒有想過，我就回說：「我 Sophia 從來沒想過，那因為以前我在台灣，反正就是入不敷出，就是賺的錢永遠都不夠我花，在台北怎麼可能不花錢買衣服在上班，所以信用卡都欠一堆，我是負債來泰國的，為了付信用卡債，然後就自己開始慢慢賺錢，慢慢把錢還完，當然沒有想過自己會到這樣的，然後其實等到你等到了一個階段，你不缺錢的時候，就是你基本生活可以，你想要一年出國一次還可以的時候，你會想到你的責任不在於是錢，我現在看到的責任會在於，今天如果單子沒有進來，這個部門有 200 的人，那這 200 個人萬一他們沒工作怎麼辦，你就會想到很多，我們公司現在假設是 1000 個員工，一個家庭不要太多人四個就好，你就承擔了 4000 個人的責任，所以慢慢我終於懂了什麼叫做社會責任。其實大家講的社會責任就是安全啊，其實真正的社會責任是包括你的財務報表，你必須要是公司要有穩定的成長，而且有固定的利潤，你公司沒有利潤到最後就是關門大吉，所以社會責任不是你所在的位置離醫院很近、安全什麼的，真正的其實是，很多其他的國際企業，都必須要看財務報表，每一個在你這邊工作的家人，那個才是真正的社會責任，到最後你的感覺會到這個地步，你所做的任何一個決定，你要不要做這個產品，要不要跟客人翻臉，我告訴你最後已經不是脾氣的問題，已經是如果一旦說我不要這個東西的時候，我會有多少員工從這個部門 layout，然後他有沒有可能去別的部門，那影響會有多大。當你在做決定的時候，變成這些會是你的影響因素，對你來講，你只不過少賺一千萬，我少賺那一千萬我還是可以活，小孩子還是有書讀啊，只不過我的積蓄是持平的就是沒有往上啊，對我們來講沒有影響，但是你會想到我做這決定的時候，這些人怎麼辦，當我做決定的時候，我是不是該把員工的路鋪好，趕快去找別的產品，一切都 ready 好了我再去跟客戶翻臉，慢慢會有這樣子的做法。

Q: 您在公司的主要目標是什麼？是追求成就感還是追求生活品質？

A: 我告訴你我是成就感。我的人生就只有成就感，真的真的，在這裡哪裡有什麼生活品質。當我有很多事情，想找地方生氣的時候，就會罵一下我的傭人，像是關於湯匙的觸感不好等等。但當我沒時間說的時候，我就是你給我吃什麼我就吃什麼，所以已經沒有什麼生活品質而言。

Q: 那您在執行公司任務時，是想到個人還是整個公司？

A: 我覺得我會想到整個公司，就像我剛說的做任何的覺得都必須考慮周到，像是員工的生活等等，會有責任在身的感覺。

Q: 在您工作的時候，您怎麼看待失敗這件事？

A: 說真的，我看待每一次的錯誤跟失敗都是學習，所以我每一次錯誤的發生，我不會就讓它過去，我絕對會去找原因，為什麼會錯，我可以永許你犯下三次錯誤，但我絕對不允許第四次，因為真的每一次的錯誤跟失敗，對我來講都是一個學習，所以每一個錯誤跟失敗我都會去找出原因，這個原因我會先從我自

己去想，我告訴你這個人不好，這個人讓這個案子失敗，我告訴你錯誤是誰，是我啊，我為什麼會找這個人進來，請他接這個案子，第一，一定是我不了解這個案子要用什麼樣的人，第二，就是我沒看清楚這個人，我不會識人，今天我如果 HR 夠強夠會看人，我一定三分鐘就知道他是什麼人，我每次都被我朋友罵說我不會看人，但後來確實是真的，所以後來我都不 interview 人，我都請他們 interview 有好的在給我，我在看我有沒有喜歡的，有時候我應徵可以的，他們又不好意思說不 ok，沒有人敢說老闆錯，另外一個問題是他們覺得不好我又能說什麼，他們就不願意跟他工作啊，所以近半年都把這份任務交給他們。

Q: 您的工作重心是什麼？是維持與同事間的關係還是注重工作績效？

A: 我覺得以前我會比較注重關係，關係為主，績效為輔，但是因為最近有新人進來給我很大的打擊，加上我去上課也有差，所以我現在會開始以績效為主，關係為輔，我覺得這樣比較中立，因為你如果以關係為主的話，他們就會認為我有私心，就是你不管他人好不好，只要他做什麼你都會答應，可是我覺得這樣對很多人是不公平的，不會讓整個公司傾向一邊，我只要抓住總經理的把柄、拍拍馬屁，只要知道 Sophia 愛聽什麼話就好了啊，其實績效就是一個數字管理，所以慢慢我就蠻多都用數字管理，像是 EXCEL 裡的 vlookup 功能等等。

Date: 2019/08/09

Time: 17:30~17:52

Interviewee: Product Manager B

Place: The factory 1 in Emerald

### **Section 1 (Background)**

Q: 您是從哪裡出生的？

A: 台北。

Q: 您目前住在哪裡？

A: 公司的宿舍。

Q: 那您最高的教育程度是什麼？

A: 大專。

Q: 那請問您在公司待多久？

A: 從 2003 年，已經 16 年了。

Q: 那您在公司的職位是什麼？

A: 算是產品經理。

Q: 那您結婚了嗎？

A: 還沒。

Q: 那您覺得這份工作會影響到您的家庭嗎？

A: 不會。

### **Section 2 (Relationship between supervisor and subordinate)**

Q: 您覺得公司裡的泰國員工對於台灣管理者的依賴程度如何？您覺得是高的還是低的？

A: 我覺得不一定誼，看情況。我如果講實話的話就是，當然是不希望他們很高，如果你跟他們溝通很好就不需要依賴他們，所以這個我很難說，如果員工很獨立不太做錯的話，依賴程度就低。但公司裡的員工最於管理者的依賴程度是高的，就是我覺得第一可能一開始訓練員工不清楚，就是不要管員工笨不笨，就是你可能一開始的時候沒有把他教好，然後文件可能不清楚讓他沒有辦法依循，那如果是文件清楚，你又把它教育很好的話，員工其實可以按照正確的方法去自己做決定就不用依賴管理者。

Q: 那您覺得公司裡的員工及台灣管理者的關係如何？好還是不好？

A: 我覺得算是好的，不好的話，就會離開了。就是如果一有問題就拿出來討論而不是逃避。

Q: 那您覺得公司的決策模式是什麼？是由上而下還是由下而上？

A: 當然是由上到下。老闆看到什麼不對就會要求改進，而不是下面的人去反應。

Q: 當泰國員工與台灣管理者有衝突時，他們是如何解決問題？



A: 意見不合一定要找出原因，就是說服彼此去接受，就是意見不合的時候一定要找出，不合的時候一定是不能接受對方的某一點，要問說對方為何不能接受，確認為自己的想法是對的，去解決這件事。

Q: 當公司有一些議題需要討論時，大部分的意見是來自於個人還是團體？

A: 團體。你有沒有看到我們很常開會，一開始來公司的時候，老闆就會說服新人為什麼他會這麼做，可是做久了之後，可是為何開會會開這麼久是因為要彼此解釋他們的論點，然後慢慢的有交集。

### Section 3 (Management style)

Q: 公司是怎麼處理一些無法預知的事情？公司有無已寫好的手冊遵循？

A: 要看事情的大小談。就是其實有些問題發生了，可能是已經有文件了，可是大家都沒有讀，可是那些文件本身就是不清楚需要改，就是如果是很大的問題的話，當然就是大到要放文件上面，以便以後讓大家遵守，或者是有一些小的問題，可能是短暫的，就會寫在內部聯絡書，就是讓大家知道說發生這個問題該如何解決。

Q: 那您覺得公司的組織架構是正式的還是非正式的？

A: 正式的啊，怎麼會是非正式的。因為每次開會都會給客人看，是正式的。

Q: 那您覺得公司的管理風格是彈性的還是嚴謹的？

A: 就像你說的已經有組織架構了，然後因為我們公司的東西，很多做法、產品規格都是有具體的文件化，其實大部分都是照著文件的架構走，所以算是嚴謹的，因為所有都須依照規格走。

Q: 那您覺得公司大部分的員工在這裡工作，是單純想把職務完成還是會希望在工作上能學到東西？

A: 我覺得一開始是想要學到東西的，但是久了以後，就會只想要完成份內工作，因為在這裡環境久了，員工也沒有辦法升遷，我是認真的回答。

Q: 那要在公司升遷容易嗎？

A: 我覺得在公司裡要升遷，除非它上面的人走了，因為位置都固定了。然後也有例子就是說，員工做得很好，但是它上面的人也做得不錯，就是可能會讓他當副經理之類的。

Q: 那您覺得公司營運的焦點是長期的利潤還是短期的利潤？

A: 當然是長期的利潤啊，誰不想開久一點。對呀，所有的投資都這麼大了，當然是長期的。

Q: 那公司如何維持長期的利潤？

A: 設備的投資。其實第五題跟第六題有相關談。譬如我們會引進一些新的設備，像我們這種 ISO 制度都會更新，其實每個月都有不同的訓練課程，譬如新設配更新的話，他們常常開會的時候就會有新的想法，希望公司能夠引進新設備。

Q: 所以如果有新的機器引進來的話，員工如果被指派做新機器就需要接受特定的訓練是嗎？

A: 是，而且要用到那個產品的人跟管理者都要去知道為何要進這個東西，所以公司是願意投資在員工訓練上的。

#### **Section 4 (Work-related value)**

Q: 您在這裡工作是追求長期的滿足感還是短暫的滿足感？

A: 短期應該就是領到錢，長期是指升遷嗎！哈哈。短期就是加薪領到錢，其他就是你在工作上累積的知識或成就，舉一個例子來說，你現在在學校學的東西跟你在職場上所要做的事完全不一樣，一開始一定會挫折，可能累積了兩三年，一年可能看不出來，但可能兩三年之後，你會覺得以前你不會的事情，以前你看到事情，看到這個錯誤會害怕，可是如過你錯十次之後，你就不會怕了，就知道要怎麼應對，這種算是一種長期的。可是就是你到最後，以前小時候，會覺得很心浮氣躁，覺得什麼事情都做不好，但現在看到那件事，就會知道要怎麼解決。就像現在社會變遷很快，你遇到新的事情的時候，你也可以找以前犯過類似的錯，去比較去改善一點點，就可以去應付這個問題或是比較難的事情。

