A STUDY OF THAI 'KRENGJAI' CULTURE AND ITS IMPACT ON HAPPINESS

AT THE WORKPLACE

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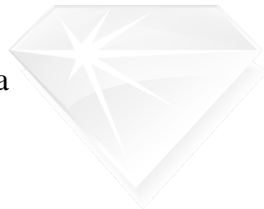Academic Year 2021

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ABSTRACT

This research is an exploratory and introductory study about the "Thai-Krengjai Culture," its impact at the workplace, and its impact on workplace happiness. While Krengjai has no formal definition in the English dictionary, academic literature explains Krengjai as a series of mindsets and behavioral traits of Thai people and Thai culture. It describes that Thai people are expected to be considerate, kind, caring, deferential, and respectful, aware of each other's feelings and perceptions. In addition, Thais must be reluctant to disturb or offend and fearful of disturbing someone by approaching them. This study aims to build upon previous research by re-defining Thai-Krengjai culture as having six core mindsets, each with character traits and behavioral patterns expected of Thai-Krengjai Culture. These six core mindsets make up the six variables for study, namely Non-Conflicting Mindset, Considerate Mindset, Self-Aware Mindset, Follower-Mindset, Respectful-Mindset, and Easy-Going Mindset. Each of these variables comprises sub-variables that include Thais must save face, Thai people must not seek conflict or confrontation, Thais must co-exist in harmony. Thais must be Krengjai (considerate) and be kind and helpful. Thai people must be self-effacing and be self-sufficient. Thai people must be obedient and compliant, Thai people must be flexible

and accepting, and Thais must inhibit their true feelings. Thai people must be grateful and appreciative and be respectful and fearful of seniors. Finally, Thai people must project a positive image, and Thais must be easy-going and prefer simple aspects. The dependent variable was Happiness at the Workplace. Qualitative research was used to collect data in the form of a multiple-choice, five-point Likert scale survey questionnaire designed to gauge the impact of Krengjai at the workplace and workplace happiness. Convenience sampling was used to survey 348 respondents, including 161 females, 175 males, and twelve gender-neutral, who have had experience with Thai-Krengjai Culture. Multiple linear regression analysis showed that all variables apart from Respectful-Mindset and Easy-Going Mindset did not impact workplace happiness. Using descriptive statistics and means comparison, results showed Krengjai caused issues at the workplace, such as lying, whereby people choose to omit and mislead about issues, overlook or ignore problems, overlook bullying, harassment, oppression, offer bribes for favors, prefer partying and drinking ethic over working hard, work only as much as getting paid, be vague, not make tough decisions, will not communicate freely and openly, feint responsiveness and attentiveness, shy away from offering opinions and showing one's capabilities, and so on. This study advises that it is best not to adhere to Krengjai practices at work. Not conforming with most aspects of Krengjai will not affect their happiness at work, and not adhering to Krengjai will also help prevent issues caused at the workplace.

Keywords: Krengjai, Thai culture, workplace happiness, workplace problems

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Culture is an encompassing term used to define social behaviors, norms, and practices found in human societies and the individuals' knowledge, beliefs, customs, habits, and traits of individuals making up the society. This definition and usage of "Culture" has been unchanged for centuries and is still valid today (Taylor, 1871). Cultural norms are a set of unofficial guidelines that people in those cultures follow. It influences how groups and individuals within groups present themselves, behave, communicate, form hierarchies, address situations and issues, and regulate the image they portray to the group and the world. Culture influences and dictates how an individual goes through everyday life. Not only how they live their lives, but also how others expect them to live their lives. Of course, as work is part of our lives; therefore, culture influences how people work and interact with their colleagues.

Thai-Culture, which uniquely identifies Thais and makes up the national identity of Thailand, is unique among other cultures worldwide. Thailand is the only Southeast Asian country that did not experience colonization by a foreign nation (US News World Report, 2021). As such, Thailand could fully retain its historical rich culture and heritage, befitting its name, which translates to "land of the free." Based on a 2021 Best Countries Ranking study from The University of Pennsylvania and BAV Group from global marketing communications company VMLY&R, Thailand ranks #22 globally in cultural influence and #7 in heritage (US News World Report, 2021).

This high ranking means that visitors to Thailand will have to face and experience a cultural environment significantly different from their own and experience a "cultural shock' (Cooper, 2006). And prime among one of these cultural shocks is the baffling concept of "Krengjai."

1.2 What is Krengjai?

The translation of the Thai word "Krengjai" does not exist in the English dictionary (Wateesatogkij, 2019). There is literally no exact English Translation for krengjai (Biggs, 2018). This concept is unique and exclusive to Thailand, Thai people, and those brought up in a Thai cultural setting. Literally (and loosely) translated, krengjai means "fear (of) heart," or "(to be in) awe (of) heart," "(have a) deferential heart." Practically, krengjai often refers to a person's attitude of being considerate, polite, respectful, and aware of another's feelings and perceptions, being reluctant to disturb or offend, or being fearful of approaching someone. (Chitrada, 2004). However, its precise meaning in Thai goes deeper and has more subtle intricacies. Krengjai is a powerful core value aspect of the Thai psyche and culture and profoundly applies to Thais' social and interpersonal relationships (Komin, 1990). Prof. Meechai Orsuwan from Bangkok University states that "kindness" comes closest to describing krengjai. Krengjai is generally regarded as a positive trait to possess to create a peaceful society among Thais. Orsuwan states that people without krengjai are viewed as aggressive, impolite, and inconsiderate. (Hanson, 2016). Worldwide, the closest cultural trait that could compare to krengjai is the Japanese concept of "Enyro Suru" (Fuangkajonsak, 2019), which roughly means to behave humbly or hesitantly. (Akemi & Hitomi, 2015).

1.3 Defining and Disambiguating the Usage of "Thai 'Krengjai' Culture."

As such, it is prudent that this study defines and disambiguates the usage of the term "Thai 'Krengjai' Culture." As mentioned above, "Krengjai" is difficult to define and does not have a reciprocal definition in the English dictionary. Therefore, for such a topic, this study seeks to propose a unique definition(s). Moreover, Krengjai is both a verb and a noun. Thais act as part of their daily routine, and it is also a mindset, trait, and way of living.

Krengjai is both an aspect of Thai Culture, and it can also be used as a keyword to define Thai Culture. When you ask someone what Thai-Culture is, they may say it means Krengjai. Conversely, if you ask them what Krengjai is, they may say it is only one part of Thai-Culture. As a culture also consists of other components such as religion, customs, dress routine, cuisine, traditions and beliefs, manners and norms, arts, architecture, social psyche, and so much more, this study is limited to the review of Thai-Culture on Thai behavioral aspects (behavior traits and mindsets) only.

Therefore, for this study, "Thai 'Krengjai' Culture" *will be a collective term used to refer to Thai behavioral traits and mindsets only.*

1.4 Objective of the Study

Studying culture, cultural aspects, impacts, and their underlying causes is complicated, complex, and requires extensive understanding of various aspects of psychology, sociology, history, human relationship sciences, cultural sciences, and so on. Therefore, in this study, the objectives of this study are limited to the following.

1. Perform a review and introductory summary about Thai 'Krengjai' culture. Explore the various literature and studies about Thai culture and better understand the various traits and aspects that make up Thai culture and a Thai-cultural person.

2. Investigate workplace practices, decision-making practices, behaviors, problem-solving, co-worker relationships, relationships with superiors, elders, and leaders, workplace ethics, business ethics, and so on, and how these issues differ between nationalities, organization type, cultural backgrounds, etc.

3. Find out if following Thai Krengjai cultural practices have any impact, if any, for better or for worse, on the employee's happiness at the workplace.

Hopefully, this study will enable the reader to have a more comprehensive understanding of Krengjai. Better understand how Thai-Krengjai Culture influences behaviors, practices, workplace ethics, business ethics, communication styles, group dynamics, relationships, problem-solving, decision making, and so on at the workplace. This study seeks to provide a valuable resource for more advanced and complex studies about this topic in the future.

1.5 Scope of the Study

For this study, six core mindsets are identified as independent variables that make up components of Thai-Krengjai Culture.

1. Non-Conflicting Mindset
2. Considerate Mindset

3. Self-Aware Mindset

4. Follower-Mindset

5. Respectful-Mindset

6. Easy-Going Mindset

Dependent Variable (DV) – Happiness at the workplace.

1.6 Population and Sample Selection

The population of this study allowed persons of any nationality, age, gender, income, educational background, cultural upbringing, work type, work location to participate in the survey if they had experienced Thai-Krengjai Culture personally. The population sample size was obtained using convenience sampling.

1.7 Questions Asked by This Study

This study seeks to ask the following research questions

1. What is Thai-Krengjai Culture?

2. What are the issues (if any) related to Thai-Krengjai Culture at the Workplace?

3. Does Thai-Krengjai Culture have any impact on Happiness at the Workplace?

4. What are the Perceptions about Krengjai in the Thai Workplace?

As such, if this study finds out that there are issues at the Thai workplace caused because of adopting Thai-Krengjai Culture, and there is no significance of Thai-Krengjai Culture on Happiness at the Workplace,

5. Should one ***stop*** following Thai Krengjai Cultural practices at the workplace and instead focus on solving the workplace issues or preventing them from being caused regarding Krengjai?

As mentioned above, this is an exploratory and introductory study, conducted without bias and designed so that further and more detailed studies can be conducted for further understanding and addressing Thai cultural issues and Thai workplace issues.

1.8 Issues with Krengjai

While on the surface, krengjai seems to be a very positive behavioral and cultural trait, it is often a very welcoming and endearing aspect of Thai culture. Having earned Thailand the nickname "Land of Smiles," with Thais often described as easy-going, friendly, polite, modest, cheerful, respectful, loyal, and deferential, there is also a dark side and a problematic side to Krengjai (Biggs, 2018). Andrew Biggs writes in the Bangkok Post that while krengjai is nice, it is like opening a can of worms. Krengjai turns you into a caring, thoughtful human being and transforms you into a directionless jellyfish. According to Biggs, krengjai can hinder progress or a shield to hide reluctance or even cowardice. "Krengjai will mess up your day if you are not aware of it," says (Persons, YouTube, 2021). Considering that krengjai translates to "fear of heart," what exactly is there to fear? Plenty says (Persons, 2016). Thais are afraid of confrontation, conflict, being impolite, not showing proper respect for status, looking greedy, being inconsiderate of others, inconveniencing others, overstepping boundaries, making someone lose face, or losing face yourself. Because krengjai is often confusing and difficult to understand for foreigners working in Thailand or interacting with Thai persons or organizations, this leads to misunderstandings, miscommunication, and

angst. Often the term krengjai is used as a reason by a Thai person for not being able to complete a particular task (Fitzroy, 2014).

This study shall explore whether Krengjai impacts happiness at the Thai workplace. Various commentary and academic studies have concluded that Krengjai influences workplaces in Thailand or where Thai culture is prevalent. Therefore, this study shall try to summarize them in the following segment.

1.9 Krengjai in the Workplace

Krengjai and Thai-Culture have a distinctive effect on Thailand's workplaces where Thai culture is prevalent. Of course, there are both positive and negative effects, but it is fair to say that Thai-Culture's effect on the workplace is unique compared to most other workplaces and cultures.

In LinkedIn, the world's foremost job-hunting/hiring site, Peter Fitzroy from People Analytics wrote about some examples of negatively using krengjai in business. (Fitzroy, 2014)

Being too krengjai to ask your superiors for help – leads to delays in completing tasks, causing embarrassment and loss of revenue.

- They were being too krengjai and avoiding telling someone that they were wrong. For instance, avoid challenging a client with unrealistic demands or avoid challenging a boss making poor decisions.
- Being too krengjai to offer your opinion may be necessary for a meeting - out of fear of claiming superiority over your senior.

- Being too krengjai to a client and being too reluctant to address their problems led to poor sales and overall client satisfaction.

When offering advice for organizations dealing with Thai organizations or personnel, the International Society for Human Resource Management (SRHM) offers some essential warnings/advice to hirers and managers, which is very krengjai culture-specific to warn them how to avoid such pitfalls. (Wallack, 2010).

- Learn "Thainess" and try to get along. Do not disrespect the local culture or local customs.
- Attend your employee's events, such as their weddings and funerals of family members.
- Understand the culture that non-Thais such as yourselves are seen as authority figures; therefore, they do not act informally.
- Be "soft of voice" and humble.
- Don't disagree with a superior in front of others.
- Do not use your authority as a tool to lead. Use your personal relationships.

While some of the above advice may seem to be common-sense advice, some may seem strange and unnecessary compared to Western norms of other regions. For example, a study conducted at the University of Manchester found that Thailand is not mainly known as a good example of business ethics, professionalism, or efficiency (Peng, 2016). Thais' cultural, traditional, and behavioral attitudes are too complex, multi-faceted, and poorly understood by expatriates, which leads to problems. However, Peng also suggests that some aspects of krengjai and "henjai" are another

Thai core value (understanding and mindful). Expatriates would be better served if they understood these values and assimilated some of them for a smoother working relationship with Thais in general.

Likewise, Brian R Richards, a brand consultancy executive specializing in Asia-Pacific, notes that the krengjai aspect of Thai culture has made Thailand less competitive in the global community (Richards, 2015). In particular, the behavior of not asking questions from employees to seniors, especially if perceived as confrontational or strong, or avoiding confrontation due to fear of being considered rude. Thais have always been taught to avoid confrontation (Hays, 2014). They are ingrained to value being calm, placid, and soft-spoken. Feelings are not allowed to be expressed directly. Anger is frowned upon. Thais are expected to remain calm and not complain, even when the heat and traffic are at peak levels. Not following the culture of krengjai has cost prominent and capable figures from remaining hired or from getting promoted to better positions. Some examples are Dr. Somkiat Ornvimon, a western-educated television anchorman, though admired for his creativity, was shunned from one station to another because he was considered too assertive, too aggressive for the Thai taste. Likewise, many academics are blocked from higher-up posts if they are more outspoken than accepted in Thai culture (Hays, 2014). It is not surprising to find some highly political academic departments run by less qualified people than their subordinates (Hays, 2014).