Q: 您在公司的主要目標是什麼？是追求成就感還是追求生活品質？

A: 追求生活品質。我沒有覺得職位很重要，但是一定要每年加薪，因為我需要那些錢去滿足我工作以外的生活，其實工作很辛苦，真的很難，你要讓不同的人去接受你的想法，而且你要去跟人家溝通，一開始會很生氣，因為你會覺得為什麼別人都不聽你說，可是問題是你也會不聽對方所講的，我覺得學去跟人家溝通，一開始年紀小的時候會很傷心，因為一直生氣為什麼別人不聽我的，慢慢地當你很了解你的工作、你的產品，你可以很快地去說服別人之後，就是對你的職位及薪水有幫助。我覺得工作如果沒有外來的刺激，對如果你沒有你想要過的生活，你會很沒有目標，你會覺得這樣子做就好了我又不缺錢，但如果你沒有覺得我賺這麼多錢可以到國外生活，就是出去玩或是買一些好的東西，所以我並不覺得工作上的成就會是一我的目標，我覺得生活……，因為生活得時間會比工作的時間還要長。

Q: 那您的泰文是怎麼學的啊？

A: 就是來這間公司。我們一開始沒有翻譯，可是一開始會被丟在生產線，就是都沒有翻譯，你要跟所有的，他們也沒有翻譯，一開始剛來公司的產品沒有這麼多，從打樣沒有文件，大家一起工作，然後他們也要適應我，但是也沒有像我們依樣要學中文英文，他們就這樣東西拿來，他們就說這個是什麼，要怎麼做，所以我的泰文聽新聞什麼的不太會，但對於工作及產品的泰文就很會，可能如果去外面，他們講政治或生活就不太會。

Q: 那您在執行公司任務時，是想到個人還是整個公司？

A: 一開始不清楚這麼多事情的時候，當然只會想到自己，趕快把事情做完趕快回家。但是這很難，等到你生氣久了，會讓身體不好，然後客能你事情看多了會覺得這世界上不可能只有你自己好別人不好的事情，應該就是你要帶動別人，你才會輕鬆，所以我覺得應該要看整體。

Q: 在您工作的時候，您怎麼看待失敗這件事？

A: 年紀還小時，覺得失敗很丟臉，就是一開始來的時候，因為常常生產線，產的預估不對，然後其實常常要跟客人說，我要延遲出貨之類的，就覺得很丟臉，而且要寫 email 寫很久，但是慢慢的，其實年紀大了就會站在別人的角度去想，然後可能以前都只會看到你自己寫 email 好難寫，但是後來你常常跟他們工作，每個人都有每個人的困難，因為他們也很難過，難過不出來。其實大家都在同一條船上，以前失敗會覺得丟臉、難過，但是現在會覺得失敗很好。因為如果沒有以前的那個失敗，我也學不到東西，失敗其實是讓你學到東西最快的方法。

Q: 您的工作重心是什麼？你覺得是維持與同事間的關係還是注重工作績效？

A: 其實你這個問題。不同職位的人會有不同的答案。就是如果職位低的人，他當然會 focus 在自己的工作績效，但是我現在已經不行了，說難聽一點，如果客人下訂單，我就要麻煩別人幫我做事，講好聽是，因為我的工作就是要去拜託生產部你要做，生產品做完要拜託出口做文件什麼的，所以變成我是要維持關係，因為有時候同階層的員工會彼此不高興彼此，會去計較工作量的多寡，我就事要告訴他們，你沒有看到別人多辛苦，你只想到你自己，員工很辛苦，你要幫他們，萬一他們都不講話的時候，我就是要去協調溝通，所以我完全沒有工作績效。

Date: 2019/07/10

Time: 19:00~19:35

Interviewee: Sales Department C

Place: The living room at second floor of factory 1 in Emerald

### Section 1 (Background)

Q: 你從哪裡出生？

A: 在台灣出生。

Q: 你受到最高的教育程度是？

A: 大學。(輔仁大學法文系)

Q: 你在公司待多久？

A: 一年半左右。

Q: 你現在住哪裡？

A: 公司的宿舍。

Q: 你在公司的職位是？

A: 業務部。

Q: 你結婚了嗎？

A: 沒有。

Q: 你覺得來這邊工作會影響到家庭嗎？

A: 不會。

Q: 當初來決定來這裡上班，父母親是同意的嗎？

A: 同意。

Q: 那當初是怎麼找到這份工作的？

A: 公司那時在台北車站有個徵才的活動，就有跟老闆面試。但我沒有馬上被錄取，是後來寄履歷給他，對對對。

### Section 2 (Relationship between supervisor and subordinate)

Q: 你覺得泰國員工會高度依賴管理者嗎？

A: 蠻依賴的吧！因為很多事情還是得主管做決定，他們才能執行剩下的任務。有比較具體的例子嗎？(像是有什麼事情是必須跟主管說，沒有辦法自己做決定，一個比較明顯且具體的例子。或是你覺得公司在執行或是程序方面，員工必須轉告管理者才有辦法完成事情，不能以自己的立場來作為決定。)

不是說沒有辦法靠自己，應該說是要得到老闆的核准，就是因為員工得知道老闆的意見是怎麼樣，員工才能去做。應該說老闆的觸角深入到很多地方，就是他希望他都了解，所以很多時候就是員工們就是要經過老闆的同意或是跟他討論過再去做。像是，我記得我在採購部實習的時候，採購部就有很多文件都要給楊經理核准，就是類似這樣，就是給她看說，你的進度做到什麼地方，然後經理要看一下內容是什麼。恩恩恩。。。。

Q: 那你覺得公司的泰國員工跟管理者，他們有良好的關係嗎？

A: 我覺得要分開看，因為在公司裡面的時候，他們就是工作關係。在公司以外也是有一些革命情感。

Q: 那公司會用什麼樣的方式去維繫員工與管理者的關係？像是舉辦活動等等。

A: 每年會辦尾牙，然後之前有員工旅遊去台灣，然後是王副總自己帶。他們很早之前好像有一些，就是可能去爬山的活動。對對對。公司自己的活動這樣。喔喔！等一下我再補充一個，然後也會帶員工去，該怎麼講，因為公司附近有一個盲人學校，然後我們有做公益，也會帶員工去做公益，但我不確定頻率怎麼樣。

Q: 那都是去那裡幫助什麼？

A: 做公益、教他們東西。

Q: 那你覺得管理者在公司有強大的特權嗎？就是決策方式是以由上到下還是由下而上。是垂直還是平行。

A: 算是垂直吧！因為畢竟這個公司的決策者還是老闆，而且他比較知道全方面市長什麼樣子，所以他會分配工作給大家，就是請大家把資料準備好給他，讓他去做決定或者是讓他給大家一個方向說喔！要怎麼去完成事情。

Q: 那你覺得在遇到衝突的時候，管理者與員工會如何處理？像是意見不合。

A: 就是理性地解決問題。就是大家要找出說，到底是哪個溝通的環節出問題，那就是回去看說，也有可能不是我們的問題，就是不是我們公司的問題，就是是第三方所造成的。

Q: 當公司有會議時，可能有議題需要大家討論，通常意見都是來自於一個人還是是團體討論決定的？

A: 不會不會。這方面主管蠻開明的，他有時候會開放時間讓大家發表意見。對對對。

Q: 我可以問一下。是不是你們每個禮拜二都會開週會？

A: 對對對，算。但是，那個是我們現在正在追求的一個目標，所以每個禮拜都要開這個會，它是一個，恩。。。on-time delivery 的會議（OTD），他是在看上一週的出貨率怎麼樣，所以就得所有人一起來開這個會，因為要知道說，所謂貨的出貨率，因為這個會影響到我們跟客戶談的交情，所以所有人要來開會是因為有可能不是生產線的環節出問題，有可能是別的環節出問題，所以大家要來知道說，為什麼導致我們可能沒有準時送貨之類的。

Q: 而且我發現你們每次週會都開很久？

A: 對對對。因為這個東西又會影響到我們的營業額，所以大家也都得來，我覺得也算是個週會吧！

Q: 那通常開會是王副總跟楊經理一起嗎？還是他們會分開？

A: 看是什麼會呀！對哇！如果跟王先生有關的會，那就是他也會參加。

Q: 那楊經理的會議主要是有關於什麼？

A: 恩。。。辦公室裡相關的。

Q: 王副總是不是偏向算錢的？

A: 沒有沒有。他管理技師那邊。

Q: 技師指的是在工廠裡面的？

A: 就是修理工廠機器的人。還有生產線的人好像也有管一些，反正機器那邊跟人資那邊，就是工廠裡的員工。

再來就是整體的管理風格。

### Section 3 (Management style)

Q: 公司有沒有一個書面的規範去面對無法預知的事？

A: 突發狀況的話，是臨機應變。除了臨機應變還有就是詢問之前有碰過同樣事情的人，問他當時是怎麼處理的，就是這樣他比較有經驗可以解決。

Q: 那你覺得公司整體的形成是一個正式的架構還是非正式的架構？

A: 正式的架構。因為公司有明確的組織架構圖。

Q: 那你覺得公司在控管工作、權力、職務，是以一個彈性的方式來控管還是是

A: 穩固的方式，就是比較沒有辦法去變動這些控管的動作？

公司每個部門的工作內容是有程序文件可以 follow，所以每個人的工作範疇及如何控管程序的基本架構是有的，但如何完成被指派的工作是有彈性的，畢竟每個人思路不同做事方式也不同，這方面是可以溝通協調的。舉例來說，你的工作是要達成某個目的或目標，如何達成也就是中間的過程怎麼做這部分可以自己決定，只要你能把交代的工作完成達到目的。假設主管希望你提供某個產品的品質標準給他看，要如何收集資料並且整理成主管可以理解的資訊，這部分是沒有任何規定。你可以詢問相關人士或跟了解品管的同事探究或自行上網查。有很多方法，看當下最適合怎麼做，只要有效率地完成工作不太會管你怎麼完成的，因為目的就是要解決問題。

Q: 那你覺得員工是希望在工作上學習到事情還是只是單純希望知道怎麼做就好？

A: 要看人我覺得要看個人的位階跟遠見，如果希望有一天能到達主管或管理階層的 level，就會思考事情怎麼做更有效率，提出改善方針或全方面學習提升自己。但如果沒有追求工作上的成就，通常是偏向學習把自己份內事情做好，不拖累其他部分或協作單位。當然也有只聽指示做事不多想的員工，所以說要看人。