Talking about creativity, an aptly-titled article "Krengjai Knowingly Undermines Individual Creativity" from Steven Graham states that krengjai, along with other factors, is often masked as ego, a fear of failure and disregard for task completion

over the fear of losing face – and a major factor that inhibits abstract thinking amongst Thais and limiting creativity. (Graham, 2015). Graham further states that krengjai stifles the creative thinking aspect of Thai students and teachers in classrooms, which can also be interpolated, based on the negative aspects of krengjai mentioned above by various authors. John Wigglesworth in Thailand 2020: Principals for Marketing Success claims that Thailand is a hierarchical and authoritarian society where it is deeply ingrained that one must be deferential to their superiors, which stifles creativity and collaboration, and derails what should be a well-integrated organization (Wigglesworth, 2018). Because Thai culture yearns for harmony, it manifests instead of "avoidance of conflict" at all costs. Thai attitudes of krengjai, including other cultural traits of "Sabai Sabai" (easy-going), "Mai Pen Rai (it doesn't matter), "Rak Sa Nah (save face), "Awuso" (seniority), and "Hai Kiat" (respect) though appropriate in social situations, hinders workplace productivity (Niratpattanasai, 2014). They affect a company's earnings and are counterproductive.

Finally, krengjai is also one reason for Thailand's political instability in the recent decade (Moore, 2013). Moore proposes that the patronage system and norm of being deferential to rank, uniform, and position have forced less powerful citizens as villagers, uneducated, and junior-ranked citizens not to question the decisions and conduct of higher-ranked seniors. Because of krengjai, it was inappropriate, rude, and unforgivable to question or criticize people in power.

Furthermore, while Thai values have an inherently positive purpose, they may also have unintended negative effects, and business ethics may be compromised due to krengjai to seniors (Peng, 2016). Krengjai leads to indirectness and reluctance, leading

to miscommunications between Thais and foreigners, and eventually to problems. She also detailed other aspects of krengjai, such as having respect for/fear of the powerful, respect for/fear of superiors, consideration for others, and adoption of the self-effacement trait (Maguire, 2018).

In summary, it can be said that there are enough texts in this present day to justly claim that while krengjai has some good social aspects, overall, it has a negative influence when it comes to inter-cultural dealings, workplace productivity, creativity, openness, and integration in organizations, and overall, a sense of restrictiveness, uneasiness, and unhappiness in Thai culture and Thai organizations.

1.10 Method of the Study, Tools, and Statistics Used

For this study, building up upon a literature review of the academic research and articles written about the subject of Krengjai, this study proposed a conceptual framework to express and explain the premise of this study. Details about the conceptual framework are provided in Chapter 3.3 – Conceptual Framework. More details about Methodology are given in Chapter 3 – Methodology.

As such, this study sought to obtain honest, uninhibited answers from applicable respondents through a close-ended survey composed of questions that sought to obtain their agreement towards situations at the workplace that Thai-Krengjai Culture could influence. The complete survey is in Appendix – Research Questionnaire in Thai and English. The survey was spread to respondents using Google Forms to a diverse set of demographics but limited to those having had experience with Thai-Krengjai Culture and have worked or are working in a Thai cultural workplace.

The survey sought to collect demographic data, including a breakdown of cultural background and organization culture and types. This study also provided respondents with questions designed to judge their decision-making and how they responded to situations at the workplace. This study provided the participant with a choice to solve a particular issue, but risk being un-Krengjai, or choose the other option by being Krengjai, but risk having the problem remain unresolved. More about this in Chapter 3. Statistical analysis was conducted on the results, including multiple linear regression, descriptive frequency analysis, reliability analysis, correlation, and mean comparisons.

1.11 Benefits and Limitations of the Research

This is further detailed in the Discussion section below (See Chapter 5 – Discussion). But, as mentioned above, this is an exploratory and introductory study, conducted without bias and designed so that further and more detailed studies can be conducted for further understanding and addressing Thai cultural issues and Thai workplace issues.

This study only reviews and analyzes relationships between the variables using multiple linear regressions (MLR). This study has proposed (but did not use for this research) a complex structural equation model (SEM), as it would be too complex and beyond the scope of this study.

1.12 Significance and Importance of the Study

They are further discussed in the Discussion section below (See Chapter 5 – Discussion). Compared to the breadth of research in academia, there have not been

many studies on Thai-Krengjai Culture and how it impacts issues at the Thai workplace. While the workplace is a complicated and dynamic field of study and may not be adequately studied in one survey, this study simply wants to start by exploring the issue of Thai workplace happiness and its impact resulting from Thai-Krengjai Culture.

As a result, this study will also inquire about various issues (if any) that could be caused by adopting Thai-Krengjai Culture. Finally, it shall be reported here for further studies elsewhere.

This study will determine,

- If there are any issues at the workplace caused by adopting Thai-Krengjai Culture?

- Does Thai-Krengjai Culture have any significant impact on Workplace Happiness?

Therefore, there is a likelihood of a result where

- If yes, Thai-Krengjai Culture causes issues at the workplace

- And no, Thai-Krengjai Culture does not have any significant impact on Workplace Happiness

- Then, would it not be better to ***stop adhering*** to Thai Krengjai Cultural practices at the workplace to focus on solving the workplace issues or prevent them from being caused with regards to Krengjai?

1.13 Definitions of Terms

Krengjai is very difficult to define and has many aspects, as described above. But as such, this research shall be referred to as follows.

1. "Thai-Krengjai Culture" and "Thai Culture" refer to Thai culture, including all aspects of krengjai and other Thai behaviors collectively.

2. "Thai cultural workplace" refers to a workplace where Thai-Krengjai Culture is prevalent. This does not have to be a workplace run entirely by Thai personnel or the workplace being in Thailand itself. Still, if Thai persons are working together, and colleagues tend to be krengjai towards each other, they will be considered as Thai cultural workplace.

3. "Thai cultural colleague" refers to a colleague who does not have to be Thai but practices Thai culture. Likewise, suppose the person is of Thai nationality but does not practice Thai culture. For instance, they are brought up abroad and have a completely different cultural alignment; they are not considered a Thai cultural colleague.

4. "Thainess" refers to a person behaving according to traits and mindsets of Thai-Krengjai Culture or Thai culture.

5. "Mindset" refers to an established set of attitudes held by someone.

6. "Core-Values" refers to an established set principles held by someone.

7. "Behavioral Traits" describe the characteristics that consistently describe a person's behaviors and how they act.

Conclusion

Krengjai is a complicated issue with no formal definition in the English dictionary. It is a set of cultural traits and behaviors exclusive to Thailand and Thai people or people brought up in Thai culture. While krengjai seems to be a very positive behavioral and cultural trait on the surface, it also has a dark side that causes many problems. The objective of this study was to study and review the definitions of "Krengjai," list the positive and negative aspects of Krengjai, and investigate if Krengjai has any impact on the Thai workplace. With the findings, this study hopes to summarize issues (positive or negative) that Krengjai causes in the workplace.

CHAPTER 2

LITERATURE REVIEW

Introduction

In this chapter, this study shall seek to review academic articles, studies, commentary, and writings about Thai-Krengjai Culture over the years. First, this study shall attempt to define the components of Krengjai and how to differentiate between "Thai-Krengjai Culture" and "Thai Culture." Next, this study shall review the Psychology of Thai People and the aspects, mindsets, and behavioral traits that encompass "being Thai." Following the literature review, this study shall attempt to derive a set of variables based on Thai-Krengjai. Finally, this study shall also review components that makeup "Happiness at the Workplace" to design the questionnaire to study the relationship between the two.

Academic study about Thai culture and Krengjai is somewhat dispersed, and each research concentrates on a different aspect or issue. Depending on the objective at hand, a particular study may focus on a specific agenda or aim to understand certain aspects of krengjai. For instance, some studies provide foreign personnel working in Thailand or dealing with Thais with background information about Thai culture (Chhina, 2016). Some studies may be reports commissioned by foreign institutes to gather strategic intelligence on Thailand (Hofstede Insights, 2020). Some studies focus on understanding Thai psychology and Thai cultural values (Komin, 1990), (Klausner, 1981-2005), (Knutson, 2004), (Mulder, 1979) and how to define Krengjai (Wyatt & Promkandorn, 2012). Other studies focus on the connection between Krengjai as

communication, inter-personal and intra-personal relationships (Boonprasert, 2016), (Chaidaroon, 2003).

There are also many opinion articles, experience narratives, information guides, books and essays, and videos and podcasts, which provide meaningful insight into Thai Krengjai. See Appendix – Articles and Links.

2.1 Components of Krengjai

An analytical study by Wyatt and Promkandorn aimed to study the cultural definitions and actions of krengjai by conducting a critical discourse analysis of studies prior (Wyatt & Promkandorn, 2012). They found out that the full descriptions of Krengjai were as follows.

1. Be inclined to avoid unnecessary confrontation.

2. To be shy, timid, humble, and self-effacing.

3. To be deferential, submissive, respectful, and reverential.

4. To feel considerate about others.

5. To inhibit one's goal (self-inhibition and self-sufficiency) from improving social connections and relationships.

6. Be very careful about what you say.

7. To be reluctant to impose on another person.

8. Do not criticize or displease

9. Be krengjai to obtain favors, request favors, or indebting someone with a debt of gratitude.

10. Do not give instructions or assert yourself in front of superiors, seniors, or the elderly.

11. Comply with the rules.

12. Maintain self-control.

13. Be afraid to offend.

14. Do not hurt feelings.

15. Do not cause trouble.

16. Do not lose face yourself or cause others to lose face.

17. Do not cause inconvenience.

18. Avoid conflict.

19. Do not ask or expect help from other people.

20. Be krengjai to be socially accepted.

21. Maintain social order and power structure.

22. Maintain honor or rebuild face.

23. Prevent feelings and thoughts from being expressed.

From the above (Wyatt & Promkandorn, 2012) study, most respondents were inclined to feel considerate towards another person (66.3%), were deferential and reverential and in awe (63.8%), and did not want to hurt another's feelings (61.5%).

Table 1: Defining Krengjai Wyatt & Promkandorn, 2012

Question	Always	Sometimes	Never
Feeling considerate for another person	66.3%	32.4%	2.8%
Deference or Reverential awe	63.8%	32.8%	3.4%
Not wanting to hurt feelings	61.5%	35.7%	2.8%

When given more context to work with, respondents' interpretations of krengjai varied but were still in line with the expectation and understanding of the behavior accepted for being krengjai.

Table 2: Defining Krengjai Wyatt & Promkandorn, 2012 (more)

Question	Always	Sometimes	Never
Avoiding unnecessary confrontation	24.8%	70.5%	4.7%
Diffidence – shyness	21.6%	67.9%	10.5%
Preventing feelings or thoughts from being expressed	32.1%	60.3%	7.7%
Being careful of what you say, not directly criticizing or displeasing	36.7%	59.4%	3.9%
The goal of *krengjai* is to *ow jai* one another	29.9%	58.6%	11.5%
Compliance with rules	39.6%	57.2%	3.2%
Reluctance to assert or give instruction to superiors	37.4%	54.9%	7.7%

Question	Always	Sometimes	Never
Not wanting to cause trouble, not wanting to cause an inconvenience	51.3%	45.5%	3.2%
Maintaining social order	48.2%	48.0%	3.8%
Not wanting to lose face or to cause someone to lose face (*rak san am jai kan*)	47.7%	48.7%	3.6%
Not asking for nor expecting help from people	45.5%	48.9%	5.6%
Done to be accepted, for social approval	44.7%	48.7%	6.6%

How do these acts and behavioral tendencies affect relationships, workplace practices, communication styles and effectiveness, problem-solving capabilities, ethics, morality, and so on?

A comprehensive study by (Boonprasert, 2016) analyzed the binary effects of krengjai among Thai and Non-Thai academic employees and showed a negative impact of krengjai on all communication practices. Non-Thais said that krengjai causes lying, whereby Thais disagreed on that characterization. Even though respondents said that

krengjai positively affected professional relationships, it was only limited to a context-based situation or scenario. Qualitative analysis revealed that here too, in fact, that krengjai-related professional relationships can be perceived as negative.

While in his paper, Chaidaroon defends that the Thai communication style (and shyness, according to him, is not to be considered incompetent. He states that while to non-Thais, the Thai communication behaviors may seem incompetent, it is, in fact, a style deliberately adopted by Thais to maintain social harmony, be humble, not speak up – in order words, being krengjai (Chaidaroon, 2003). Nonetheless, all these behaviors reinforce the collective understanding of the krengjai aspect, and my proposal of these behaviors possibly being counterproductive and unhelpful.

Chaidaroon lists the same behavior aspects this study discussed, "not asking for help (but not refusing to help)," "extreme humility," and "not speaking up and not responding quickly" (Chaidaroon, 2003). These are behavior that Chaidaroon defends as competent, but I would argue that they are not – and they do indeed support the general understanding and description of krengjai culture. In this regard, it was observed that even among medical students, krengjai influenced how students sought feedback from their teachers, and the hierarchical culture of Thai society had a significant influence on feedback-seeking, provision, and acceptance (Cooper, Wirasorn, Paopongsawan, Panthongviriyakul, & Ramani, 2020).

A paper comparing Thai and German negotiation styles found that Thailand compared to Germany, had a high-power distance, meaning that there is a wide and unequal gap between people in positions of power and those who are not. Thais tolerate

unclear, unstructured, and unknown situations, avoiding clarification seeking. Thais were more avoiding accommodating compared to Germans (Promsri, 2013).

Similar results were found among Thai public service officers, with high power distance, high uncertainty avoidance, and Thai female officers being significantly more submissive and accepting of authority (Pimpa, 2012). In contrast, Thai males were somewhat more aggressive and assertive but more submissive when interacting with superiors.

Finally, Ramandeep Chhina, at an Oxford conference, suggested straightforwardly that in Thailand, a straightforward, ambitious, and aggressive personality, even though highly capable, will not be tolerated in Thai culture and are hardly successful (Chhina, 2016). Which leads us to a unique problem – how will Thailand compete with other countries if the negative restraints of krengjai still bind them? Thai commentators, meanwhile, expect foreigners to change and adapt to the Thai culture, seemingly without any reciprocation from Thais. And a unique role should be created for their staff that allows them to be assertive but comfortable (Changsorn, 2014). While out of the scope of the research, this study shall instead focus on if Thais are genuinely happy in a workplace that is "ruled over" by krengjai and what can be done about it?