Q: 那你覺得在工作上，你學習到什麼東西或是你期待在工作上學到什麼？

A: 我想一下。我覺得是待人處事方面，因為業務的工作比會跟人有接觸，那你要怎麼跟你周遭相關的人，會影響到你工作的人，恩。。，去溝通，那這件事情就是得持續學習的。

Q: 那你覺得在業務部最大的困難是什麼？

A: 最大的困難就是，有很多事你沒有辦法控制的，那你要怎麼去降低這樣的風險。

Q: 那你覺得公司是一個強調長期的利潤還是短期的利潤？

A: 長期的利潤。

Q: 那你覺得公司是如何維持長期的利潤？

A: 每一季都會回顧我們上一季做的怎麼樣，我們就是有 management review，就是每一季都會有一個去看說每個部門的 KPI 做得怎麼樣。

Q: KPI 是什麼？

A: 喔！KPI 是一個就是你工作做得怎麼樣的一個指標，就是它是一個數值。Key Performance Indicator，好像是一個部門一個指標，然後我們每年還會有個人的自我評估。

Q: 所以公司會用個指標來看說公司每一年的狀況，然後去維持。

A: 對對。這是公司管理的部分，那營業額什麼的也會定期的追蹤。就是我們的週會，我們也會看訂單收得怎麼樣，然後有沒有達到我們預期的數字，如果沒有的話，我們就要想怎麼去做這樣子，反正就是有在追蹤這件事。

Q: 所以公司也已經擬定好說，今年業務要達到哪個地方？

A: 對對對。

Q: 那公司願意花錢投資在訓練員工身上嗎？

A: 因為我們有拿什麼，因為我們有一些證照，會影響說我們的。我不要亂講，怕會。。我知道我們定期會有培訓，就是為了要讓員工。因為他有沒有拿到這個培訓，會影響到他的工作，會影響到我們稽核的時候，所以會有定期的配訓，去了解，那叫啥啊？就你知道我們有拿 ISO 是跟醫療相關的，它好像是，它可能有一些規定，應該說它有一些規範在，然後所以必須要有，必須去定期培訓新來的員工或者是你沒有上過課的，你得去上那個課，不然它會等同你沒有受過訓練。

Q: 所以公司基本上的員工都已受過 ISO 的培訓課程？那新來的員工一樣要受過 ISO 的培訓課程？

A: 因為公司是請外面的講師進來或者是找相關的單位來公司。ISO 是一個標準或準則，只要做醫療相關的東西，就是醫療品管相關的，管理系統標準。可能有一些規範是與員工相關的，然後要去培訓他們。可是你的問題不是這個對吧，因為這樣的培訓是一定要參加。像這禮拜就有一個相關的培訓課程，就是講解與 ISO 有關的事務之類的。除了這個以外，因為只要跟醫療相關的東西都會牽扯到品管，那就是人也得受到控管，那就得上一些課，我想跟你想的是這個。

Q: 那公司會額外的訓練嗎？就是會願意花錢或是花心力去投資在員工訓練這部分嗎？

A: 我們之前有個自主的，比較自主的那個訓練，就是可能公司裡面比較厲害會用 Excel 的，他們好像會舉行一些工作坊，就是讓 Excel 沒有那麼厲害的人來跟他們學習。然後還有，如果你想上去上什麼課，然後你跟，就是主管講的話，就是跟他討論說，這門課是對公司有利的，如果主管評估是對公司有幫助的，那她就會，她是願意去投資在員工身上的。

#### Section 4 (Work-related value)

Q: 在工作上你是追求什麼樣的工作滿足？是長期的滿足還是短期的？

A: 工作上追求的是成就感跟經濟獨立，因此短期及長期的滿足感需要都獲得才行。對我來說工作是為了謀生賺錢養活自己，最好要能達到經濟獨立，但是短期滿足達成後也會放眼長期滿足，因為我認為要到達經濟獨立必須要不斷進步不能只停留在做一樣的工作。這樣在現實面薪資很難有漲幅，自己做起來也沒有什麼成就感。其實跟馬斯洛需求的觀念很類似，要先能滿足自我實現需求以下的需求才會思考自我實現的問題對吧？

Q: 你是一個在工作上追求成就感的人還是生活品質的人？追求成就感的人在事

A: 業上較競爭，希望事業有成，但追求生活品質的人比較注重人際關係，也會關心其他的利益。我不認同這個。所以追求生活品質，比較是屬於追求工作以外的生活嗎？但是我覺得也不能把追求成就感說是很競爭的事，就是有可能是追求自己的成長而不是去跟別人競爭啊！？

Q: 是沒錯。但這裡的成就感偏向於競爭。

A: 那這樣的話。哈哈我是偏向生活品質。

Q: 那你可以舉例說明嗎？

A: 但是我覺得，我很難回答，就是我也不是說完全不顧工作，就是在自己的責任範圍內還是要把它做好啊，但是我也希望我的生活品質也是兼顧的啊。

Q: 在工作上，你是以個人還是團體的角度來完成你的職務？

A: 我覺得做事情最好還是想到整體，因為這會幫助你周遭的人，或者是未來要，未來要做這件事情的人，就是你把一個準則建立好，就是你把一個路鋪好，就是對大家都好。

Q: 當你遇到失敗的時候，你怎麼想失敗這件事？

A: 喔！就是當作一個學習。

Q: 那你有經驗嗎？

A: 當然有，不可能不犯錯。

Q: 那有已經談好的業務，結果最後什麼都沒有嗎？

A: 哈哈當然有啊，經常。

Q: 可以大概說一嗎？

A: 就是可能都還是在開發階段，但可能因為一些因素就停滯了，那這樣也沒有辦法，就先放著，反正還有其他專案可以做，那就現放著，也不會覺得是挫折感，它就是工作嗎！

Q: 你如何看待工作中的優先事項？是維持與同事的關係還是強調工作績效？

A: 這兩項不管做什麼職位都蠻重要的特別是對於業務。我會在不影響工作績效的狀況下維持與同事的關係，因為我認為做人比做事重要。業務的工作經常需要跟利益關係者溝通，因此工作績效很多時候是靠同事的協作才能達成。既然如此在執行工作時就會想如何能達到雙贏的局面，讓自己績效不受影響，同事也很樂意幫你。例如我需要請研發幫我製作樣品，我就會把詳細需求整理給同



事，減少他們自己要找資料的時間，他們就能更快給我樣品交給客戶。我覺得只要與同事建立好做事原則及默契，去理解對方的工作難處，很自然就會想著要怎麼做對大家都好。

Date: 2019/08/01

Time: 11:30~12:05

Interviewee: ERP Manager D

Place: The meeting room of factory 6 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Phetchabun. It is four kilometers to Bangkok. My province is in Phetchabun.

Q: Where do you live now?

A: Actually, I lived in Bangkok. Because of work, I just live here around the factory.

Q: What is your education level?

A: Master degree of MBA.

Q: How long have you stayed in Emerald?

A: Five and a half years.

Q: What is your position in the company?

A: ERP department manager. Since I came to the company, I wanted to work in sales or customer service department. But I didn't touch much about that. Because we have some projects come, after finishing around three or four months, then I am in charge with customer service, but it just stayed for three or four months. Then, the ERP system came, so I need to be in charge with it.

Q: Are you married?

A: Not yet. No boyfriend.

Q: Do you think that going to work here has an impact on the family?

A: No impact. Because my family is not here, so I can spend time to work fully.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: I think before I came here, since I started here, all of the decisions are mainly dependent on the supervisor. I mean Taiwanese supervisors. But since the new generation came, look like me, I think some parts have a little bit change, depend on how much sufficient information do I give to our supervisors. It depends on if we can conclude every information, and sufficient enough, and make the solution or the way, we need to report to the supervisors. We just tell them what we think, if they agree with us, they just said it's ok. So you can see different styles. Our supervisors they changed, depends on the person who is working with. But I think it is improve.

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: Eighty percent is good and twenty percent is depend on the situation. Some situations we have different thinking, but we need to respect to their final decision.

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: Both. I think in Emerald still has big group with top-down. Because of our team, they are like a local style, local style means they had the instruction to follow. But it still have some employees' team, they think by themselves, so sometimes they just bottom-up, they just think and present their idea or propose something new to our supervisors and then let them make the decision. So I can said it is both.

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: Currently, our supervisors they are open-mind a lot. We will have the meeting to share what do you think first and then make a decision. Sometimes, if they trust on us, they will agree with us and let us go. Just one thing we need to do is to report what happen, this is the progress. In the past, as I knew, everyone just waited for the supervisors' instruction, but now it is different. Because I think that the new employee has a new idea, and they touch on the work for our supervisor already, so they know how to be in charge, and they will understand more about the problem.

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: Depend on the issue. Because we have many level of employees, it depends on the group, if some group are old people or traditional people, they will keep quiet and listen someone to assign them to do something. But we have another group of people, and will like to share, just like manager-level employees. In our team, we all have our own idea and share to each other, and then making decision together. So we can face different style in the meeting.

### **Section 3 (Management style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: Currently, our supervisors ask the manager-level first to come and share what happened. And then, if we can find the solution on the meeting, then we make the decision together at the moment. But just some cases, after we let them know first, and we cannot finalize, we will assign everyone to think about on their occupancy first, and then discuss the problem again. So I think the style of management is different from the past three years. now everything that happens in our company for unexpected situation, it is not only the supervisors to think of themselves, everyone should know an share the idea.

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: Actually, we have the formal in our internet company. But actually it is not the real one. Because as I said, what is my position? But it is not in the organizational chart. Because the job description is not clear, that why we have something, we cannot find the person who make the mistake or who should be take this responsibility. But we have the change meeting, chance is like our individual group, the member just comes and the member are the people who are be responsible for changing the company. We all talk together and we think something need to change about Emerald to improve ourselves. In the last meeting, we propose our top-management to change some organization for some issues, because some of the job description is not clear, we need to amend, so some organization is not formal, we can deal with and try. But some of the organization do not insist, so that see how change it is.

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: Now I can say it is flexible. But in the past, I think that it is rigid. Because my working style is different from the management team, because I looks aggressive, it means that I do not touched much on our top-management main style, before it liked rigid, it meant that everyone need to follow Sophia, but for me, my style is that I will not follow your instruction, I have to ask her first, what happened or what is the reason for you to think like this, if I have more suggestions for the better way to solve, are you accept or not. It is not you ask me to do something, but I didn't agree with, and I just keep quiet and follow, no. it will not be happy with me. That why her management style is not....., but now she already has changed her style. Because a lot of people, after they saw me, I can do that this, because I work with the top-management, she already has opened mind, everyone has their own opinion, but they fear to say something, but now I think they change a bit already. So someone in the past they did not say their ideas, like "I have something to talk to you.". now, they can be more brave to talk.

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: In the past, I think the employees just only accomplished their tasks, and they went back home. But currently, I cannot answer most of their thinking, I am not sure whether they change their mind already or not. But for me, it is not fulfill my targets, my targets is to change our employee's working style. I don't want they just come in the office and work and then come back. What I said is in the meeting, I chat with them, I don't want to work 8 hours per day, but I told to my team. It liked you can stayed here for 8 hours, but working hours is just a per day work. Another for us, you can think to do innovation or try to think about, and will be help you to work more

faster. “input less than output” this is a concept, no need to work is like today we have ten jobs to do, ten years ago, we still only can do ten jobs per day. Supervisors will blame about your work performance. I will check the progress of the workers, sometime they did not reach the aim for working progress. For example, why I try to implement the IT, all the member have the computer to send the email or send the message in the Line group, but why some employees still use their cell phone to contact with other department? But we don’t know why they use the company’s cellphone, it means we have to pay for it. I think that we need to change the thing that we use in the past. Some of them still take a note to share their idea, but now you can use the computer to help you do this, and it is more clear for others to get your information. We don’t need to call for what this material is different? We will have meeting for week or month. But sometime we cannot change the person’s style, we just give the our ideas.

Q: What do you think of the company’s focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: I think the owner think of the long-term profits for sure. But I think that Emerald now just reach the short-term. Because in the past, Emerald has been operating for 17 years, we don’t have our goal, the goal is in supervisor’s mind, even they share, but no one can support or think about in the same goal. And no one think about how do we go to achieve the goal. Since the change team came, now the policy is very clear, everything in mind is changed, so today goal is very clear, because we worked for one quarter already, now it is the second quarter, the goal is we have to meet 1400 million baht for this year, so it means we need to reach 120 billion for each month, and this month the activity will be changed a lot. Yesterday, it is the end of July right. Today, we focus on how many container can we export. And today we ask every department look on the paper, and put into the ERP system, why the revenue is low, because today we need to find how many we earn. In the past, everyone will say I do my best, but everyone has a different cognitive about the best.

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: Yes. Out top management they invest a lot. For my team, in the IT, Last month we invest two people to go outside to train about the IT. Because our purpose is if I compare with the cost of training, and the benefit, I mean if we ask the third party to come, it will cost some money. So that is why I request company to let them to learn. And they came back, we have the project to work. In the past, everyone fear to ask the supervisors for training. If the outside training is very useful and is good for the company, we will propose to them.

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: Short-term. Because our target is not like this, I have more target day by day. For example, it is not only my job. For my job, if I find some issues or some problems, I solve today. Me and my team, I try to teach them how to think about. It is not just solve the problem today, you need to think about tomorrow. If the same thing happens again, how do they fix it and how do they face. And it is not just our team, we need to think other related people, how do we prevent them to do something wrong again. Maybe because they didn't understand me, maybe they didn't follow, we need to tell them, because we are the friends, if they can do, they can prevent the problem. for me, I don't like the repeat problem. If the problem happens at the first time, we can solve, but when it happens again, I don't need this problem happen again.

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: Since I joined in this company, the position for me is not meet my requirement. I think the goal is achieve and fulfill, because the project they gave to me, I can meet it and process it, but it depends on supervisors evaluate me, maybe it is not satisfy.

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: For the company. It is not from my own. From my own, I have my personal responsibility. Because I had the work experiences for 20 years, some people we have to respect to our position or our work. It is not we do for the company and we gain the salary. Sometimes, if you cannot meet the target or take your team to achieve, maybe our sale will be low.

Q: What do you think of failure during your work? Please elaborate.

A: We can face very easily. Depend the failure come from where, if it come from me, sometimes yes, but I try to prevent. But sometimes it happens the people around me, for example, in my team, so can be happened. But we have to solve it. Second, I will teach them how to prevent. But if the failure come from the other people around me, sometimes I need to get an assignment to take or check. My work style will be the same, let them understand what is the real reason, to know the root cause, if they know the root cause, they will know how to prevent it. If you do not know the root cause, you will not solve the problem directly and it will be happened again.

Q: What do you think of the priority at work? Is it maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: For me, the priority is work performance. Maybe you can ask our team. My relationship with them is not good. Because my style is too rigid, everyone think

about me in the work. If they do something is wrong with our procedure, I will say no you cannot do it, and everyone will be scared me. Because you are just an intern, you will not feel it. You can go to the office and ask them, if I go to the office, it represents that it happened a serious thongs, then everyone will keep quiet not talk to me. Relationship is good. But the work performance is much more important, each work has the problem, but we need to think which problem will be influenced on the company first. If we do not solve the problem which will cost the company's money, the problem will be extended. Depend on the problem how it impacts on our company.

Date: 2019/08/01

Time: 10:00~11:15

Interviewee: RD Manager E

Place: RD Manager Office in factory 6 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Basically, I was born in Sakhonakorn. This is a city.

Q: Is it far from here?

A: It is about 9 kilometer from Sakhonakorn to Bangkok.

Q: Where were you live now?

A: So, I live nearly the Emerald factory.

Q: Are you live with your family?

A: Yes. Sure.

Q: What is your education level?

A: Bachelor degree.

Q: How long have you stayed in Emerald?

A: I think 5 years. I worked here three years ago, but I came back again, and it is around two years.

Q: What is your position in the company?

A: RD (Research and development) manager. But the manager has a high responsible for team, customers and something like that. And also anything about the detail.

Q: But why your English is very fluent?

A: Before I was about 17-18 years old, I had learned about the pack English. And luckily, I went to work at the international factory, Hongkong, Nederland, English, America. Yeah, multination and together. And I also was the first engineer, I had learned from them for the practical, I worked there about ten years. I learned the engineer and then my own factory. America company also send the foreigner for trading. So I was close to the foreigner. And another luckily also. My owner before right, he sent me to learn in Hongkong. Then we got more experiences. But my relations also related to the out country, around 8 members of my family.

Q: Are you married?

A: Yes. Sure.

Q: Do you have children?

A: No.

Q: Do you think that going to work here has an impact on the family?

A: Personally, the family here is ok, but the family in my hometown, Sakhonakorn is difficult to meet them regularly. Because Thailand's holiday is very few. But sometimes only two days, if you drove 6 and 7 hours and turn back again, all the time



you would during the driving. The traffic jam in Thailand is also a problem to impact on the family, because I need to spend more time on driving. In this coming August, I will come back to my hometown.

## **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: I think that it depends on the situation. The job is ok. And the relationship is dependent with Sophia. Something is under Sophia's discussion. Sophia is the owner, and combines the management. so the relationship about the job is dependent. Just that today I don't know who one is join the meeting, no one will ask you, we don't know exactly, Sophia will call you to come. Most of the subject we need to ask and consult Sophia in order to get her approval, just like training outside. We need to have a single talk with her. I think that it depends her vision, she will decide whether it is necessary or not. For example, I need to discuss with Sophia for the product that the customers complain, she will considerate first. If she had the organization structure clear, I think this will be the small thing. Because the solution will be conducted step by step. But she is the owner, she cares more about the detail. I think that she needs to care about the management more.

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: I think that it is better than the other factory I worked before. My relationship is very closed to my team member. Based on my experience, some people don't care about you, the people who are subordinates will like you to respect them. And my team members here have the interaction more.

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: I think it is top-down. For example, the customer requirement sample, if sometimes we have the organization and management format already right, for example, the customers write the sample requisition, and also we know the sample requisition for sale department and give it to Sophia sign and sale department received to me, but it takes time, two to seven days. Sometime the customer can be quicker. In the system, you have the step by step procedure need to follow.

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: Because the engineers think about the logic, but most of their thinking sometimes is unexpected. So this is the difficult point. For example, last night we had to check it something, one carton shipment. We got the information from the customer, ok we put the label on the carton, but in this case, based on the engineer also knew well

about this thing, what is the things in this case, how many numbers in packs and how many packs that we have to detail, know everything about the pack. But if the person was not an engineer, they don't know about the details. That why the engineer's logic is studying everything in detail. Once the customer wanted the information, sometime it is not update. This is closed to the conflict. Because sometimes the information will be changed. When I encountered the conflict, I will follow my principle. I will think about which part I am responsible for. For example, I also have the structure in my work instruction. And if some conflicts came out, I will follow all the detail in the instruction. Work instruction will show everything about the detail of the package and the detail of the product, so if they have the conflict, I should be put much detail in here. And we also have a training for this product, producing for the production. This is the procedure. When the conflict happened, I usually communicate to them.

And do you have some conflict with manager director? Like different ideas.

Yes. I don't think it is a conflict. Because Sophia is a good and excellent. But she is very confident. She also thinks that she can handle by herself, but this is an impact for everyone. Because she has already known everything, and this is the weakness for everyone, because weakness for learning. For example, she knew the RD, what is the job for this department. And if you requested for getting more engineers, she would probably said that is enough. Because she was born from the confidence, she is talent, she thinks everything in a simple way. Because we are the employees, looking for the system and helping the company to sustainable, but the company thinks that we have already sustainable now. however, we have a good chance to communicate, because we have the chance meeting, two or three time for this year. Everything has the internal, and we can speak openly. I told to Sophia if it is necessary.

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: I think it depends on the issue. Because each of the department has few people in Emerald. for example, for RD, only six to seven person, and purchasing department only two people in there. Most of the comments come from self. For example, in the meeting, I have idea for my team and I will present by myself, the group of team now I think not yet. But this year is better, because this year Sophia opens the chance for everyone. You see the change sign over everywhere, it means that everyone can communicate. Before that sign, everyone has the conflict. I think that Sophia also knew about this problem and she decided to set this meeting, and set the management team. Two or three months will have one change meeting.