Difference Between "Thai-Krengjai Culture" and "Thai Culture"

For this study, when referring to "Thai-Krengjai Culture," it is intended to refer to the "behavioral-aspect" and social and personal mindsets of Thai people or people involved in a Thai way of thinking. Although "Thai Culture" can refer to and

include many other things, such as music, dress routine, cuisine, ceremonies, and traditions. "Thai-Krengjai Culture" is only focused on behaviors.

2.2 Thailand's Cultural Dimensions According to Hofstede

Hofstede's Cultural Dimensions Theory (Hofstede, 2001), is a good framework for helping us explain the differences in culture across countries, dimensions of culture, and their impact on a business setting. While this study shall explore its own adopted framework theory in later chapters, it is worth reviewing here as part of the literature review.

Hofstede's six categories that define culture are as follows:

1. Power Distance Index
2. Collectivism vs. Individualism
3. Uncertainty Avoidance Index
4. Femininity vs. Masculinity
5. Short-Term vs. Long-Term Orientation
6. Restraint vs. Indulgence

Hofstede Insights Institute (Hofstede Insights, 2020) analysis of Thailand provides an overview of Thai culture compared to other cultures.

Table 3: Cultural Dimensions of Thailand (Hofstede Insights, 2020)
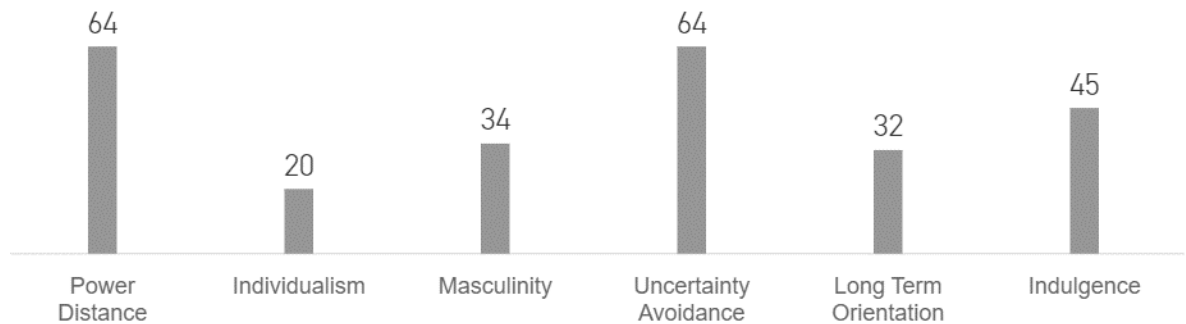
1. Power Distance – Thailand scores lower on average than other Asian countries (71), which implies that inequalities are more accepted in Thailand, and a strict chain of command and protocol is accepted. There is more deference shown to superiors. This is the hallmark of a hierarchical and controlled social structure.

2. Individualism – With a score of 20, Thailand is a highly "collectivist" country. Thais consider themselves as a closely committed group with loyalty towards the group. Thais prefer non-confrontation and uncertainty, whereby a "yes" does not always mean acceptance or agreement but an avoidance to commit. Thais are overly sensitive not to be shamed in public, and relationships are key in conducting business.

3. Masculinity – With a score of 34, Thailand is considered a Feminine society and has the **lowest Masculinity ranking among the Asian countries** (53) and worldwide (50). Thais are therefore considered less assertive, less competitive, and confrontational.

4. Uncertainty Avoidance – At a score of 64, Thais tend to avoid uncertainty (and uncertain times) and stick to rules, orders, laws, policies as set by people in

power. This also indicates that Thailand is risk-averse, and its society does not readily accept change.

5. Long-term Orientation – Thailand's low score of 32 indicates that Thai culture is more normative and less pragmatic. Thais are normative in their thinking, display greater respect for traditions, have little regard for the propensity to save for the future, and focus on achieving quick and instant results.

6. With an intermediate score of 45, a preference for this dimension cannot be determined for the Thai culture. Indulgent traits will have lower scores (less control over one's desires and impulses), whereby higher scores will signify 'Restraint.'

2.3 Psychology of the Thai People and core Thai-Values

Key research and study about the psychology of Thai people and Thai-Value of krengjai have been done over the years led by (Komin, 1990), (Klausner, 1981-2005), (Knutson, 2004), (Mulder, 1979) and others.

Whereby Mulder links the concept of krengjai to Buddhism and the teachings of Buddhism as a basis (Mulder, 1979), Komin, a psychologist, rejects religion as a primary reason for krengjai and instead says it is more a process of "social smoothing" that Thais adopt (Komin, 1990). In her book, Komin lays down the following core values of the Thai people and calls this the "National Character of the Thai People" (Werner, 2020).

This study shall use all the literature reviewed about Krengjai to create a Thai Value-Mindset table for each behavioral trait displayed and expected of Thais or people in a Thai-cultural setting.

Mindsets of Thai People

Based on research by (Komin, 1990), (Klausner, 1981-2005), (Knutson, 2004), (Mulder, 1979), (Cooper, Wirasorn, Paopongsawan, Panthongviriyakul, & Ramani, 2020), (Boonprasert, 2016), the following are mindsets of Thai people, and Thai-Krengjai Culture.

1. Face-Saving Mindset

2. Criticism-Avoidance Mindset

3. Krengjai (Considerate) Mindset

4. Self-Effacement Mindset

5. Non-Questioning Mindset

6. Gratefulness-Fulfilment Mindset

7. Respectfulness (and Fearfulness) Mindset

8. Flexibility and Non-Stubborn Mindset

9. Confrontation/Conflict-Avoidance Mindset

10. Self-Boosting Mindset

11. Co-Exist Mindset

12. Fun and Easy-Going Mindset

13. Self-sufficiency Mindset

14. Self-Inhibition Mindset

Thai Behavioral Traits and Expected Behavior

Similarly, based on the literature review from various authors mentioned above, these are the Thai behavioral traits and the behavior expected for each trait.

1. Protect one's ego

    a. Thais must save face at all costs

    b. Thais must avoid criticism

    c. Preserve and protect your dignity

    d. Be considerate (Krengjai)

    e. Be passive

    f. Be humble

    g. Be self-effacing

    h. Project shyness

    i. Be afraid to offend

    j. Do not hurt feelings

    k. Do not cause trouble

    l. Do not lose face

2. Be grateful in relationships

    a. Form relationships based on indebtedness "bunkhun" as opposed to ones based on transactions

    b. Provide and create value in a relationship by performing grateful deeds (such as doing favors, helping, and so on) "saang bunkhun."

    c. Acknowledge gratefulness in others "ruu bunkhun" and reward them accordingly "tob thaen bunkhun."

    d. Exploit benefits of relationships based on gratefulness "thuang bunkhun."

    e. Give deference

    f. Maintain social order and status

    g. Be reverential

    h. Be krengjai to receive favors and have your requests granted

    i. *Ow Jai* (flatter and pamper) each other

3. Have smooth interpersonal relationships

    a. Adopt a Thai way of cognition in social interactions, by

        i. Being caring and considerate

        ii. Being kind and helpful

        iii. Being responsive to situations

        iv. Taking advantage of opportunities

        v. Being self-controlled, tolerant, and restrained

        vi. Being polite and humble

        vii. Be contented and non-demanding

        viii. Be social

        ix. Be self-effaced

    b. Do not seek conflict

    c. Suppress emotional expressions during social interaction

    d. Adopt an "affiliative personality" and portray helpfulness

    e. Be respectful for and fearful of elders

    f. Be respectful for and fearful of more powerful people

g. Be respectful for and deferential towards successful people

h. Be respectful for and fearful of superiors

i. Maintain equanimity and stay uninvolved

4. Have flexibility and adjust your orientation

a. Have flexibility over principle and ideology, be situation-oriented

b. Change rules and regulations based on situations

c. Be flexible with regards to corruption

d. Tend to be

i. Unpredictable

ii. Non-committal

iii. Selfish and opportunistic

e. Comply with the rules obediently

f. Lie if you must

5. Set your religious and psychical beliefs

a. Believe in certain religious concepts

b. Perceive and believe in the concept of karma

c. Accept certain superstitious beliefs and behaviors, do not ridicule or criticize if you do not believe them

6. Orient Your Education Level and Materialistic Projection

a. The form is more important than content; what you project to the world is more important than what may be the real situation

b. Project a form of material possession as it is considered valuable and appreciated by Thai society

c. Self-image projection is more important than frugality

d. Project a form and perception of development and moving-up in life, as it is considered a mark of success

e. Pursue an educational degree for honor for family and ancestry

f. Pursue an image of being modern and being developed

g. Use the aspects of Krengjai and Thai-Culture to your benefit

h. Flatter and paper your superiors if it helps you curry favors

7. Be Interdependent on Others and Co-Exist

a. Encourage co-existence and conflict-avoidance in groups and communities

b. Set your religious and psychical beliefs

8. Orient your education level and materialistic projection

a. Adopt an easy-going attitude (disregard everyday life and concerns / prefer carelessness over having stress and hardship)

b. Seek out fun activities and pass-times

c. Prefer easier, simpler tasks and jobs as opposed to unpleasant and jobs requiring serious commitment and sustained levels of effort, if you are in a city-center like Bangkok

d. Work harder and sustain toil and labor if you are in rural settings

e. Do nothing (remain idle) as opposed to doing repetitive tasks

    f.   Share activities of fun and pleasure with others, even strangers

9. Setting Achievement Goals and Tasks

    a.   The social relationship is more important than working hard

    b.   Being ambitious and hardworking is not as important as having good relationships

    c.   Adopt Buddhist practices of detachment from materialistic goods and goals

    d.   Adopt the Buddhist concept of fatalism and karma, accept your condition as it is because it is a result of your past deeds

    e.   Adopt Buddhist teachings of individualism and one's sole struggle to achieve wisdom – self-improvement by self is more important than an improvement as a group

    f.   Inhibit your own goals and ambitions to maintain or improve your relationships and social environment with your friends and colleagues

    g.   Do not ask for help from other people

    h.   Do not expect help from other people

    i.   Do not express your feelings or thoughts

10. Avoid all unnecessary confrontation

    a.   Be careful of what you say

    b.   Be reluctant to impose on someone

    c.   Do not directly criticize or displease someone

    d.   Do not assert yourself

e. Do not give instructions to superiors

f. Maintain self-control and restraint

Interlink Between Thai Behavioral Traits and Thai Mindset

By assessing the characteristics of each behavioral trait, this study can match each trait with the corresponding mindset that best encompasses it. Therefore, this study proposes the following interlinked behaviors and mindsets.

There is an inevitable overlap between the individual traits / behavioral values and what aspect of Thai-Culture Mindset they represent. Therefore creating a cross-section chart (see below) of the various behavioral traits and their corresponding Thai-Culture Mindset, the behavioral traits of Thai-Culture are easier to identify.

In this way, this study can identify Thai-Culture traits that can influence Thais' everyday behavior or people in a Thai cultural setting and plan the research questionnaire to identify the problems or issues that can arise.

Table 4: Thai Behavioral Traits specific to a particular Thai Mindset

Behavioral Traits Expected from Thais	Thai Mindset described
1. Protect One's Ego	• Face-Saving Mindset • Criticism-avoidance Mindset • Krengjai Mindset (Considerate mindset)

	• Self-Effacement Mindset • Non-questioning Mindset

Table 4: (continued) Thai Behavioral Traits specific to a particular Thai Mindset

2. Be Grateful in Relationships	• Gratefulness-Fulfilment Mindset • Krengjai Value (Considerate mindset) • Self-Effacement Mindset
3. Have Smooth Interpersonal Relationships	• Respectfulness (and fearfulness) Mindset • Non-questioning Mindset • Self-Effacement Mindset • Krengjai Mindset (Considerate mindset) • Face-Saving Mindset
4. Have Flexibility and Adjust Your Orientation	• Flexibility and Non-Stubborn Mindset • Self-Boosting Mindset

Table 4: (continued) Thai Behavioral Traits specific to a particular Thai Mindset

5. Set Your Religious and Psychical Beliefs	• Non-questioning Mindset
6. Orient Your Education Level and Materialistic Projection	• Self-Boosting Mindset
7. Be Interdependent on Others and Co-Exist	• Co-Exist Mindset • Confrontation-Avoidance and Conflict-Avoidance Mindset
8. Orient Your Activities of Fun and Pleasure	• Fun and Easy-going Mindset
9. Setting Achievement Goals and Tasks	• Self-sufficiency Mindset • Self-Inhibition Mindset • Criticism-avoidance Mindset • Self-Effacement Mindset
10. Avoid all unnecessary confrontation	• Confrontation-Avoidance and Conflict-Avoidance Mindset

Furthermore, this study also conducted an informal breakdown of the Thai behavioral traits and scored them against its related mindset. This table can be viewed under Appendix D

The Six Core mindsets of Thai-Krengjai Culture

This study proposes that six core mindsets can be used to explain Thai-Krengjai Culture, Thai behavioral traits, value traits. To provide a holistic understanding of Thainess, this study simplifies the mindsets of Thai people identified by (Komin, 1990), (Klausner, 1981-2005), (Knutson, 2004), (Mulder, 1979) and others into the following six core mindsets.

Table 5: The Six Core Mindsets of Thai-Krengjai Culture

Non-Conflicting Mindset	Considerate Mindset	Self-Aware Mindset
Follower Mindset	Respectful Mindset	Easy-Going Mindset

As such, if future programmers were to provide a list of instructions to a future advanced A.I. protocol about programing the cultural, behavioral aspects of a Thai person,' they shall incorporate the following six core mindsets, which would be able to amalgamate the best approximation of a Thai person.

I – Non-Conflicting Mindset

Encompassing Mindsets: Co-Exist Mindset, Criticism-Avoidance Mindset, Confrontation/Conflict-Avoidance Mindset, Face-Saving Mindset

Expected Behavioral Traits

- Be careful of what you say
- Do not make others lose face
- Do not hurt feelings
- Thais must save face at all costs
- Preserve and protect your dignity
- Do not lose face
- Do not give instructions to superiors
- Be afraid to offend
- Do not directly criticize or displease someone

- Thais must avoid criticism
- Do not seek conflict
- Do not cause trouble
- Maintain self-control and restraint
- Encourage co-existence and conflict-avoidance in groups and communities
- Be social
- The social relationship is more important than working hard

II – Considerate Mindset

Encompassing Mindsets: Krengjai (Considerate) Mindset

Expected Behavioral Traits

- Be considerate (Krengjai)
- Being polite and humble
- Being caring and considerate
- Being kind and helpful
- Being responsive to situations

- Do not cause inconvenience to others
- Adopt an "affiliative personality" and portray helpfulness
- Be humble

III – Self-Aware Mindset

Encompassing Mindsets: Self-Effacement Mindset, Self-sufficiency Mindset

Expected Behavioral Traits

- Being self-controlled, tolerant, and restrained

- Do not assert yourself

- Be passive

- Be self-effacing

- Project shyness

- Do not ask for help from other people

- Do not expect help from other people

- Work harder and sustain toil and labor if you are in rural settings

- Adopt Buddhist practices of detachment from materialistic goods and goals

- Adopt the Buddhist concept of fatalism and karma, accept your condition as it is because it is a result of your past deeds

- Adopt Buddhist teachings of individualism and one's sole struggle to achieve wisdom – self-improvement by self is more important than an improvement as a group

- Do nothing (remain idle) as opposed to doing repetitive tasks

IV– Follower Mindset

Encompassing Mindsets: Non-questioning Mindset, Flexibility, and Non-Stubborn Mindset, Self-Inhibition Mindset

Expected Behavioral Traits

- Be contented and non-demanding

- Lie if you must

- Comply with the rules obediently

- Be flexible with regards to corruption

- Have flexibility over principle and ideology, be situation-oriented

- Change rules and regulations based on situations

- Be Unpredictable

- Suppress emotional expressions and true feelings during social interaction

- Maintain equanimity and stay uninvolved

- Be reluctant to impose on someone

- Do not express your feelings or thoughts

- Inhibit your own goals and ambitions to maintain or improve your relationships and social environment with your friends and colleagues

- Be non-committal

V – Respectful Mindset

Encompassing Mindsets: Gratefulness-Fulfilment Mindset, Respectfulness (and fearfulness) Mindset

Expected Behavioral Traits

- Be krengjai to receive favors and have your requests granted

- Exploit benefits of relationships based on gratefulness "thuang bunkhun."

- Provide and create value in a relationship by performing grateful deeds (such as doing favors, helping, and so on) "saang bunkhun."

- Form relationships based on indebtedness "bunkhun" as opposed to ones based on transactions

- Acknowledge gratefulness in others "ruu bunkhun" and reward them accordingly "tob thaen bunkhun."

- Taking advantage of opportunities

- Be respectful for and fearful of elders

- Be respectful for and fearful of more powerful people

- Be respectful for and deferential towards successful people

- Be respectful for and fearful of superiors

- Be reverential

- Give deference

- Maintain social order and status

- Ow Jai (flatter and pamper) each other

VI – Easy-Going Mindset

Encompassing Mindsets: Self-Boosting Mindset, Fun, and Easy-going Mindset

Expected Behavioral Traits

- Be krengjai to maintain honor

- The form is more important than content; what you project to the world is more important than what may be the real situation

- Project a form of material possession as it is considered

valuable and appreciated by Thai society

- Self-image projection is more important than frugality

- Project a form and perception of development and moving-up in life, as it is considered a mark of success

- Pursue an educational degree for honor for family and ancestry
- Pursue an image of being modern and being developed
- Selfish and opportunistic
- Being ambitious and hardworking is not as important as having good relationships
- Adopt an easy-going attitude (disregard everyday life and

concerns / prefer carelessness over having stress and hardship)

- Seek out fun activities and pass-times
- Prefer easier, simpler tasks and jobs as opposed to unpleasant and jobs requiring serious commitment and sustained levels of effort, if you are in a city-center like Bangkok
- Share activities of fun and pleasure with others, even strangers

2.5 Independent Variables

Based on the above, this study shall consider the *six Thai core mindsets* as the six latent **independent variables** and design a series of survey questions that ask the population sample about their agreement with various aspects of these core mindsets in a work-setting environment.

Then this study shall ask a series of survey questions about *workplace happiness*, which shall be the **dependent variable**, and attempt to see if there is any relationship and significance between adopting Thai-Cultural Krengjai practices and their level of workplace happiness.

Table 6: Independent Variables

Independent Variable 1 **(IV1)**	Independent Variable 2 **(IV2)**
1. Non-Conflicting Mindset 1.1. Thais must save face 1.2. Do not seek conflict or confrontation 1.3. Co-exist in harmony	**2. Considerate Mindset** 2.1. Thais must be Krengjai (considerate) 2.2. Thais must be kind and helpful
Independent Variable 3 **(IV3)**	Independent Variable 4 **(IV4)**
3. Self-Aware Mindset 3.1. Be self-effacing 3.2. Be self-sufficient	**4. Follower Mindset** 4.1. Be obedient and compliant 4.2. Be flexible and accepting 4.3. Inhibit your true feelings
Independent Variable 5 **(IV5)**	Independent Variable 6 **(IV6)**
5. Respectful Mindset 5.1. Be grateful and appreciative 5.2. Be respectful and fearful	**6. Easy-Going Mindset** 6.1. Project a positive image 6.2. Be easy-going and prefer simpler aspects

2.6 Happiness in the Workplace

A whole breadth of research is conducted upon understanding, measuring, and analyzing the factors and how they affect happiness in the Workplace. Therefore, this study shall list a couple of models and workplace happiness factors and create a master list of all factors affecting workplace happiness, adapting them to how they may or may not be affected by the cultural aspects in a Thai workplace.

According to Jiawiwatkul, there are eight indicators of happiness in a workplace (Jiawiwatkul, 2010).

1. Happy Body is a workplace that encourages and provides resources for employees to be physically through activity and exercise and good office ergonomic and physical routine practices and guidelines.

2. Happy Heart – a workplace that encourages employees to be cooperative, kind, and encouraging to fellow employees

3. Happy Relax – a workplace that has fun and relaxing activities to do, tasks that help regulate stress and build relationships among employees.

4. Happy Brain – a workplace that offers resources for employees to gain new skills, knowledge, ideas.

5. Happy Money – a workplace that offers good pay and benefits packages and savings plans, reserve funds for employees, and other financial amenities.

6. Happy Soul – a workplace that offers freedom to practice one's religious and spiritual beliefs, as well as other tools for enlightenment and nourishment of the mind and soul.

7. Happy Family – an organization that takes care of an employee's family and allows the employees to be in a good work-life-home balance between their family and organization.

8. Happy Society – an organization that encourages good love, harmonization, and generosity toward the surrounding community and takes care of its immediate surroundings.

The PERMA++++ model, as proposed by M. E. Seligman (Seligman, 2012) and elaborated by Melisa Madeson (Madeson, 2021) states that happiness consists of

- **P** = Positive Emotion
- **E** = Engagement
- **R** = Positive Relationships
- **M** = Meaning
- **A** = Accomplishments and Achievements
- **+** = Optimism
- **+** = Physical Activity
- **+** = Nutrition
- **+** = Sleep

According to R. Maenapothi (Maenapothi, 2007) five factors affect work happiness

1. Job Inspiration
2. Leadership
3. Relationship
4. Quality of work-life

5. Organizational value

The European Agency for Safety and Health at Work (EU-OSHA) (Milczarek, Schneider, & Gonzales, 2009) lists the following factors determining a healthy and happy workplace.

1. Communication   *Affects*

2. Work-Life Balance
                                Employee Wellbeing
3. Employee Involvement

4. Health and Safety   Functioning of Organization

5. Employee Recognition

6. Employee Growth and Development

A model proposed by Abdulquddus Mohammed (Mohammed, 2019) lists the following factors affecting workplace happiness.

Work-Behavior

o Attitudes

o Values

o Ethics

o Skills and Abilities

Organizational Effects

o Attitudes

o Values

- o Ethics

- o Skills and Abilities

Personal Indicators

- o Vitality

- o Good Health

- o Environment

Finally, in Happiness at Workplace: Building a Conceptual Framework by Zerin Tasnim (Tasnim, 2016) listed the following as the content and causes of Happiness at Work.

1. Job Satisfaction represents a combination of positive and negative emotions that workers have towards their work. Of course, this is a subjective value varying among employees, but their overall job satisfaction value will most impact their happiness at work.

2. Job Engagement – How engaged is an employee at work? In organizations where employees are more engaged with the work process, the better the organization's performance is, affecting happiness at work. (Tasnim, 2016)

3. Safety at Workplace – This includes physical and health safety, job safety (job security), and the overall well-being of the workers.

4. Freedom – How much level of autonomy a worker has in making decisions without fear of reprisals or criticism.

5. Valued Social Position – How valued is the worker within his social structure inside the organization?

6. Stress Management – What is the level of stress of the employee, how it is affected by factors within the organization, and how the organization helps in terms of providing tools to manage it.

7. Work-Family Conciliation – What is the work/life balance of the worker.

8. Positive Psychology – what kind of leadership, inspiration, and motivating factors are present at the workplace.

9. Self-Esteem – A combination of factors including how the employee values himself, how confident they are in their workplace, how respected they feel, their self-worth, and self-image in the organization.

Problem Solving ability. Tasnim (Tasnim, 2016) also lists that being happy at work improves problem-solving ability. This study wants to propose that even the vice-versa is true. If you can solve problems at work, this has a good effect on work happiness.

2.7 Combining All Factors Affecting Workplace Happiness

Based on the various articles above, this study can identify, combine, and tabulate the following factors affecting happiness in the workplace.

Table 7: Factors Affecting Workplace Happiness

1. Communication	2. Employee engagement	3. Organizational value	4. Self-meaning
5. Relationships	6. Leadership	7. Self-worth/self-esteem	8. Growth Opportunity & development
9. Opportunity for physical activity	10. Work and life balance	11. Health and safety standards	12. Job security
13. Chance for accomplishments at work	14. Employee recognition	15. Employee involvement and participation	16. Freedom to work and make decisions
17. Problem-solving ability	18. Company Ethics	19. Organization Attitude	20. Quality of Work
21. Work Environment	22. Valued Social Position	23. Stress at Work	24. Positive Psychology

2.8 Perceptions About Krengjai

While it is noteworthy to attempt to measure Happiness at the Workplace and how it is affected by Thai 'Krengjai" culture, this study is only introductory and exploratory. Therefore, this study will be unable to delve into all the intricacies and psychological, sociological, interpersonal, and intrapersonal aspects of Thai-Krengjai Culture and how they may in-depth affect workplace practices, decision-making practices, behaviors, problem-solving, co-worker relationships, relationships with superiors, elders, and leaders, workplace ethics, business ethics, and so on, and how these issues differ between nationalities, organization type, cultural backgrounds.

As listed above because workplace happiness has so many factors, Krengjai may directly or indirectly affect some factors positively and others negatively. For example, aresearch from Boonprasert suggests, krengjai negatively affected communication but positively affected relationships, and perceptions about krengjai varied between Thais, Westerners, and Easterners (Boonprasert, 2016). Moreover, the other factors that affect workplace happiness, such as salary amount, nature of the work, health, and safety standards (which are not the purview of this study), may have nothing to do with krengjai culture but impact happiness independently.

Therefore, it is prudent that this study also seeks to address these nuances by asking the respondents additional questions about how they "perceived" krengjai personally. Overall, if they felt it had a positive or a negative effect at the workplace. This is because there is a possibility that a person may be happy at the workplace overall. Enjoy the effects of krengjai, but deep inside, feel that certain aspects are wrong and uncomfortable.

2.9 Dependent Variables

Happiness in the Workplace will be the single Dependent Variable, with the following sub-variables used for breaking down the questionnaire survey.

Table 8: Dependent Variable and it is sub-variables

Dependent Variable 1 **(DV1)**

1. **Happiness in the Workplace**
 	
   1.1. Quality of Work
 	
       • Problem-solving ability
 	
       • Freedom to work and make decisions
 	
       • Work and life balance
 	
       • Stress at work
 	
       • Remuneration
 	
   1.2. Employee Engagement
 	
       • Self-worth/self-esteem
 	
       • Employee recognition
 	
       • Valued social position
 	
       • Chance for accomplishments
 	
       • Employee involvement and participation
 	
       • Growth opportunity and development
 	
       • Opportunity for physical activity

- Quality of communication

1.3. Leadership

- Quality of leadership

- Positive psychology

- Problem-solving ability (leadership)

- Quality of communication (leadership)

1.4. Organizational Standards

- Organization attitude

- Organizational culture

- Work environment

- Company ethics

- Job security

Table 8: (continued) Dependent Variable and it is sub-variables

2.10 Hypothesis and Conceptual Framework

Hypothesis H_1

$H_{1:\ 0}$ = There is no impact of *Thai Non-Conflicting Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

$H_{1:\ 1}$ = There is a statistically significant impact of *Thai Non-Conflicting Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Hypothesis H$_2$

H$_{2:0}$ = There is no impact of *Thai Considerate Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

H$_{2:1}$ = There is a statistically significant impact of *Thai Considerate Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Hypothesis H$_3$

H$_{3:0}$ = There is no impact of *Thai Self-Aware Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

H$_{3:1}$ = There is a statistically significant impact of *Thai Self-Aware Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Hypothesis H$_4$

H$_{4:0}$ = There is no impact of *Thai Follower Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

H$_{4:1}$ = There is a statistically significant impact of *Thai Follower Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Hypothesis H$_5$

H$_{5:0}$ = There is no impact of *Thai Respectful Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

H$_{5:1}$ = There is a statistically significant impact of *Thai Respectful Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Hypothesis H$_6$

H$_{6: 0}$ = There is no impact of *Thai Easy-Going Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

H$_{6: 1}$ = There is a statistically significant impact of *Thai Easy-Going Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

Conclusion

Following upon the Literature Review, this study identified and listed six core mindsets of Thai-Krengjai Culture, which are Non-Conflicting Mindset, Krengjai (Considerate) Mindset, Self-Aware Mindset, Follower-Mindset, Respectful-Mindset, and Easy-Going Mindset. These mindsets further include all the encompassing mindsets and behavioral traits of Thai people, including behavioral aspects that expect Thais to Co-Exist, Avoid Criticism, Avoid Confrontations and Conflicts, and Save-Face. Be considerate, polite, and humble, be caring and responsive, be Self-Effaced and Self-Sufficient, be Non-Questioning, Flexible and Non-Stubborn, be Self-Inhibiting. Be Grateful, Respectful, and Fearful. Be Self-boosting, Fun, and Easy-Going.