### **Section 3 (Management style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: I think today she try in a innovation way. Basically, it is the traditional way. For example, the technical about the product and detail. Because now we are in the innovation way. For example, I also concern with the engineering science, and the production are made something wrong, then the customer will complain about it. In a traditional way, Sophia will ask the crucial person to go to her office, and let everyone get this information. For example, the customer find some particular part in the product and Sophia let everyone know the problem, but for engineers should be responsible for the structure and let everyone learn to be responsible for. But Sophia she try to push everyone understand what the customers suffer from the quality, but no one will admit the mistake about the problem. For example, The problem of the product's quality, the sale department will not be responsible for, because they think that they already had done their part of the job. For purchasing, not concern too. For RD, I also think my way what I am wrong. And for QC, they will think that we have already inspect and check before. We don't find the solution, but we know the problem. but for me, I will think internal, internal should have the protection before this one happened. Like, we have the standardized instruction for the product. Normally, we have the sample, the approval one, keep in the reference. But sometimes the customers will make change, so the one thing is the structure to confirm about the quality of the product. And I am also responsible for this part. But I don' know what the subject she wanted. This is the traditional solution. But now I think she will be more understanding the engineering, now she is try to asking more, the person who is related to the engineering, because engineers' salary is high in Thailand, but Sophia thought that it is too high to recruit a engineer. but this year, I think that Sophia is open-mind to communicate with us, so we can present our idea to her. And I also try to create a team of engineering, called CIE (Continue Improvement Engineering), because now RD has related to a lot of details, including the standardized customers (GPI), RD is related to the document, but CIE is related to improve the production. This is the thing I try to do, I think that I will continue talk to the Sophia. She also knew this information, but she just had a lot of job to handle.

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: I had my working experience before, I worked with a big company, their structure was very clear. And in here the structure, I think that the structure should be improve. For example, the QC had a problem about the quality concerning to the product. For this one, the customer released the shipment, QC need all the document about the customer requirement, but the QC also related to the RD, this is the thing that outside of the factory. From the beginning the material is coming, they are also responsible for everything about the specification of the material, they know very well and not

concern about the RD. I think that sometimes it is the problem of the organization structure, it need to be more clear. But for communicating, QC didn't talk to Sophia directly, because they afraid to talk to Sophia and everyone don't like to tell her the true. QC should learn about the customer specification first, document reference to confirm the quality, but today the information about this thing is not related to the original one. But if we are talking the organization, Sophia will think that we already have the good organization chart. Actually, we are work relatedly, so I think the job description can be more clear. But sometimes like yesterday, sale department came to see me. Can you calculate the cost? And also if the customer needed to reduce the cost, what is the best solution for it? I think that it is clear about the job for RD and sale department, I told them ok today I can help you, but should be in structure, should be clear. I think that the job content need to be more clear for identifying which part of work is responsible for whom. If we have the department of CEI, they will be responsible for the cost, then that the function of the work will be improve. We can more focus on reducing the cost for a year or.....to keep the business consistent and sustainable, this is the function based on engineering and CEI department, but now we don't have the CEI department. But the people need a standard time from the IE and CEI. But now they are asking this information to RD, RD has already a lot of job to work.

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: It is flexible. I mean.....For example, for me, I heard from her, she try to create Emerald family, that means everything can simple relation. What I am saying is..... Doing business is flexible. We can talk other department. If the job I considered that I can do it, sometimes I can check my time, so flexible for this one. I think that flexible means compromise and can work together.

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: I think that most of the people here desire to learn. Because.....For example, in my department, Sophia has the training program, exploring the new factory. This is a good opportunity. Few weeks ago, she also wanted me to join another factory. But sometimes the company policy just open someone, for my team, I think that everyone should learn, support the team and business. But I think sometimes it is narrow to learn. My suggestion is the company policy about this should be more clear, before I came to Emerald, my previous workplace had the lean manufacturing system, it depends on the company's solution. For example, if you like to improve the

performance, you also need to improve your knowledge base. I think that it is important for Emerald.

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: Sure. Long-term profits. Because we are learning from Sophia, I think it is long-term. Because she operated the company sustainable around 13-18 years, I think that she is also continue the business and profit also. Because every year we have the profits, I think 5 years to 10 year is no problem to reach. But it needs to establish the team for CEI, it is a key to achieve it. She gets the profits from the sale strategy, but not for performance. For me, engineer, if we need to be competitive in the market, we should have one department for improving. If it is today, we just need to use the marketing strategy and sale strategy for getting profits, but I cannot sure about ten years later. But now we have faced a lot of competitor, so we need to think the improvement strategy, it should be strong.

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: I heard something from Sophia, this year she opens the chance for everyone to have training. Because now you could see a lot of employees, you can see some of the new person come to sale department and human resource department. I think that she try to take some training for us. Because now we don't have the HR manager, they are the key person to find the program. Today, for RD, we also provide the outside training for particular program (FMEA), this is the special training for the RD, we also require them to attend and other departments also can join this program. If you require to go to training, Sophia will accept it. For example, the operating director for Emerald, the person will plan some aim for this year. Now she is also finding the operating director for helping her.

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: Yes. I really satisfy on my job of industry engineering. Based on my engineering, I just think about some skill to improve. For me, I think it is short-term for 3-5 years.

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: Quality of life is important. Because the quality of life for the job, family and the members of my family. But achievement for example, we work for ten hours, that should be enough, and then we should balance for the family.

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: I think the team should be. But the team is important, you should be organized. For example, engineering team have 14 person, we are enjoy, because we know the team have knowledge. If the company needs to improve something, we just chat our experience, and let us go into the studying. And then, bring together for discussion. After that, they will set a project. We can make sure the project how reflect to the value and then we report to the boss, this is the way that we do improvement, it should be step by step, including the innovation. The team should be based on the knowledge, not just doing the paper work.

Q: What do you think of failure during your work? Please elaborate.

A: When I go back home every day, I just think about what I do today, is it sufficient for the company. If today I think I do nothing for the company, I also will think about tomorrow, like how to get benefits. For me, the failure, I sometimes get weakness about consideration to talk to another people. Because employees sometimes will do mistakes, but I don't blame them, I communicate with them and explain to them. Because I am the leader, I am responsible for them. But I sometimes cannot know what they are thinking about the detail. It is a gap to communicate with them. For example, some customer's requirement, we just only focus on one thing, but the customer maybe focus on another thing. Sometimes, the documentation we are expecting, from the history, the customer changed the package, I knew why they wanted to change, but I don't knew what was the item I need to change, but the sale department will say ok we can change. So I need to check back to the document, but sometimes the communication go back to check, the information will not meet together with their requirement. The engineering has the principle and also have the logic. I think that the most mistake is the communication.

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: My priority at work is relationship. For example, a new person in the company. If you have not a relation, the performance you cannot get. Performance can easily to improve, but the relationship is difficult. Many people come in the factory, but they cannot stay in the factory. Because the relationship sometimes is weak, I prefer people to have the relationship first.

Date: 2019/07/16

Time: 09:00~10:00

Interviewee: Accounting Manager F

Place: The meeting room of factory 1 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Samut Songkram province

Q: What is your education level?

A: Master degree (MBA.)

Q: How long have you stayed in Emerald?

A: 3 years. (From Nov. 2016)

Q: Where are you live?

A: Bangkok but for Weekday stay in Samut Songkram province.

Q: How do you go to Emerald?

A: Drive a car

Q: What is your position in the company?

A: Accounting leader

Q: Are you married?

A: Yes

Q: Do you have children?

A: 1 child.

Q: Do you think that going to work here has an impact on the family?

A: No.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: 你覺得員工對於管理者的依賴程度高嗎？（依賴程度就是在工作做事情不能自己做主，必須經過管理者的同意）

A: 這裡每個人有自己的工作，但每個人的工作內容都需和主管確認，所以依賴程度高。

Q: 你覺得公司的員工還有主管們有良好的關係嗎？

A: 有。我覺得有一個良好的關係，因為員工可以到主管辦公室跟主管溝通。

Q: 那公司有舉辦什麼活動來維繫主管與員工之間的感情嗎？

A: 以前公司會舉辦員工的慶生派對，如果公司舉行在星期六，以前是不用上班的，但主管會來公司給壽星送上祝福。還有一個是，每年公司會舉行尾牙，每一個人都會來參加，但是慶生派對現在已經沒有了。

Q: 你覺得管理者有擁有強大權利嗎？（意思就是說楊經理跟王副總都是公司的管理者，所以員工是有辦法跟管理者溝通的嗎，還是一定得聽他們的？）

A: 如果你有事可以找他們，辦公室的人可以去找他們，但如果你在工廠，你也沒有辦法去辦公室找他們只能向工廠的主任說，如果你做的產品不太好，他們

就會請你來辦公室。還有一個，楊經理跟王副總平時去工廠巡視並檢查產品做得好不好。

Q: 你覺得公司的決策模式是什麼？由上而下還是由下而上？

A: I think, in our company have 2 ways. Due to we cannot manage team by top-down only. But just sometime subordinate may be no idea to explain.

Q: 當員工跟管理者有衝突的時候，你們是怎麼解決問題的？請問您有相同的經驗嗎？

A: 我覺得不是吵架，是解決。楊經理跟王副總工作很忙的時候，如果他們昨天給你工作做，他們不記得他們說什麼，就會先大聲的跟你說話，但有時候也有可能是員工忘記而不是主管。如果有人忘記事情，他們就會大聲說話，然後他們再來一步一步地解決問題，是以理性的方式。有的時候主管們想這個好，但是員工可能認為另外一個比較好，也就是意見不同，如果他們想這個辦法比較好，但員工覺得另外一個比較好，所以員工要跟他們說出自己的看法。員工和主管就要溝通。

Q: 那通常溝通完之後，他們會同意員工的看法嗎？

A: 楊經理比較能聽員工所說的原因，為什麼員工認為這個想法比較好，如果是王副總他就會有自己的想法，他不太聽別人的，但他們聽你的想法不見得會採用只會納入考量這樣。

Q: 當公司在開會的時候，都會有議題需要討論，那意見通常都是來自於一個人還是集體討論？

A: 我們的公司有我們的政策，如果開會的時候，要討論哪個議題時，必須要有資料給別人看，可以讓別人知道說是什麼樣的原因讓你有這樣的想法，我們要聽別人，不是一個人決定。

### **Section 3 (Management style)**

Q: 公司面對無法預知的事情，是否有一個規範或是手冊來遵循？（譬如公司現在發生一件事情是從來沒有發生過的，然後他們會怎麼解決，就是公司有沒有什麼規範來解決無法預知的事情。）

A: Normally company has rules and regular document. If it is new event, we have to meeting with who is may be concern and find out the solution to do / to solve it.