Conceptual Framework

Figure 1: Conceptual Framework

Independent Variable 1		
Non-Conflicting Mindset	$H_{1:1}$	

Independent Variable 2		
Krengjai (Considerate) Mindset	$H_{2:1}$	

Independent Variable 3		
Self-Aware Mindset	$H_{3:1}$	

Independent Variable 4		
Follower Mindset	$H_{4:1}$	

Independent Variable 5		
Respectful Mindset	$H_{5:1}$	

Independent Variable 6		
Easy-Going Mindset	$H_{6:1}$	

Dependent Variable 1

Happiness at the Thai Workplace
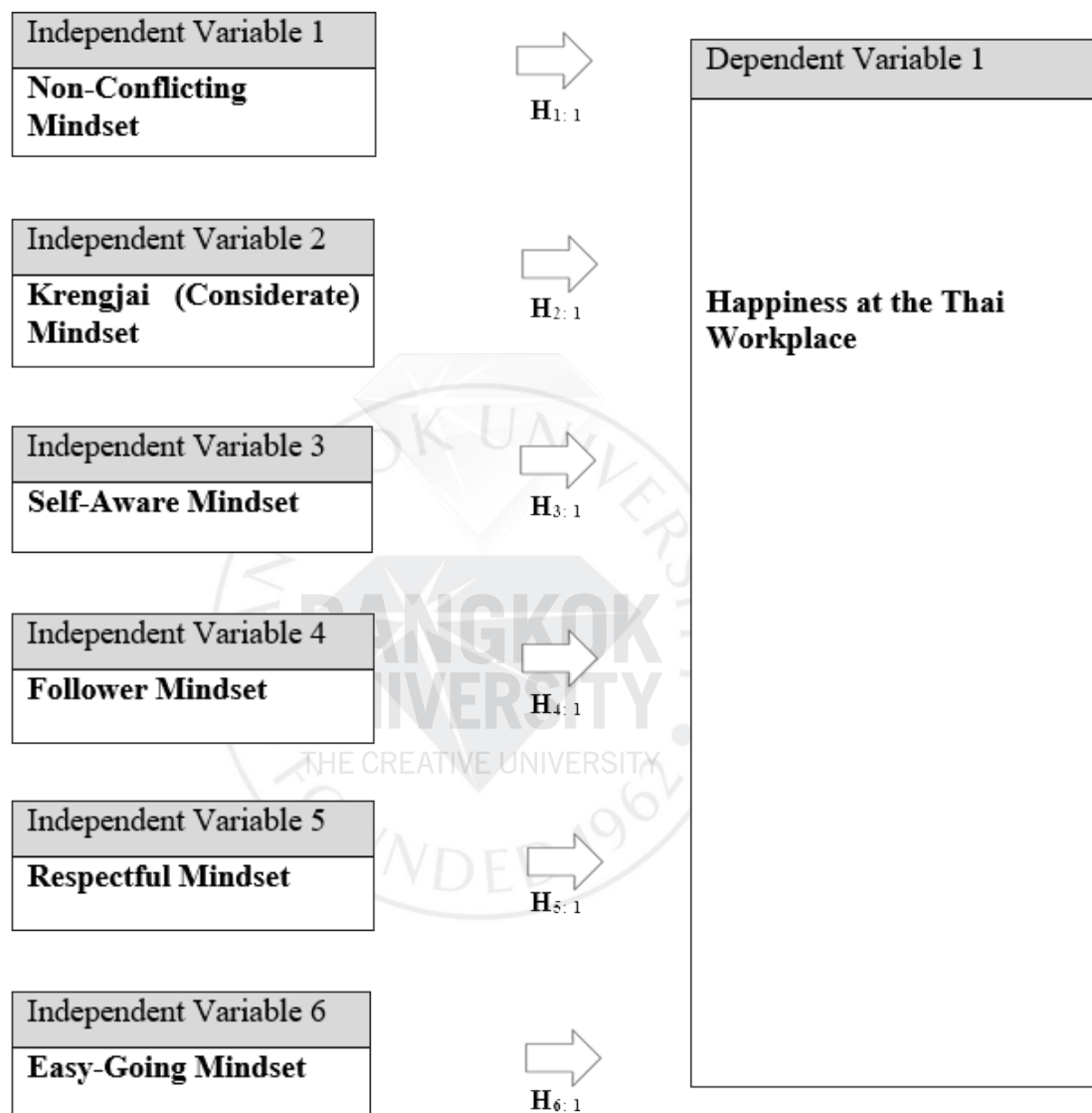
This study adopted these six core mindsets as the six Independent Variables, adopted Happiness at the Workplace as the single Dependent Variable, and produced six sets of null and alternative hypotheses.

CHAPTER 3

METHODOLOGY

Introduction

This chapter summarizes the survey's design, a breakdown of the survey question segments, and explains how and why this study designed the type of questions asked of the respondents. In addition, the reliability analysis of the data is conducted, and the population sample and demographic are explained.

3.1 Research Methodology

This study relied on quantitative data acquired through online survey questions to understand how people addressed issues at their workplace and if Krengjai played any role in their decision(s). A series of closed-ended questions were asked (see Survey Question Structure below. The questionnaire was created and shared via Google Forms and divided into nine (9) sections. Both Thai and English languages were presented side-by-side, proofed for content validity and reliability.

Section 1: Title and Introduction

This section mentioned the papers' title and explained the purpose of the questionnaire by providing a brief background of Thai-Krengjai Culture, the objective of the research.

Section 2: Demographic Data (13 questions)

This section contained questions about the participant's demographic such as age, gender, nationality, cultural background, education, workplace, employment status, and cultural breakdown of their workplace.

Section 3: Understanding and Awareness about Thai Culture and Krengjai (1 question)

This section's single question is simply to gauge how accustomed and aware the respondent towards Thai Culture is and Krengjai. First, this study provided a brief definition of Krengjai as defined by academia and research. Then, the respondents were asked to score how familiar they were with the concept of Krengjai as per the provided description, which is as follows.

Section 4: Non-Conflicting Mindset (6 questions)

This section asked the respondents questions about their experiences with the Thai Co-Existing Mindset, Criticism-Avoidance, Confrontation/Conflict-Avoidance Mindset, and Face-Saving Mindset, which was had pooled into the Independent Variable 1 (IV1). This IV1 had three sub-variables (IV1.1, IV1.2, IV1.3), which were

- Thais must save face
- Do not seek conflict or confrontation
- Co-exist in harmony

Each sub-variable was allocated two questions, hence six questions in this section.

Section 5: Considerate Mindset (4 questions)

This section asked the respondents questions about their experiences with the Thai Krengjai (Considerate) Mindset at the Workplace, making the Independent Variable 2 (IV2). This IV2 had two sub-variables which were

- Thais must be Krengjai (considerate)
- Thais must be kind and helpful

Each sub-variable was allocated two questions, hence four questions in this section.

Section 6: Self-Aware Mindset (4 questions)

This section asked the respondents questions about their experiences with the Thai Self-Effacement and Self-Sufficiency Mindset at the Workplace, making the Independent Variable 3 (IV3). This IV3 had two sub-variables,

- Be self-effacing
- Be self-sufficient

Hence a total of four questions are in this section.

Section 7: Follower Mindset (6 questions)

This section asked the respondents questions about their experiences with the Thai Non-Questioning Mindset, Flexibility, Non-Stubborn Mindset, Self-Inhibition Mindset at the Workplace, which makes the Independent Variable 4 (IV4). This IV3 had three sub-variables,

- Be obedient and compliant

- Be flexible and accepting

- Inhibit your true feelings

Hence a total of six questions are in this section.

Section 8: Respectful Mindset (4 questions)

This section asked the respondents questions about their experiences with the Gratefulness-Fulfilment, Respectfulness (and Fearfulness) Mindset at the Workplace, which makes the Independent Variable 5 (IV5). This IV5 had two sub-variables,

- Be grateful and appreciative

- Be respectful and fearful

Hence a total of four questions are in this section.

Section 9: Easy-Going Mindset (4 questions)

This section asked the respondents questions about their experiences with the Thai Self-Image Boosting Mindset and Fun and Easy-Going Mindset at the Workplace, making the Independent Variable 6 (IV6). This IV6 had two sub-variables,

- Project a positive image

- Be easy-going and prefer simpler aspects

Hence a total of four questions are in this section.

Section 10: Happiness at the Workplace (12+2 = 14 questions)

This section asked the respondents questions about their overall level of happiness at the workplace. This is for the single Dependent Variable (DV1), which is designed to have four sub-variables,

- Quality of Work

- Employee Engagement

- Leadership

- Organizational Standards

For each sub-variable, this study asked three questions, giving us twelve questions for Happiness at the Workplace, and then asked two more questions just to further gauge regarding the respondents' perception towards Krengjai with regards to happiness at their workplace

3.2 The Research Design

This study will be using the following measurement scales, nominal and ordinal scales for Section 1. For other sections, this study will use an interval scale based on Likert's 5-point scale, with a score of (1) signifying the most negative and a score of (5) signifying the most positive.

This study used the following scale for the main IV1-6 and DV1 questions.

- Scale 1 = Strongly Disagree

- Scale 2 = Disagree

- Scale 3 = Neither Disagree nor Agree

- Scale 4 = Agree

- Scale 5 = Strongly Agree

For other questions about perception, familiarity, and so on, this study used these scales instead

Overall, do you feel that the Thai-Krengjai Culture and Thai culture, in general, have a positive or a negative effect on your workplace?

- Scale 1 = Very Negative

- Scale 2 = Somewhat Negative

- Scale 3 = Neutral

- Scale 4 = Somewhat Positive

- Scale 5 = Very Positive

Do you feel uncomfortable (or comfortable) at your workplace regarding complying with Thai-Krengjai Culture?

- Scale 1 = Very Uncomfortable

- Scale 2 = Somewhat Uncomfortable

- Scale 3 = Neutral

- Scale 4 = Somewhat Comfortable

- Scale 5 = Very Comfortable

The mean shall be interpreted as follows.

Range = (Maximum - Minimum) / Scale Level

Range = (5 - 1) / 5 = 0.8

Table 9: Range of Mean Interpretation

Range of Mean	Interpretation
1.00 – 1.80	Strongly Disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Neither Disagree nor Agree
3.41 – 4.20	Agree
4.21 – 5.00	Strongly Agree

To explain and interpret the results, this study will use descriptive statistics, comprising frequency analysis, comparing mean and standard deviation analysis, crosstab analysis, correlation analysis, and inferential statistics such as multiple regression analysis.

3.3 Survey Question Structure

To make the survey questions relevant to Thai-Krengjai Culture and towards real-world issues at the Thai Workplace, this study designed the questions based on common everyday situations at the workplace, in a manner whereby the subject was given a choice of two actions, one which forced the subject to adhere towards Thai Krengjai Cultural aspects, and another one which directly opposed it. For example,

Question:

At your Thai culture workplace, when you receive vague or unclear instructions, you should feel reluctant to question them or seek clarification because it can be considered rude and as if you doubt the judgment of the person who provided those instructions.

Answer Options:

1 = Strongly Disagree. (i.e., do not adhere to Thai-Krengjai Culture, do not be afraid of being considered rude or doubting the other person's judgment, seek clarifications to avoid issues caused by vagueness).

5 = Strongly Agree. (i.e., adhere to Thai-Krengjai Culture, it is important not to be considered rude or come off as doubtful of the other person's judgment and ability).

From the above question, depending on the subject's answer, it would suggest to us if they felt it was more important to be Krengjai, or more important to solve the issue, which in this case was, avoid vagueness and unclear instructions.

Here below is the result from another question in the survey. The full answers will be found in the Appendices, and the interpretation will be attempted in the Data Analysis chapter.

Table 10: Sample Result from Questionnaire

At your Thai-cultural workplace, sometimes you know your colleague is not truthful in representing the full extent or seriousness of a work problem to the group. Still, you should refrain from challenging or correcting them because they could lose face and feel humiliated.						
Challenge/correct them to be truthful	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Do not challenge/correct them to avoid humiliation
	4.6%	6.9%	15.2%	**29.3%**	44.0%	
Mean = 4.01 *Standard Deviation* = 1.134						

Table 11: Sample Mean Interpretation from Results

← Address the underlying issue and ignore Krengjai-influenced approaches	1	2	3	4	5	Ignore the underlying issue and adopt a more Krengjai-influenced approach →
Challenge/correct persons to be truthful when misrepresenting problems				x		Do not challenge/correct them to avoid humiliation

3.4 Quality of the Research Tool

The online questionnaire was checked for validity and approved by the advising professor at Bangkok University. The data from the survey were analyzed using Cronbach's Alpha test using statistical software, with the following test results.

Reliability Analysis for (IV1) Non-Conflicting Mindset (6 questions)

Table 12: Cronbach's Alpha for IV1

Cronbach's Alpha	Number of Items
.850	6

As the required value for being accepted is between 0.7 – 1.00, Reliability Score =

Accepted

Reliability Analysis for (IV2) Considerate Mindset (4 questions)

Table 13: Cronbach's Alpha for IV2

Cronbach's Alpha	Number of Items
.764	4

Reliability Score = **Accepted**

Reliability Analysis for (IV3) Self-Aware Mindset (4 questions)

Table 14: Cronbach's Alpha for IV3

Cronbach's Alpha	Number of Items
.863	4

Reliability Score = **Accepted**

Reliability Analysis for (IV4) Follower Mindset (6 questions)

Table 15: Cronbach's Alpha for IV4

Cronbach's Alpha	Number of Items
.903	6

Reliability Score = **Accepted**

Reliability Analysis for (IV5) Respectful Mindset (4 questions)

Table 16: Cronbach's Alpha for IV5

Cronbach's Alpha	Number of Items
.823	4

Reliability Score = **Accepted**

Reliability Analysis for (IV6) Easy-Going Mindset (4 questions)

Table 17: Cronbach's Alpha for IV6

Cronbach's Alpha	Number of Items
.788	4

Reliability Score = **Accepted**

Reliability Analysis for (DV1) Happiness at Workplace (12 questions)

Table 18: Cronbach's Alpha for DV1

Cronbach's Alpha	Number of Items
.902	12

Reliability Score = **Accepted**

Reliability Analysis for All Interval-Scale Questions, IV1-6, and DV1 (42 questions)

Table 19: Reliability Analysis Score (Cronbach's Alpha) for Variables

Cronbach's Alpha	Number of Items
.963	42

Reliability Score = **Accepted**

3.5 Data Gathering

As mentioned above, the data for this research was collected using Google Forms online questionnaire. The link was sent to multiple participants through various messaging channels, including Facebook, Facebook (paid promotion), LINE groups, mass emails using BU's Email Server, WhatsApp groups, and personal messages. The author also created a dedicated Facebook page for this research study and posted the questionnaire request.