我們有一個手冊。ISO: 13045 裡面包含很多不同種類的文件，有 QM、PM、WI、Supporting Document 及 Form，因為我們必須有了這五個文件才能達到 ISO，這個是一種手冊。如果有意外發生事情的話，如果沒有這個手冊，就會執行 SOP。比如說 ERP 是我們新的系統，如果你來做你就要按照手冊的內容來操作。SOP use for normally process in each department. But for unexpected event, we have to preventive action process that is part of ISO13485. Such as emergency case we have to do preventive action.

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.



A: It is formal structure (Flat organization) but not completed. Its mean some of position has not person in charge.

Q: 你覺得公司在管理風格上，是以一個彈性的方式還是較嚴謹的方式？

A: 這很難說。一般來說，控管是穩固的，至於 Emerald 有時候是彈性的。

Q: 你可以舉例說明嗎？

A: QC 有他們的標準，公司會進口產品來，如果這個產品品質不好，員工就會告訴楊經理，如果她認為產品的瑕疵程度不高的話，她就會彈性一點，要看是什麼情況。他們很多時候是彈性的，但是員工會聽他們的想法及解決辦法，員工無法自己判斷。如果這個產品的某個地方有問題，員工會把有問題的地方裁掉，將剩下好的地方留著，這是我們的解決辦法，無論是什麼問題，員工都必須聽楊經理及王副總的解決辦法。I think it depend on each situation. Such as if concern financial we have to rigid to control.

Q: What do employees expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: 公司有很多不同的人。有的人為了自己有很多進步就會想學習，還有一個人是我只做我的份內工作就好，其他的我不做。比如有兩個人，這是我的工作我做完了就回家了，還有另一些人是喜歡學習的。For me , I would like to growing with a company to continue to learn, take on additional responsibilities, and contribute as much value as I can. 我是偏向於喜歡學習的人，因為我是主任，我不能說我做完了我的事就回家了，但有很多人必須管理及保護。

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: Long term profit, Company have the plan to IPO. 利潤很多。一個小時就要有一個利潤。平常要看每個月及每年的利潤有多少。

Q: 你覺得公司願意投資員工訓練？

A: 有。有公司內部的訓練及公司外部的訓練，有兩個。公司有規定，為了能進步自己，每個部門有自己的職務，比如我是會計，如果有新的事務，必須要去員工訓練，大部分都是自己決定要不要去，如果你想去的話，必須要經由楊經理批准。

Q: 那如果公司有額外的錢願意投資在員工訓練上嗎？

A: 會。有兩個目的，一個是單純員工訓練，另一個是改進生產力，也就是讓公司有更多的利潤。楊經理為了給員工訓練，她有一個方法，就是如果想去深造自己，為了工作想學習，她願意把錢給你去投資，如果你是台灣人來泰國工作，她就會送你去學習泰語，星期一到星期五工作，星期六就去學習這樣。比如公司送你到外面學習深造，那畢業後必須再回來公司上班，而不是回家。

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: The stability of company and I have been enjoying with job the assignment. I think it offers a mix of short-term projects and long-term goals.

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: 我認為是強調生活品質但也不是全部，因為公司位於家裡的距離很遠，我家住曼谷，週末會回曼谷，但平常就住在公司附近。我是喜歡工作的人，你很樂於這樣的生活。To finding more experience with more benefit. Yes for now.

Due to I have feel good to do to work with this company. I think I can use my skill and knowledge to improve anything in this company and final I can learn any more from company too.

Q: 在工作上，你是以個人還是團體的角度來完成自己的職務？

A: Normally I will do my work for whole company first. I always think carefully about what is best for the business and my team.

Q: What do you think of failure during your work? Please elaborate.

A: Yes , but I have immediately to solve the problem / failure and find root cause to prevent recurrence. 第一是解決問題，第二是尋找原因，避免下次有同樣的事再度發生。你認為你自己的工作態度是強調如何與人相處還是強調盡到自己的職務就好？因為我的部門需要跟很多人溝通，不是把自己的事做完就沒事了。會計部有很多事需要跟其他部門討論，因為我自己也有一個團隊，我也會教導我的團隊如何做事。

Date: 2019/07/31

Time: 10:00~11:10

Interviewee: Product and Maintenance Department G

Place: The laboratory of factory 5 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: I was born in Phetchaburi. This province.

Q: Where were you live now? You also live in Phetchaburi?

A: Yes.

Q: How long will you come to company from your home?

A: It is half an hour by car.

Q: What is your education level?

A: Bachelor degree.

Q: How long have you stayed in Emerald?

A: For seven months.

Q: What is your position in the company?

A: When I joined here, Sophia said that she liked me to help and coordinate production and maintenance. At the first, I need to be the coordinator between both. Later, she want me to be an assistance for doing something for business.

Q: Are you married?

A: Yes.

Q: Do you have children?

A: Yes. I have two children.

Q: Do you think that going to work here has an impact on the family?

A: Hum.....No.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate. It means that if you want to make some decisions, can you make it by yourself or you need to ask for management director.

A: Yes. We have to ask. Sometimes both of them (Sophia and her husband). And almost everything that I need to ask for them, we have to report to them, for an approval.

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: Hum.....you ask me or?

Q: Yes. I ask you, it means that your feeling?

A: My feeling is soso.

Q: Why you think soso?

A: It is not to me that Sophia and me is bad. I can't say that it is really good.

Q: Do you think that the company will hold some activity to foster the relationship between supervisors and subordinates?

A: Hum.....yes.

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: This is top-down.

Q: Can you give me more example?

A: For example, when some of my colleague, they have their idea and they propose to the top management, but they said that "that is not good." But you can come up with idea, this make them fear to negotiate any idea. So they just waiting for the top management to make the decision, and tell them how to do. This is the culture here.

Q: Do you think that the culture in the company here is good?

A: No. It's not good. Actually it is not good.

Q: Why?

A: Because the management style is like a traditional style. Because Sophia is the owner of the company, so the way she managed is actually different from the CEO. Because before I joined this company, I worked with the big company (international company), in the aviation company. They have 15 companies around the world, then I moved to second place. It was a construction company, under 20 companies around the world. so the way that she managed is totally different from other companies. I will choose Emerald, is because my family reason.

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: If I and Mr. Wang, sometimes I keep quiet. I listen to him and is it reasonable? Then ok. I will do it. But if it is not, sometimes I will say my opinions to him, but most of the time I don't want to have an argument between him. Because the thing that he would like me to do is not very important, just a tiny detailed thing, it's like the decoration or something, it is the minor thing. But if something is serious, I will speak out. But for me and Sophia, I can talk to her, she will listen to my idea.

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: Most of the time just come from one people. Because the people here will speak about the problem, so it would like to solve the problem. so the one who provide the solution, just like Sophia, you have to do this this this.

### **Section 3 (Management style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: In this case that the unexpected events, we will have meeting and do the brainstorming. To me, when we are having a meeting, even we so the brainstorming, but we do not use the tools, we just talk and think globally, it is not like a logical to find the cause. We will come up with the best solution to solve the problem.

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: Informal. It is not clear. That says that the.....For example, sale and customers service, we have the sale manager, both of them are combine or separate, but I don't know, it is very ambiguous. Now both of them are combined in one department, but it is not clear about the job description and responsibility. What is the difference between sales and customers service here? It is just an example.

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: It is like a traditional way and top-down decision. It is just like a military. I say this is the rigid way.

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: For the workers, they want to make money and as much as possible. For the lower-level workers, I mean the workers who work in the factory. But the office-level is to do the routine job, day-to-day job. And I don't think they want to learn something, they just do the day-to-day work.

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: Actually, I just set the targets for this company. We start with short-term targets, because for the long-term target, it has to do so many thing. Ok, I will share you my presentation. This is the target for this year. The revenue for the company in this chart, you see that the year to year revenue is fluctuating, it is not good. So we need to make change, this year I told to Sophia, and I set the target for increase 10% of the revenue nest year. And another thing is the on-time delivery, we never track on-time delivery, so we need to make an indicator to show that what is the problem of the company. On-time delivery, we need to check the information to know where we are? what is the gap? This is make the customer satisfaction and good experiences, and then they will come back to buy the products. But you see that the chart shows that each of the products did not meet with the target of 90% for on-time delivery. Therefore, I made this powerpoint from my previous job experience. The most important is loyal customers and engaged employees, this is the way to manage the people in the organization. This is the new style not the traditional style. So first of

all, Sophia and her husband have to change their idea, now I know they try to reduce the cost, so they give the workers as low as possible. I mean the minimum wages, but this cannot motivate the people to work. It is not sustainable. Ok, if we have a engaged employee, they will do it really well, it will have unexpected results, if they happy to do their work, and then you obtain a good feedback from the customers. This is like a circle. The employees come to work here, and the customer will say but from here. This is the concept. First of all, I have to let Sophia understand this concept. If she try to pressure to the workers, they will never create the new results. If the workers like the company, they will do their best. Because from the company I came from, we have 15 countries around the world, and Thailand is number one, it is take time to change, but that is the international company. When they set up the company, the pioneer have already have the system and target. This is totally different. When I came here, we are here, not target, now we don't have the vision yet, but at least we have the target, so everyone focus on the target, now we are here (imposed vision), because we don't have the system, we were the owner style, each department they have the system of themselves, but it is not connect in the same way. Next step, each department has to work together and coordinate. This is quite difficult, because we need to set up a system for achieving shared vision, we need to decide the system together. Before I came here, the company did not have the weekly meeting, but I add them to have the weekly meeting to have the better results, like a tracking target by week, in order to check the progress and check what is the problem. This is the way that the big company do, teamwork, this is that we have to change "fear" to courage by knowledge. Because the people here they fear to speak to Sophia and Mr. Wang, just making the employees know the sign. We want to grow 10%, but if we do the same, it will not change for sure. We need to people to open the mind to change, do the new thing. If you have low knowledge, you will have more ego; if you have high knowledge, you will have less ego.

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: I said yes. Because when I told to Sophia, she will willing to send us for the training, but the problem is that we don't have the HR manager. Actually, the HR manager will help us to find the training courses. We have some necessary training, but most of them are quality training, but not the soft skill, like the leadership training, engineering. We never have that. So that why we need a the HR manager, we need to develop people and system, and also change the management style.

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: Now I set a target for this year, if it can achieve the target, and Sophia understand, we need to report to employees. Because she is the owner, she will make the decision, if she doesn't understand what I try to present to make change the company, so this is the short-term target for now.

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: Actually both. Because I came back to my hometown for working, because of my family reason. I can say that the salary is totally lower than before, many times. But I want a sense of achievement here, this is my challenge, I can change this organization, but I also have more time with my family, it is better than before, because I work near my home.

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: I cannot achieve the target if nobody help me, because I need to cooperate with different department. So I cannot achieve by myself, just as the target that I want the company to achieve.

Q: What do you think of failure during your work? Please elaborate.

A: It is not a failure. I think that the thing make me feel too complicated here. Micro-management style, somethings that when I told to Mr. Wang, every single item, just 25 baht, he focuses too much in details, they should focus on the big things, the company strategy is not close to the materials. I mean they are smart, they know how to operate the industry, they are owner, they made from 0 to now, so they know very details.

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: To me, it is work performance. In my company, everyone has the KPI (Key Performance Indicator). Like I show you the on-time delivery, it is measurable reach 90% for each product, we have to set the small target. In my previous job, everyone has KPI, but in here, no. KPI in this company, it means nothing, because it just a thing that we show to auditor, showing the actual performance of the company. KPI starts with the company performance and then go to the department performance and go to the individual performance, this is the old one, now it has a OKR (Objective Key Results) but it is very far for the Emerald. OKR, each department and individual have to think which objective is the way to achieve success, so your workers have to understand what they are doing, which results to the company's success. That do the KPI first. That say we just have the company's target, we just have the company's KPI, we do not talk about the department and individual yet. We need to collect the data and decide the system for doing KPI.

Date: 2019/08/02

Time: 16:00~16:40

Interviewee: Accounting Department H

Place: The factory 1 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Phetchaburi.

Q: Where were you live now?

A: Phetchaburi.

Q: What is your education level?

A: Bachelor degree.

Q: How long have you stayed in Emerald?

A: 15 years.

Q: What is your position in the company?

A: I am working at accounting department. 負責外債、稅。比如我是老闆我賣東西給別人，別人把錢給我們，我是負責拿錢的人。

Q: Are you married?

A: Yes.

Q: Do you have children?

A: 兩個小孩。一個兒子，一個女兒。

Q: Do you think that going to work here has an impact on the family?

A: No.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: 我是負責外債，完成職務後，要將相關文件拿給楊經理簽名，楊經理要檢查內容及材料。所以對於楊經理的依賴程度很高，完成事務後幾乎都要給她檢查並簽章。

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: Good. 有什麼不明白的事，只要問楊經理，楊經理就會告訴我為何是這樣。

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: Top-down. 大部分都是老闆做決定。在這裡如果我有這些工作，我必須完成，但如果是做決定，要給老闆決定。

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.



A: 不是衝突。是如果這件事，假如這個是文件，讓老闆看一看，老闆檢核後不對要修正，然後員工看，我覺得這個不對要給老闆看一看，我的看法是我覺得這個對了，可是老闆認為不是不對，不是自己決定必須跟老闆說並解決問題。比如我 shipping 賣 100 元，但外債公司給我們 90 元，就要立即找出問題，為何他給我們 90 元，必須找原因，看是不是關於業務的問題還是 shipping 的問題。找原因時必須跟業務商量，然後業務負責做文件，會清楚知道內容，然後再給楊經理簽名。

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: 大部分不是我去開會。大部分都是部門主管開會，如果主管去開會，有什麼問題，她就會吩咐開會內容給我做。

### **Section 3 (Management style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: 因為我是會計，我負責計算，如果原本計算的結果與最後的計算結果不同時，我就必須找出原因。如果數字上有多或有少，我就必須想辦法找出原因，因為會計沒有文件只有計算，所以如有突發狀況就是解決問題。

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: Formal. 比如我是會計部門，工作內容說明的很清楚，即使只有三個人，很清楚知道我們各自的工作項目。

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: Rigid. 工作就是非常的傳統，你會很清楚知道說你該怎麼做，一步一步的嚴格控管。發薪水的日期是每月的 7 日跟 22 日，我一定要在 7 日前準備好，比較正式，因為公司的員工很多。我不是很確定管理者的管理風格，因為我不會直接接觸到楊經理，我都是透過主管及同事跟我說事情的發生，我都是找自己的主管，因為不太會有事情要與楊經理接觸。

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: 大部分的員工都是將自己的份內工作完成而已，以前如果明天要發薪水，今天大家就會把自己的職務完成。

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: 我認為是追求長期的利潤，因為公司的目的是為了賺錢，但要達到這個目標就必須努力的進步及成長。

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: 最近有 IT 去訓練。當時我要參加一個會計訓練時，剛好有稽核員要來公司檢核，所以我就必須選擇待在公司裡，準備資料給稽核員審文件。不過是我的同事跟我說稽核員需要哪些資料，我在準備那些資料。公司很願意投資在員工訓練身上，部門的同事會互相討論，商量是否認為適合會計去受訓，如果會計一定要去的話，一定要做文件給楊經理確認。會計主管很厲害，有什麼事都可以跟他說。

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: 追求長期的。在這裡待了 15 年，同事、主管都很好，對於工作要更加了解。因為我以前都一直學會計，所以很喜歡這份工作。

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: 我一直都學會計，大學畢業就開始找工作，尋找可以將我所學的會計實際運用在職場上。我追求成就感同時也追求更好的生活品質。無論是什麼事情我都要求自己更好，希望能運用自己的能力來完成份內工作，以此達到成就感，而工作就是賺錢，賺錢的目的就是讓我的生活品質更好。

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: 對我來說，如果老闆想讓我去人事部門，我會自己決定，衡量自己能否勝任這個職位，如果我認為自己不行，我就會跟老闆說我覺得再帶在會計部門會更好，因為我可以把這個工作做好並幫助到公司，所以我會想到整個公司。

Q: What do you think of failure during your work? Please elaborate.

A: 對我來說，我碰到失敗會緊張，會自責說為什麼自己會犯錯？如果文件有錯誤，我會找以前的文件做對比，看是哪裡出了問題，找出哪裡不一樣，如果找不到原因就會問主管，因為他很厲害。

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: 這兩項我都非常的重視。因為我的工作無法自己完成，需要跟去他部門的人，像是 shipping，確定是什麼問題。此外，我不希望自己在工作上犯錯，我一向都是追求完美的，工作績效對我來說也相當重要。我的工作性質這兩個必須共存。

Date: 2019/08/05

Time: 16:00~16:37

Interviewee: Document Control Department I

Place: The meeting room of factory 1 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Phetchaburi.

Q: Where were you live now?

A: Phetchaburi.

Q: What is your education level?

A: Vocational high school.

Q: How long have you stayed in Emerald?

A: 10 years.

Q: What is your position in the company?

A: Document control. 我需要做 ISO 的文件，我們公司的文件與 ISO 的標準一定要符合。

Q: Are you married?

A: Yes.

Q: Do you have children?

A: 有一個兒子。

Q: Do you think that going to work here has an impact on the family?

A: No. 除非有 Audit 要來就會比較忙，其餘都還好。

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: 經理對我很好，很友善。每一件事不一樣，有些事我可以決定，但有些事必須讓老闆決定。就我的工作而言，我認為依賴程度一半一半。

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: 我覺得和經理沒有太多的想處上的矛盾，當要 Audit 的時候，就要跟經理互相討論，想解決辦法，因為我是管理網路上的資料，不會向經理報備，因為我有一個主長，如果我有什麼問題，我就會跟主長說，主長就會幫我傳話給經理

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: Top-down. 每個文件都需要得到經理的批准並簽章。我覺得經理不是嚴格，只是經理有什麼想法及指示，我必須遵循經理的要求。

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: 不是我自己和經理意見不合，我幾乎都是站在中間的人。如果我們三個人，他跟你意見不合，所以我是中間人，我要聽兩方的意見。我需要遵循機器的維修手冊，電工組長經常跟王先生討論，如果有什麼問題，我是中間人，我一定要去找他們兩個並找出為何兩人意見不合，而且他們經常意見不合，然後王先生就會問我，有沒有什麼解決辦法，不過我們有手冊可以參照。

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: 比如公司有一個人做錯事，比如我剛剛說的電工組長跟王先生，如果他們在溝通上有矛盾的地方，王先生就會帶我去看手冊找原因，看有沒有解決辦法，先了解問題是什麼，但電工主長不遵守上面的規定，所以出了問題，必須先釐清為何電工組長不明白裡面的規定，為什麼會做錯。所以我認為大部分的意見來自於一個團體，因為是大家一起共同解決問題。

### **Section 3 (Management style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: 公司有很多手冊為了應對不一樣的問題。比如產品部門，我們是出口產品，如果這個產品有一點問題，要互相討論原因，一定要有手冊解決問題，不要讓同樣的事再度發生。

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: Formal 但有些不清楚。公司如果有新來的人，但對於他的工作內容會很不清楚，也不清楚他要去哪個部門。

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: 對我來說不太硬性。如果這個是一個問題，經理會想出辦法來解決，但員工也會有自己的想法，認為另一個辦法會更好，那告訴經理，經理經常都會聽從我們的想法。

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: 我們每天都要學習。醫療手冊有標準，我們一定要去追求裡面所標示的要求，所以我一定要每天學習，去學習新事物，來更加瞭解工作內容。

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: Long-term profits. 因為經理有目標，一年要達到多少利潤，兩年又要達到多少利潤。每個部門都要朝向共同的目標前進，像今年一定要比去年多 10%，這是今年公司的目標。

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: 會。經理同意，如果員工想參加公司外面的訓練，如果你的目的是為了要讓自己有更多的進步，經理非常願意幫你。

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: 現在的工作挺好的。我對我的工作很滿意，我算是追求長期滿足的人，就是有目標地工作。如果這個是文件，我已經完成並滿意自己的成果，但我希望我能在工作上其他的進步，像是其餘的工作內容，我也會要求自己做到完美。

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: 我不管職位，我只在乎我今年一定要賺很多很多錢。為了使經理給我較多的錢，因此我會在工作上有良好的表現，目的是讓我的生活品質更好。

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: 我認為在工作上一定要有所進步。基本上，我一定要把自己的工作做好，然後自己的工作做好了，做完的這份工作一定是要為公司好。即使自己的工作完成，還是要想到自己的工作對於公司整體的影響。

Q: What do you think of failure during your work? Please elaborate.