All questions, introductions, and explanations were provided in English and in the Thai language. ทุกคำถาม บทนำ และคำอธิบายมีทั้งภาษาอังกฤษและภาษาไทย

3.6 Population and Sampling, and Sampling Technique

The population for this study was screened for non-employees, employees, business owners, and freelancers who have had some understanding and experience with Thai culture, including Thai-Krengjai Culture. The survey allowed respondents of any nationality (Thai or foreign) to participate, as long as they had experience with Thai-Krengjai Culture. Unfortunately, this survey was conducted during the height of the COVID-19 pandemic in Thailand. Therefore, it was less feasible to meet potential participants at the workplace or university to encourage and request them to participate

As a result, this study received a maximum of 348 (n = 348) usable respondents, after removing bad and incomplete survey forms. Given that the sample size was less than 400, this study did not use Yamane's (1967) table for specifying the sample size and decided to use all 348 of the respondents in the study and analysis.

The sample collection was based on a convenience sampling technique. The collected data was from readily available and willing to participate in this study on short notice.

Conclusion

The author created an online survey on Google Forms which consisted of nine (9) sections and multiple-choice questions ranked by the Likert Scale in a manner that presented the respondents with a choice between either following behavioral aspects or decisions that were in line with Thai-Krengjai Culture, or else address the particular work issue even though it meant going against the expected norms of Thai-Krengjai Culture. This study used reliability analysis to find that the data set was reliable with acceptable Cronbach's Alpha scores. The population sample size was 348 respondents of various demographic scales, gathered based on convenience sampling.
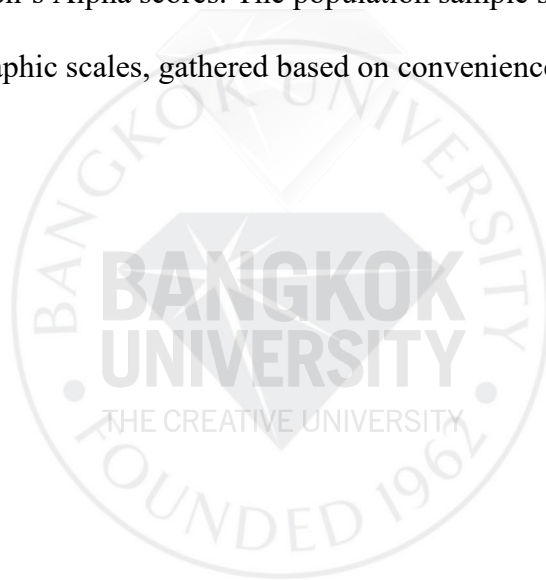
CHAPTER 4

ANALYSIS AND FINDINGS

Introduction

In this chapter, the author shall analyze the findings by breaking down demographic and descriptive analysis and multiple linear regression to find out how the respondents answered their survey questions about decisions at the workplace with regards to Thai-Krengjai Culture. Given the breadth of questions this study asked in the survey (42 questions), with multiple demographic questions, Thai-Krengjai Culture questions, and Happiness at Workplace Questions, this study ended up with a lot of data that this study wanted to analyze, compare, cross-tabulate and infer the results upon.

Even though wanting to test the six main hypotheses is one of the goals (whether Krengjai had any influence on Happiness at the Workplace or not), this study wanted to find out how people were making individual decisions at their workplace based on very specific situations and scenarios. For example, this study wanted to see if there was any difference if the person worked in a government workplace or a private workplace, or if they were Thai or foreign national if they were male or female. Therefore, this Chapter will be rather long and detailed as this study delves into every possible combination of statistics at its disposal.

4.1 Breakdown of Demographics

The following table breaks down the demographic data of the 348 respondents.

Table 20: Breakdown of Demographics

Demographic Data	Frequency	Percentage (%)
Gender		
Female	161	46.3
Male	175	50.3
Other	12	3.4
Age Range		
18-25 Years	42	12.1
26-30 Years	64	18.4
31-35 Years	100	28.7
35-45 Years	81	23.3
Above 45 Years	60	17.5
Nationality		
Thai	175	50.3
Non-Thai	173	49.7
Cultural Background		
Thai	162	46.6
Asian	81	23.3
Western	105	30.2
Education Level		
High-School or below	25	7.2
Undergraduate	202	58.0
Masters and above	121	34.8

Table 20: (continued) Breakdown of Demographics

Currently Working in Thailand		
No	31	8.9
Yes	317	91.1
Employment Status		
Full-Time	268	77.0
Part-Time	21	6.0
Temporary	10	2.9
Freelance, Self-Employed, or Retired	49	14.1
Organization Type		
Private	248	69.8
Government	56	16.1
Non-Profit	32	9.2
Other	17	4.9
Income Range		
Less Than 20K THB per month	50	14.4
Between 20-50K THB per month	170	48.9
Between 50-100K THB per month	80	23.0
Above 100K THB per month	48	13.8

Table 20: (continued) Breakdown of Demographics

Working Management Level		
Non-Management	172	49.4
Lower-Management	103	29.6
Middle-Management	36	10.3
Top-Management	37	10.6
Organization Size		
Under 20 employees	75	21.6
Between 21-50 employees	76	21.8
Between 51-100 employees	83	23.9
Above 100 employees	114	32.8
Organization Culture		
100% Thai Company	119	34.2
Mixed Company	155	44.5
100% Non-Thai Company	74	21.3
Familiarity with Thai-Krengjai Culture		
Very unfamiliar	4	1.1
Somewhat unfamiliar	17	4.9
Somewhat familiar	103	29.3
Very familiar	224	64.4

Of the 348 respondents, the majority were Male (50.3%), aged between 31-35 years old (28.7%), with an even mix of nationalities 175 persons Thai (50.3%) and 173 persons non-Thai (49.7%). Cultural background leaning towards Thai (46.6%) and

Asian (23.3%), with 105 persons identifying as Western cultural background (30.2%) **

Note: For disambiguation, in the survey question, this study provided a short description of what was meant by Thai, Asian and Western Culture by providing the following description in the questionnaire question.

- **Asian culture** (other Asian cultures apart from Thailand, including Middle Eastern, Indian, Chinese, Japanese, and so on)
- **Western culture** (including European, American, African)

The majority of respondents were Undergraduate level of education (58%), and a large majority of respondents were currently working in Thailand (91.1%). The majority of them were employed Full-Time (77%), worked in Private Organizations (69.8%), and had a majority Income Range of between 20-50K THB per month (48.9%). The majority of the respondents were of Non-Management Working Level (49.4%) and Lower-Management Working Level (29.6%) **

Note: For disambiguation, in the survey question, this study provided a short description of what was meant by Managerial Level

- **Top Management** (Ownership, Administrative, Executive)
- **Middle-Management** (Managerial, Departmental Heads)

- **Lower-Management** (Junior Managerial, Supervisory, Advisory, Sub-department Heads)

- **Non-Managerial**

The majority of respondents workplace had an organization size of Above 100 employees (32.8%), and the majority of the respondents worked in Mixed-Culture companies (44.5%) **

**Note: In the survey question, this study defined and differentiated the Organizational Culture as follows.

How best would you describe the cultural breakdown of your organization?

- It is a **100% Thai company**, managed by Thai personnel in a Thai-cultural setting

- It is a **mixture of Thai and non-Thai management**, with a mixture of Thai and non-Thai cultures

- It is a **100% non-Thai company**, managed by non-Thai personnel in a non-Thai cultural setting

For this question about organizational culture, the goal was to see what culture the respondents worked within. For choice for "100% non-Thai company", this study did not restrict this to whether the company was situated inside of Thailand or not. Because, in some cases, there could be certain people working in a small organization made up of Thai people and cultures, but not in Thailand (an embassy, for instance). Also, this will help when cross-tabulating the data and comparing cultural backgrounds.

In that regard, most of the respondents were Very Familiar with Thai Krengjai (64.4%). To avoid confusion with the questionnaire, this study provided a short description of what this study meant by "Thai-Krengjai Culture" and then asked the respondents to answer their familiarity based on that definition only.

Academia and Research over the years have defined the Thai-cultural practice of Krengjai as a series of mindsets and behavioral traits of Thai people and Thai culture whereby people are considerate, kind, caring, deferential, and respectful towards each other. These traits, along with others, include a Thai person or Thai-cultural person's proclivity to be aware of each other's feelings and perceptions, be reluctant to disturb or offend, or fearful of disturbing someone by approaching them.

Based on the above definition, how personally familiar are you with the Thai-cultural practice known as Krengjai?

With the following demographic details in hand, this study will be able to use it to see how each demographic aspect answers on their survey regarding Thai-Krengjai Culture and how they respond based on their own demographic.

4.2 All Aspects of Thai-Krengjai Culture, Average Mean Score of all Questions

This segment looks at how the respondents answered in their surveys and what choice(s) they made regarding workplace behaviors in the context of Thai-Krengjai Culture. As mentioned above, this study wants to see that when the respondents were presented with two opposing choices, one choice involves ignoring the aspects of Krengjai and solving the underlying issue at hand (in that scenario question) or adhering with Krengjai and not fully addressing the issue.

For all the Independent Variables (Behavioral Mindset of Thai-Krengjai Culture), the responses are based on the mean score of respondents' answers choices. This study shall measure their level of Disagreement or Agreement using the following Levels, based on the Range of Mean score of the answers.

Level	Range of Mean	Interpretation
1	1.00 – 1.80	Strongly Disagree
2	1.81 – 2.60	Disagree
3	2.61 – 3.40	Neither Disagree nor Agree
4	3.41 – 4.20	Agree
5	4.21 – 5.00	Strongly Agree

Table 9: (same as above) Range of Mean Interpretation

For the full list of survey questions and answers, see Appendices

Table 21: Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

All respondents (n = 348), all demographics						
Disagree with Krengjai	**Level**					**Agree with Krengjai**
← Address the underlying issue and ignore Krengjai-influenced approaches	1	2	3	4	5	Ignore the underlying issue and adopt a more Krengjai-influenced approach →
Challenge/correct persons to be truthful when misrepresenting problems.				x		Do not challenge/correct them to avoid humiliation. **Mean = 4.01**
Do not lie or omit but tell your colleague the unpleasant or embossing truth.				x		Lie or omit instead of telling an unpleasant or embarrassing truth. **Mean = 3.70**
Communicate frankly and openly.				x		Do not communicate frankly and openly as they could think it aggressive. **Mean = 4.03**
Do not overlook incidents of bullying, oppression, or harassment.				x		Overlook incidents of bullying, oppression, or harassment, and prefer non-confrontation. **Mean = 3.61**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

				x		
Solving issues and fixing problems is more important than co-existing in harmony.				x		Co-existing and maintaining relationships is more important than solving issues. **Mean = 3.73**
Stand up for and defend your embattled colleague without fear of confrontation.				x		Avoid taking sides and defending embattled colleagues to remain impartial. **Mean = 3.80**
Be true to your personal preference and true towards your feelings and perception of someone at your workplace.				x		Adopt a caring, polite, and humble personality even if you do not want to. **Mean = 4.15**
To be accepted, Thai cultural aspects of "it doesn't matter," "give respect," "seniority," etc., should not be considered as a prerequisite.				x		Thai cultural aspects of "it doesn't matter," "give respect," "seniority," etc., must be observed to be accepted. **Mean = 3.86**
Be "affiliate" and helpful towards those who deserve it and when you want to do so.				x		Present an "affiliate personality" and be helpful even if you do not think it is deserved or want to do so. **Mean = 4.06**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

Do not feint responsiveness and attentiveness if it is vain and counterproductive to do so.				x	Feint responsiveness and attentiveness even if it is vain and counterproductive. **Mean = 3.83**
Provide your opinions during meetings regardless of how others may think you are trying to act "superior" over them.				x	Do not give opinions during meetings to prevent showing off superiority over others. **Mean = 3.78**
Fully present your personal capabilities and potential at your workplace.				x	Do not "show off" your personal capabilities and potential to avoid jealousy. **Mean = 3.50**
Ask for help when having issues with work.				x	Work alone instead of asking for help and bothering others. **Mean = 3.68**
Seek changes at your workplace and complain if need to.				x	Do not seek changes or complain as you are expected to be happy and content. **Mean = 3.80**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai
Culture Questions

Question your boss if you feel they are making a wrong decision.				x	Do not question your boss if you feel they are making a wrong decision, as it will insult them. **Mean = 3.81**
Do not accept vague instructions and seek clarification.				x	Accept vague instructions without question as it would be considered rude and a slight on their judgment. **Mean = 3.52**
It is not ethically acceptable to accept or offer gifts of gratitude and other incentives for obtaining a profitable return.				x	Give and accept gifts of gratitude and others, as it is part of good Thai Culture. **Mean = 3.71**
Say "no" to your colleague when they ask for a favor if it is inconvenient for you.				x	Do not say "no" to your colleague when they ask for a favor, even if it is inconvenient to you. **Mean = 3.78**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

Be truthful express your true feelings and emotions when asked about specific policies at your workplace.				x	Lie about, hide emotions, and suppress unhappy feelings about specific policies at your workplace. **Mean = 3.70**
Commit and be honest about a deadline or work demand.				x	Be non-committal and do not tell the truth if unable to meet a deadline or work demand. **Mean = 3.78**
Do not do favors for your boss out need for patronage and creating goodwill.				x	Do favors for your boss in order to create goodwill and rank higher in their patronage system. **Mean = 4.03**
Delegate work to your senior and elder colleagues if it is part of their job process.				x	Do not delegate work to your senior and elder colleagues so as not to unduly burden them. **Mean = 3.69**
Make tough decisions if it is within your authority and you are in the position to do so.				x	Do not make tough decisions and leave them to your superiors out of respect. **Mean = 3.74**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

Discuss problems with your leaders during moments of crisis.			x		During a crisis, talk nicely and give encouragement to your leaders, rather than be critical, as it could hurt their morale and self-confidence. **Mean = 4.03**
Be truthful about the difficulties you are facing and admit to the problems.			x		For the sake of workforce morale, project smiles and an image of strength rather than admitting problems and difficulties. **Mean = 4.02**
"Drinking ethic" and "Group activity ethic" should not be considered as the same level as "Work ethic."			x		"Drinking ethic" and "Group activity ethic" are just as important as "Work ethic" to be accepted. **Mean = 3.76**
Bosses and upper management have to work just as hard as others.			x		Bosses and upper management should not have to work hard or perform laborious toil, or they will be seen as failures. **Mean = 3.56**

Table 21: (continued) Averaged Mean Score of All Answers for Thai-Krengjai Culture Questions

Regardless of pay, you should work hard and expect others to work hard too.				You should only work as hard as you are paid and avoid asking lower-paid workers to work harder. **Mean = 4.00**

As it is possible to see from the mean scores for all the questions above, it is rather shocking that Thai-Krengjai Culture has a **very strong adoption and adherence score** at the Thai workplace for these workplace scenarios. Given a choice to conform with Thai-Krengjai Culture, people working in such a workplace and facing these situations will choose to lie, overlook/ignore problems, overlook bullying, harassment, oppression, offer bribes, prefer partying over working hard, work only as much as getting paid, be vague, not make tough decisions, will not communicate freely and openly, and so on.

It needs to be broken down further to see how these scores vary depending on various demographic factors.

Table 22: Disagreeing or Agreeing with Krengjai

Disagree with Krengjai (lower mean score)	**Agree with Krengjai** (higher mean score)
← Address the underlying issue and ignore Krengjai-influenced approaches	Ignore the underlying issue and adopt a more Krengjai-influenced approach →

Mean scores are between 1 and 5. Lower mean scores indicate disagreement with

Krengjai, and high scores indicate agreement with Krengjai.

Analyzing (IV1) Non-Conflicting Mindset, Average Means Scores, by Demographics

Table 23: Average Mean Scores for IV1, broken down by demographics

Demographic	Issues Related to Non-Conflicting Mindset (IV1) (6 questions)					
	The colleague is not truthful when explaining the work problem.	Lie to save face or embarrassment	Not communicating openly	Overlook bullying, oppression, harassment	Co-existing is more important than solving issues	Avoid taking sides or defending an embattled colleague
Female	4.19	3.83	4.09	3.75	3.84	3.96
Male	3.82	3.53	3.97	3.43	3.63	3.62
Other genders	**<u>4.50</u>**	4.42	**<u>4.25</u>**	4.25	3.83	**<u>4.25</u>**
18-25 Years	4.17	3.81	4.19	3.81	4.07	4.05
26-30 Years	**<u>4.28</u>**	3.89	**<u>4.27</u>**	4.08	4.11	3.83
31-35 Years	3.89	3.65	3.95	3.61	3.74	3.92
35-45 Years	4.00	3.69	3.90	3.42	3.59	3.72
Above 45	3.84	3.49	4.00	**3.21**	**3.28**	3.52
Thai National	4.00	3.78	4.07	3.68	3.91	3.97

Table 23: (continued) Average Mean Scores for IV1, broken down by demographics

Non-Thai	4.02	3.61	4.00	3.53	3.55	3.63
Thai Background	4.00	3.81	4.06	3.73	3.94	3.98
Asian Background	**<u>4.26</u>**	3.94	**<u>4.27</u>**	3.90	3.98	3.98
Western Upbringing	3.84	**3.32**	3.82	**3.19**	**3.23**	**3.39**
High-school Education	4.08	3.56	4.04	**3.40**	3.76	3.96
Undergrad.	4.06	3.78	4.02	3.70	3.80	3.84
Masters and above	4.01	3.70	4.03	3.61	3.73	3.71
Not Working Thailand	3.71	**3.10**	3.84	**2.81**	**2.84**	**3.39**
Working in Thailand	4.04	3.75	4.05	3.68	3.82	3.84
Full-time Employee	4.00	3.66	4.06	3.65	3.76	3.79
Part-Time	**<u>4.52</u>**	3.86	4.05	3.76	3.86	3.81
Temporary	4.00	4.20	4.00	4.20	3.90	**<u>4.50</u>**
Freelancer, Self-Employed or Retired	3.84	3.69	3.88	**3.20**	3.51	3.73

Table 23: (continued) Average Mean Scores for IV1, broken down by demographics

Private Workplace	3.93	3.60	4.00	3.48	3.67	3.77
Government Office	4.05	3.82	**4.23**	3.82	3.71	3.88
Non-Profit Org.	**4.50**	**4.31**	4.09	**4.50**	**4.38**	3.91
Other kinds of Org.	4.06	3.47	3.82	**3.00**	3.53	3.76
Income <20K THB	4.20	3.88	4.18	3.90	4.10	4.12
20-50K THB	4.15	3.90	4.11	3.90	3.90	3.86
50-100K THB	3.79	3.59	3.93	**3.30**	3.61	3.81
Above 100K THB	3.69	**2.96**	3.81	**2.77**	**2.96**	**3.23**
Non-Management	4.04	3.67	4.05	3.66	3.82	3.86
Lower- Mgmt.	**4.21**	4.02	**4.21**	4.01	3.94	3.97
Middle-Mgmt.	3.69	**3.11**	3.56	**2.75**	**3.14**	3.47
Top- Mgmt.	3.62	3.46	3.92	**3.08**	**3.32**	**3.38**
<20 emp.	3.71	**3.33**	3.83	**3.13**	3.56	3.63
21-50 emp.	4.01	4.00	4.00	3.76	3.84	3.91
51-100 emp.	4.37	4.00	4.17	4.16	4.05	4.06
>100 emp.	3.95	3.51	4.10	3.41	3.54	3.66

Table 23: (continued) Average Mean Scores for IV1, broken down by demographics

100% Thai-company	4.08	3.75	4.10	3.81	3.86	3.94
Mixed	3.90	3.69	4.01	3.39	3.62	3.80
100% non-Thai company	4.14	3.62	3.97	3.73	3.77	3.58
Krengjai Very Unfamiliar	**2.75**	**2.50**	**3.00**	**2.25**	**2.75**	**3.00**
Somewhat Unfamiliar	4.00	3.65	3.94	3.59	4.06	3.76
Somewhat Familiar	3.92	3.72	3.93	3.69	3.74	3.83
Very Familiar	4.08	3.71	4.11	3.59	3.72	3.81

Analyzing the mean scores above for the responses this study received from Section 3 of the questionnaire: Non-Conflicting Mindset (6 questions), the Independent Variable 1 (IV1), it can be observed from the following trends and outliers.

- People of **third genders** (other genders) with average mean scores (mean = 4.35) for all sub-variables for IV1 tend to more **Strongly Agree** with the various aspects of Krengjai at their workplace. Whereas females tend to be more agreeable (mean = 3.96) when compared to males (mean = 3.69) ** See Appendix.

- People **aged 36-30** tended to be more **Strongly Agreeable** with "letting their colleagues save face when not being truthful when explaining work

problems" (mean = 4.28) as well as more **Strongly Agreeable** with "not communicating openly to avoid being aggressive" (mean = 4.25).

- Older people, **aged 45 and above,** however, were **Neutral (Neither Agreed or Disagreed)** when it came to issues regarding workplace bullying, oppression, and harassment (mean = 3.21), as well as a proclivity towards solving problems at the workplace as opposed to co-existing (mean = 3.28)

- People from Asian backgrounds were more **Strongly Agreeable** with "letting their colleagues save face when not being truthful when explaining work problems" (mean = 4.26) as well as more **Strongly Agreeable** with "not communicating openly to avoid being aggressive" (mean = 4.27).

- People with **Western Cultural backgrounds** were **less agreeable** (mean = 3.54) with Krengjai issues across the board, compared to their Thai (mean = 3.90) and Asian (mean = 4.09) cultural counterparts. See Appendix

- People **Not Currently Working in Thailand** had overall **less agreeable scores** (mean = 3.36) towards Krengjai than those currently working in Thailand (mean = 3.88), see Appendix. But in particular, they had differed mostly with those working in Thailand when it came to questions about Lying to save face (mean = 3.10), Bullying, Oppression, and Harassment (mean = 2.81), Ignoring solving issues (mean = 2.84), and Avoid Defending Embattled Colleague (mean = 3.39).

- People working **Part-Time** people working at **Government Organizations** and **Non-Profit Organizations** had **higher agreeable** mean scores towards Krengjai.

- People with **higher incomes**. 50-100K THB and Above 100K THB, tended to be less agreeable and had **lower mean scores** for agreeability with Krengjai.

- People in **Lower Management** had **higher** mean scores for agreeability with Krengjai.

- People **Middle-Management** and **Upper-Management** had **lower** mean scores for agreeability with Krengjai.

- People who were **Very Unfamiliar with Krengjai** were much **less agreeable** with all aspects of Krengjai for IV1 and especially disagreed with issues of Lying and Bullying, Oppression and Harassment at the workplace. Mean scores of = 2.75, 2.50, 3.00, 2.25, 2.75 and 3.00.

Similarly, it is possible to perform the same analysis and demographic means breakdown for aspects of Thai Krengjai and all the remaining Independent Variables. Printout of Mean Scores, by Demographics, can be found at Appendix B

Analyzing (IV2) Considerate Mindset, Average Means Scores, by Demographics

For the Considerate Mindset (IV2), there were no mean scores lower than "Agree," and all of the demographics answered either "Agree" or "Strongly Agree". There were similar trendlines, with Other Genders, Lower-Management, Part-time Workers and Non-Profit Organization Workers and lower-tiered Income Range persons answering higher scores than others. See table at Appendix B, Means Scores for IV2

Analyzing (IV3) Self-Aware Mindset, Average Means Scores, by Demographics

For Self-Aware Mindset (IV3), this study has lower scores on certain answers from people Aged 35-45 years, Aged Above 45 years. Non-Thais, Western Cultural Background, Non-Working in Thailand, Middle and Top-Management, >100 Employees Company who answered "Neither Agree or Disagree" with various answers. As for the demographic segment who were "Very Unfamiliar" with Krengjai answered "Disagree" on three of the four questions for this IV3 mindset. See table at Appendix B, Means Scores for IV3

Overall, it is worth noting that the Average Total Mean Score for all demographics, was lowest for IV3, as you can see in this table.

Table 24: Average Mean Scores for entire population, for each Independent Variable

Demographic	Thai-Krengjai Culture					
	Non-Conflicting Mindset (IV1)	Considerate Mindset (IV2)	Self-Aware Mindset (IV3)	Follower Mindset (IV4)	Respectful Mindset (IV5)	Easy-Going Mindset (IV6)
Total	3.8369	3.9741	3.6904	3.7179	3.8721	3.8355

The above hints that this mindset has the least number of collective "agreements" from all the respondents.

Analyzing (IV4) Follower Mindset, Average Means Scores, by Demographics

The trend for IV4 follows that of IV3, with the same demographics group having lesser scores for Agreements compared to the entire population. See table at Appendix B, Means Scores for IV4

Analyzing (IV5) Respectful Mindset, Average Means Scores, by Demographics

The trend for IV5 follows that of IV1, with the same demographics group having lesser scores for Agreements compared to the entire population, and people "Very Unfamiliar" with Krengjai answering "Disagree" with the questions. See table at Appendix B, Means Scores for IV5

Analyzing (IV6) Easy-Going Mindset, Average Means Scores, by Demographics

The trend for IV6 follows that of IV1, with the same demographics group having lesser scores for Agreements compared to the entire population. See table at Appendix B, Means Scores for IV6

Analyzing (IV-mix) All Aspects of Thai-Krengjai Culture, Average Mean Scores, by Demographics

By analyzing a mean combined score of all the variables (IV-mix), there are the following results, broken down by demographics, with the Average Mean Scores sorted from highest score to lowest score.

Table 25: Average Mean Scores for IV-mix, combination of all Independent Variables, broken down by demographics

Demographic	All Aspects of Thai-Krengjai Culture	
	(IV-mix), Average Mean Scores	Standard Deviation
Other genders	**4.3831**	0.27354
Non-Profit Org.	**4.2865**	0.24802
51-100 emp.	4.1563	0.62155
Temporary Employee	4.0917	0.2764
18-25 Years	4.0694	0.57628
Asian Background	4.0622	0.66995
26-30 Years	4.0577	0.58304
Lower- Mgmt.	4.057	0.62271
Part-Time	4.0437	0.53322
Income <20K THB	4.0392	0.55011
20-50K THB	4.0157	0.70119
21-50 emp.	3.958	0.80369
Female	3.9367	0.75835
Thai Background	3.9138	0.76974
Undergrad.	3.9062	0.81708
100% Thai-company	3.8925	0.73714
100% non-Thai company	3.8846	0.93323
Thai National	3.8716	0.81779
Working in Thailand	3.8686	0.84614

Table 25: (continued) Average Mean Scores for IV-mix, combination of all Independent Variables, broken down by demographics

31-35 Years	3.8668	0.89404
Non-Management	3.8488	0.83088
Very Familiar	3.8482	0.90506
Full-time Employee	3.8354	0.87459
Somewhat Unfamiliar	3.8333	0.89081
Government Office	3.8046	0.8527
Somewhat Familiar	3.7929	0.7688
Private Workplace	3.7811	0.90344
Non-Thai	3.7702	0.91747
High-school Education	3.7517	0.89434
Mixed	3.7361	0.92696
35-45 Years	3.6977	0.90548
Masters and above	3.6935	0.93588
Male	3.6763	0.95772
>100 emp.	3.6759	0.8886
50-100K THB	3.6191	0.92913
Freelancer, Self-Employed or Retired	3.5927	0.99014
Other kind of Org.	3.5727	0.94349
<20 emp.	3.5324	0.99522
Western Upbringing	3.4922	1.04367
Above 45	3.4911	1.06483
Middle-Mgmt.	3.4579	1.13555

Table 25: (continued) Average Mean Scores for IV-mix, combination of all
Independent Variables, broken down by demographics

Top-Mgmt.	**3.3893**	1.0775
Not Working Thailand	**3.3356**	0.96228
Above 100K THB	**3.2419**	1.20057
Krengjai Very Unfamiliar	**2.9861**	1.05817

From the above table, it can be concluded that for All Aspects of Thai-Krengjai Culture, the average mean scores lean towards **more agreeable** towards Krengjai culture, if you are of a third gender, and more females than males, work in a non-profit organization, are a temporary or part-time employee, of younger age groups (18-25 years old and 26-30 years old), are of Asian and/or Thai background, are in lower management level, have a lower salary range (Income <20K THB and 20-50K THB).