A: 我的工作管理文件，所以大部分都是別的部門做錯事，如果產品部門有文件上的錯誤，我就需要解決問題，這個問題不是因為我所造成，我必須依照手冊上的指示來解決問題。

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: 我覺得兩個都有。因為我的工作必須和其他同事一起，跟別人一起合作才能完成事情。第一，我的工作就是要管理文件；第二，是員工。因為我的工作內容最重要的就是管理文件，但文件又攸關於員工，所以我也重視我在工作上的績效。

Date: 2019/08/16

Time: 09:14~09:48

Interviewee: ERP Department J

Place: The meeting room of factory 6 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: Phichit.

Q: Where were you live now?

A: Ratchburi.

Q: What is your education level?

A: Bachelor degree.

Q: How long have you stayed in Emerald?

A: 五年。

Q: What is your position in the company?

A: ERP 專員。

Q: Are you married?

A: Yes.

Q: Do you have children?

A: No.

Q: Do you think that going to work here has an impact on the family?

A: No.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: 高度依賴。一定要是台灣管理者來決定任何事。如果員工遇到問題，沒有辦法自己解決，就去問老闆，問他們有什麼辦法能解決問題，讓他們決定。

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: 我很愛 Sophia，因為她給我們機會。比如我做這個文件有錯，然後錯了很多次，Sophia 不會因此而讓我換職位，會給我機會去改進學習。

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: 看情況解決問題。對我來說是 top-down，因為第一個人是 Sophia 決定，然後是 Tammy 決定，再來才是我。我的職位很固定，如果有什麼事一定要讓 Tammy 知道。但如果是別的部門我不太清楚他們的想法。

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: 比如在開會時有兩個人的想法不一樣，意見不合，Sophia 會看哪一個人說得有道理，如果第一個人說得不對，第二個人說得對，就會選擇聽第二個人的意見。

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: 大部分是老闆，因為老闆從台灣來，台灣是一個很好的國家，比泰國好。Sophia 很聰明很厲害，那如果聽她的解決辦法會是最好的，以前公司剛開始營運的時候，都是她自己決定任何事情，員工都要聽她的解決辦法，是以前的員工。但現在有很多員工敢跟老闆說出自己的想法並溝通。不過從以前到現在所有的決定權都在老闆手上。

### Section 3 (Management style)

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: 如果 ERP 系統故障不能用，我就必須通知每位員工什麼時候系統才會好，並向員工說明狀況，一定要制定確切的時間，說明什麼時候會好。如果我說下午三點會好，就一定要在下午三點時將系統恢復正常。另外，公司沒有手冊遵循 ERP 系統，如果有問題就會馬上解決。

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: 一半正式一半非正式。如果是 formal，一個人只能有一個職位。每個職位要有區別性，不能有工作和別人重疊，但現在還是有這個問題。

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: 彈性的。如果出了問題，很快就會將問題解決。如果貨櫃車還有空位可以放產品，出了問題，那老闆會想說將其他產品也一起放進去，為了不浪費，這個是沒有計劃性的，因為是突發狀況。

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: 對我而言，我希望讓自己有更多的進步，學習更多的事。以前我剛進來公司的時候是工程師，但現在我在 ERP 部門，因為這是 Sophia 給我的機會，但不是 Sophia 指定我去 ERP 部門，而是問我是否有能力到別的部門發揮自己的能力。

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: 公司的政策，第一個最重要的是客戶，一定要將公司的產品滿足他們的需求。同時，也希望接更多的訂單來賺錢，所以我認為是公司是基於長期的利潤來經營。

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: 願意。如果看到自己有興趣的課程，可以跟老闆說，我覺得我想學習，想去參加，然後老闆會問說，你覺得參加這個課程後，能對公司帶來好處嗎？但是老闆聽了覺得可以，就會同意，公司一定要有職訓。因為人事部目前沒有管理者，大部分都是自己找。

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: 每個人都一定要有目標，我認為自己是追求長期的滿足感，因為我有目標，希望能升遷，但我覺得自己的能力還不夠，所以要認真工作學習，讓 Sophia 和 Tammy 看到我的能力，使得我有能力去勝任更高的職位。

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: 我認為是每個人都應該是追求生活品質。我認為自己不是生長在一個很富裕的家庭，所以我希望我能賺錢讓我的生活品質更好些。

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: 我有我自己的目標，但是一定要想公司要得到更多利潤，如果我的目標是當組長，那我就必須要想辦法讓公司有所進展，所以我會想到整個公司。

Q: What do you think of failure during your work? Please elaborate.

A: 對我來說失敗就是自己太懶惰。如果我今天沒有這個感覺，就覺得不會有什麼問題。每個人不是完美的，一定都會在處事上出問題，每個組長的所想出來的辦法都不一樣，如果有一個組長跟我的想法一致，就好了，但很多時候不是，我就會是想如何解決比較好。

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: 我認為最重要的是維持與同事的關係，如果我跟你是同事，但我跟你說話，你不了解、不明白，我們怎麼能一起工作。如果我是車，但我沒有輪子，這樣怎麼能走，怎麼能開，所以必須要同心協力。



Date: 2019/08/15

Time: 15:00~15:31

Interviewee: Assistant Production Manager K

Place: At her office desk of factory 6 in Emerald

### **Section 1 (Background)**

Q: Where were you born?

A: I was born in Rayong Province. It is in the east of Thailand.

Q: Where were you live now?

A: I live in Samutsongkram Province. Near Phetchaburi.

Q: So how long would you drive from your home to Emerald?

A: About 30 minutes.

Q: What is your education level?

A: My education level is bachelor degree.

Q: How long have you stayed in Emerald?

A: 2 years.

Q: What is your position in the company?

A: Assistant Production Manager

Q: Are you married?

A: Yes.

Q: Do you have children?

A: Yes, one.

Q: Do you think that going to work here has an impact on the family?

A: No.

### **Section 2 (Relationship between supervisor and subordinate)**

Q: What do you think of the degree of dependence on the supervisor? Is it high or low? Please elaborate.

A: I think that it is high. They can help us to solve some problem and they have high experience.

Q: What do you think of the relationship between supervisor and subordinate? Is it good or bad? Please elaborate.

A: They have good relationship and good cooperation. Especially, my team. I am under the production of one.

Q: What do you think of the decision-making model in the company? Is it top-down or bottom-up? Please elaborate.

A: For my opinion, I think bottom up. This company is willing to listen the idea from subordinates. We will talk together for changing idea.

Q: When conflicts were encountered on the way, how do supervisors and subordinates deal with them? Please elaborate.

A: When we found the conflict, we will have a meeting with all related section together and discuss to solve the problem. For production, QC team, MD team and Sophia will meeting together to find the way we can solve the problem.

Q: When there were issues to discuss, most of the comments came from group or self? Please elaborate.

A: I think based on my team from group. We will discuss and brainstorming together with related team and find out the root cause and corrective action, finding the improvement way.

### **Section 3 (Mangement style)**

Q: How do the company deal with unknown events? Whether the company has the corresponding written rules or not? Please elaborate.

A: Company manage by assign the relate team which expert for each problem and find. For example, two years ago, we found virus, our MD assigned to IT for ERP team, searching and finding the way to improve. 資料都不見，但是他們要把資料拿回來。And finally we resolve the problem. The way to solve together which innovation way.

Q: What do you think of the organization structure of your company? Is it formal or informal? Please elaborate.

A: Formal organizational structure with a fixed structure, no change.因為每個人都有自己的職位，每個職位都是固定的。

Q: What is the company's management style at work? Is it flexible or rigid? Please elaborate.

A: Flexible for working and sharing opinion, but rigid about some company's rule. For example, leave.請假的規定很硬性。如果員工家裡有人去世，但是員工一定要去參加喪禮，但公司不核准，如果員工堅持要去，就會被扣薪水。不過，有些彈性有些硬性，大部分是彈性的。

Q: What do subordinates expect from their work for the company? Do they just want to know how to accomplish their tasks, or do they desire to learn something meaningful for themselves? Please elaborate.

A: They expect to grow up and willing to cooperate for all of activity.

Q: What do you think of the company's focus of operation? Is it mainly based on long-term profits or immediate profits? Please elaborate.

A: I think long-term profit. Company focus on quality and customer's satisfaction.

Q: Why the company maintain long-term profits?

A: 品質對於公司來說是最重要的，如果時常品質不好，客戶就會不滿意。所以追求良好的品質，自然而然就會有利潤。

Q: Do you think that the company is willing to invest in subordinate training and development? Please elaborate.

A: I think the Human Resource Development of the company have to improve more about the training and development recently.

Q: If the company have extra money, do you think that they will invest in employees' training?

A: 這個是最重要的。為了讓員工有很多進步，我們公司才會有進展。因為現在的競爭對手很多，那公司就必須持續進步，為了比其他的競爭對手好。

#### **Section 4 (Work-related value)**

Q: What kind of work satisfaction do you pursue at work? Is it short-term or long-term? Please elaborate.

A: Long-term satisfaction. I need to work with the company which prioritize human resource if employee be happy to their output will be high quality too. 在公司工作，最重要的就是要工作開心不是只想產量。

Q: What is your primary goal when working in this company? Is it for achieving a sense of achievement or pursuing the quality of life? Please elaborate.

A: My primary goal is I can balance work and life time so when I happy I can achieve my work and meet the quality of life. if I work more, my life time will be less, I think it is bad, because I have a children. If I can balance both of them, then I will be more happy.

Q: From what angle do you think of your work? Is it from you as an individual or from the group as a whole? Please elaborate.

A: I think from the from group as a whole. Because my position is assistant production manager, I cannot work by myself, I have to work with my team.

Q: What do you think of failure during your work? Please elaborate.

A: Minor events that maybe come from unpredict events, but I learn from the failure to avoid the problem in the future. My previous position is production material control, I found the unpredict event, it was come from material by production, but my material was come from import, from China, America and Brazil, but when I look the data, I used the original order from the customer, but the actual order from the customer is lower of the quantity, so that it made me have some problem on material, but I have to learn and train from the order and improve the order.

Q: What do you think of the priority at work? Is it the maintaining the relationship with colleagues or focusing on work performance? Please elaborate.

A: I think for my position which I have to cooperate with many section. I have to balance for 2 thing of relationship with colleagues and work performance. I think both of them are same priority. If I have good performance on work, but no relationship, that is not ok, I need to balance.