Average mean scores become **less agreeable** for persons very unfamiliar with Krengjai culture (hence not aware of the expected norms of Thai culture), have higher incomes (above 100K THB), are not working in Thailand, are of top-management and middle-management, aged above 45 years old, and of Western upbringing (Western cultural background).

4.3 Interpreting Results of Average Mean Scores

The Average Mean Scores for Thai-Krengjai culture questions tend to be towards the agreeable scale. However, it is interesting and worth exploring further why people, regardless of demographics, did not disagree more with the aspects of Krengjai?

That made, when given a choice, made issues at the workplace worse, remain unsolved or ignored. Were the questions not clear enough? Were they imagining putting themselves in the position of a third person and "imagining" what they expected a Thai-cultural third person would do given these choices? Or all things considered, the respondents felt that it was worth more to them to adhere to Krengjai, not risk the fall-out, and address the underlying issues later, in a more discreet manner and later, as best appropriate?

This study will discuss this further in the Conclusion and Discussion Section, make recommendations on how to improve the research, the limitations of the research, and suggest how these results can be improved.

As such, are the respondents making these decisions regarding Krengjai at the workplace to maintain or avoid affecting their Happiness at the Workplace? Then, following up on the objectives of this research, it shall be evaluated and seen if and how Thai-Krengjai Culture has any impact on Happiness at the Workplace?

But first, let us review the findings for Happiness at the Workplace.

4.4 Happiness at the Workplace

For the questionnaire section for Happiness at the Workplace, this study asked a total of twelve questions, followed by two more questions about the respondents' overall perception of Krengjai.

Table 26: Average Mean Scores for Workplace Happiness

Question	Happiness at the Workplace	
	Average Mean Scores	Standard Deviation
Are you happy with the nature of your job?	4.11	.915
Do you feel you have the freedom to work, make decisions and solve problems?	4.12	.970
Do you feel like your job responsibilities are clearly and appropriately defined, and you are not being taken unfair advantage of at work?	4.06	.994
Do you feel that your contribution at work is adequately recognized, and you feel appreciated and receive adequate support and cooperation at your workplace?	4.11	.960
Do you have a good quality of communication within your workplace?	4.03	.975
Do you feel a sense of personal pride, self-worth, and self-esteem at your workplace?	4.17	.866
Does your leadership team contribute to a positive work culture?	4.03	.926
Do your leaders at work inspire you?	4.01	1.097

Table 26: (continued) Average Mean Scores for Workplace Happiness

Do you feel comfortable giving upward feedback to your management or approaching them for honest discussions?	4.06	.965
Do you feel that you can make a complaint about an elderly or higher-ranked colleague at your workplace without fear of repercussions, resistance, or reprisals?	3.84	1.096
Are you proud of the ethical and moral standing of your organization?	3.99	.993
Do you feel part of a healthy (non-toxic) workplace?	4.09	.987
Happiness at the Workplace (DV-mix)	**4.05**	**.681**

Overall, it can see that the respondents were happy at their workplace. This study achieved high average mean scores for all answers regarding workplace happiness, such as if they were happy with their jobs, happy with their leadership structure, if they felt comfortable giving workplace feedback without fear, if their work was inspiring.

The highest Average Mean Score was for "Do you feel you have the freedom to work, make decisions and solve problems?" (mean = 4.12), and the lowest score was for "Do you feel that you can make a complaint about an elderly or higher-ranked colleague at your workplace without fear of repercussions, resistance, or reprisals?" (mean = 3.84)

Therefore, this study sees no issues with regard to Happiness at the Workplace for the sample respondents. However, it needs to be investigated further if their level of happiness has any correlation and relationship with Krengjai factors, or they are independent of each other and Krengjai has no influence on happiness. Still, happiness is wholly caused by other factors not studied in this research.

4.5 Perceptions About Krengjai

With regards to Perceptions About Krengjai, here are the Average Mean Scores. All respondents gave scores signifying that they felt that Krengjai had "Somewhat Positive" effect at their workplace and felt "Somewhat Comfortable" regarding complying with Thai-Krengjai Culture.

Table 27: Average Mean Scores for Perception of Krengjai

Question	Perception About Krengjai	
	Average Mean Scores	Standard Deviation
Overall, do you feel that the Thai-Krengjai Culture and Thai culture in general have a positive or a negative effect on your workplace?	3.64	1.095
Do you feel uncomfortable (or comfortable) at your workplace, with regards to complying with Thai-Krengjai Culture?	3.65	1.017

A more detailed breakdown about Happiness at the Workplace and Perception About Krengjai answers can be reviewed in the Appendices section.

4.9 Multiple Regression Test

This study again relied on statistical software to test the hypothesis, the model summary, and multiple regression tests between the IVs and DV. Here are the results.

R-Square: The adjusted R-Square value is 0.154, **lower than the acceptable value** of above >0.3 for R-Square. This result suggests that the Independent Variables **does not properly explain the changes** in the Dependent Variable. The score of 0.154 suggests that there is only a 15.4% relationship between the IVs and DVs

Table 28: Model Summary (R-Square values) and Multiple Regression Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411[a]	.169	**.154**	.62651
a. Predictors: (Constant), Non-Conflicting Mindset, Considerate Mindset, Self-Aware Mindset, Follower Mindset, Respectful Mindset, Easy-Going Mindset.				
b. Dependent Variable: Happiness at the Thai Workplace				

Table 28: (continued) Model Summary (R-Square values) and Multiple Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.850	.181		15.764	.000
	Non-Conflicting Mindset (IV1)	-.012	.066	-.017	-.187	.852
	Considerate Mindset (IV2)	-.048	.083	-.058	-.580	.563
	Self-Aware Mindset (IV3)	-.086	.073	-.137	-1.183	.238
	Follower Mindset (IV4)	-.028	.090	-.042	-.311	.756
	Respectful Mindset (IV5)	.229	.078	.311	2.922	**.004**
	Easy-Going Mindset (IV6)	.255	.070	.341	3.629	**.000**

R-Square: The adjusted R-Square value is 0.154, **lower than the acceptable value** of above >0.3 for R-Square. This suggests that the Independent Variables **does not properly explain the changes** in the Dependent Variable. The score of 0.154 suggests that there is only a 15.4% relationship between the IVs and DVs.

For Multiple Regression results, the IVs 1-4 have a significance value of above $p > 0.05$, which means that the relationship between these IV1-4 variables and the DV is **not statistically significant** and can reject the alternative hypothesis and retain the null hypothesis. IVs 5 and 6 have a significance value of $p < 0.05$, which is **statistically significant** and suggests that the alternative hypothesis for these variables can be accepted.

4.9 Other Statistical Tests

Other statistical analysis such as Pearson's Correlation Tests, Multicollinearity Tests and Principal Component Analysis can be referred to under Appendix C

4.10 Hypothesis Results

Table 29: Hypothesis Results

Non-Conflicting Mindset - Hypothesis H_1	
$H_{1:0}$ = There is no impact of *Thai Non-Conflicting Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	**Supported**
$H_{1:1}$ = There is a statistically significant impact of *Thai Non-Conflicting Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	Rejected

Considerate Mindset - Hypothesis H_2	
$H_{2:0}$ = There is no impact of *Thai Considerate Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	**Supported**
$H_{2:1}$ = There is a statistically significant impact of *Thai Considerate Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	Rejected

Self-Aware Mindset - Hypothesis H_3	
$H_{3:0}$ = There is no impact of *Thai Self-Aware Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	**Supported**
$H_{3:1}$ = There is a statistically significant impact of *Thai Self-Aware Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	Rejected

Table 29: (continued) Hypothesis Results

Follower Mindset - Hypothesis H_4	
$H_{4:0}$ = There is no impact of *Thai Follower Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	**Supported**
$H_{4:1}$ = There is a statistically significant impact of *Thai Follower Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	Rejected

Respectful Mindset - Hypothesis H_5	
$H_{5:0}$ = There is no impact of *Thai Respectful Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	Rejected
$H_{5:1}$ = There is a statistically significant impact of *Thai Respectful Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	**Supported**

Easy-Going Mindset - Hypothesis H_6	
$H_{6:0}$ = There is no impact of *Thai Easy-Going Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)	Rejected
$H_{6:1}$ = There is a statistically significant impact of *Thai Easy-Going Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)	**Supported**

Summary,

- $H_{1:0}$ = **Supported**

- $H_{1:1}$ = Rejected

- $H_{2:0}$ = **Supported**

- $H_{2:1}$ = Rejected

- $H_{3:0}$ = **Supported**

- $H_{3:1}$ = Rejected

- $H_{4:0}$ = **Supported**

- $H_{4:1}$ = Rejected

- $H_{5:0}$ = Rejected

- $H_{5:1}$ = **Supported**

- $H_{6:0}$ = Rejected

- $H_{6:1}$ = **Supported**

Conclusion

This study found that the null hypothesis for H1, H2, H3, and H4 were supported, and the alternative hypothesis for H5 and H6 were accepted. Furthermore, being respective, grateful, appreciative, and fearful of elders and superiors and having a fun and easy-going approach has a statistically significant impact on happiness at the workplace, whereas all other aspects of Krengjai do not have any statistically significant impact on Happiness at the Workplace. This study also found out that, given a choice, how the respondents would behave or take decisions on specific workplace issues, which shall be discussed further in the next chapter.

CHAPTER 5

DISCUSSION

5.1 Why Was This Study Undertaken?

As mentioned in the introduction, this study is exploratory, introductory, and limited in its scope and scale. Compared to other mainstream topics, there has been rather limited, targeted, and in-depth study about Thai-Krengjai Culture, and its impact at the workplace. This study wanted to explore this and hope to extract valuable findings and offer beneficial suggestions that can be useful to the reader and other researchers in the future.

1. Perform a review and introductory summary about Thai 'Krengjai' culture. Explore the various literature and studies about Thai culture, and better understand the various traits and aspects that make up Thai culture and a Thai-cultural person.

2. Investigate workplace practices, decision-making practices, behaviors, problem-solving, co-worker relationships, relationships with superiors, elders, and leaders, workplace ethics, business ethics, and so on, and how these issues differ between nationalities, organization type, cultural backgrounds, etc.

3. Find out if following Thai Krengjai cultural practices have any impact, if any, for better or for worse, on the employee's happiness at the workplace.

This study also wanted to answer the following questions.

1. What is Thai-Krengjai Culture?

2. What are the issues (if any) related to Thai-Krengjai Culture at the Workplace?

3. Does Thai-Krengjai Culture have any impact on Happiness at the Workplace?

4. What are the Perceptions about Krengjai in the Thai Workplace?

5. Should one *stop* following Thai Krengjai Cultural practices at the workplace and instead focus on solving the workplace issues or preventing them from being caused, regarding Krengjai?

Some understanding and useful answers to the questions were obtained as part of this study, and the objective was mainly achieved.

5.2 Summary and Findings

The following questions were answered

What is Thai-Krengjai Culture?

Based on the literature review, it can be explained that "Thai-Krengjai Culture" is a series of mindsets and behavioral traits of Thai people and Thai culture whereby people are expected to be considerate, kind, caring, deferential, and respectful towards each other. These traits, along with others, include a Thai person or Thai-cultural person's proclivity to be aware of each other's feelings and perceptions, be reluctant to disturb or offend, or fearful of disturbing someone by approaching them.

When using the term Thai-Krengjai Culture, this study refers to Thai behavioral traits and mindsets only, and not to the wider aspects of Thai Culture such as traditions, dress, cuisine, ceremonies, music, activities, and so on.

Building upon research about "Krengjai" from other academics, including (Boonprasert, 2016), (Chaidaroon, 2003), (Wyatt & Promkandorn, 2012), and (Komin, 1990), it is surmised that "Thai-Krengjai Culture" is made up of the following six core mindsets.

i.   **Be non-conflicting mindset**: Co-exist, avoid criticism, avoid conflict and confrontation, save face.

ii. **Be considerate mindset**: Be considerate (krengjai), be polite and humble, be caring, be responsive to others, and do not cause inconvenience.

iii. **Be self-aware mindset**: Be self-effacing and be self-sufficient. Do not assert yourself, be passive, be self-controlled, tolerant, and restrained, project shyness.

iv. **Be a follower mindset:** Be non-questioning, be flexible based on the situation, do not be stubborn, and self-inhibit yourself and your thoughts

v.   **Be respectful mindset**: Be respectful and grateful to your seniors, elders, superiors, and so on. Give and receive favors and build relationships based on gratefulness. Be reverential. Give deference. Maintain social order and status. Flatter and pamper each other.

vi. **Be easy-going mindset:** Self-boost your situation. Prefer being fun and being easy-going. Projecting a curated image of yourself is more important than the real situation.

What are the issues related to Thai-Krengjai Culture at the Workplace?

According to the literature review, there are many issues with Krengjai, including issues caused by Krengjai at the workplace. According to (Biggs, 2018) Krengjai transforms you into a "directionless jellyfish" and hinders progress and a shield to hide reluctance and cowardice. According to (Persons, 2016), Krengjai confuses and makes it difficult for foreigners to understand when working or interacting with Thai persons and organizations. Krengjai causes misunderstanding, miscommunication, and angst. According to (Fitzroy, 2014), Krengjai is used to excuse laziness and not completing a particular task. In her study (Boonprasert, 2016) found that Krengjai caused lying and negatively impacted all communication practices.

From the questionnaire survey, similar results were obtained. It is seen that given a choice, to conform with Thai-Krengjai Culture, people working in such a workplace will choose to lie, omit and mislead about issues, overlook or ignore problems, overlook bullying, harassment, oppression, offer bribes for favors, prefer partying, and drinking ethic over working hard, work only as much as getting paid, be vague, not make tough decisions, will not communicate freely and openly, feint responsiveness and attentiveness, shy away from offering opinions and showing one's capabilities, and so on. See the complete findings in Chapter 4, Section 4.2 above.

These are serious issues. Yet, it is surprising at the high mean scores the respondents gave towards adhering towards the aspects of Krengjai and leaving the problems and issues asked in the questions unsolved and ignored. Moreover, regardless of demographic, nationality, cultural upbringing, gender, organizational type, and so

on, the respondents mostly agreed or strongly agreed with following the various aspects of Krengjai, as opposed to making the opposite choice offered in the scenario question?

Why?

Why would the respondents ignore and leave the issues and scenarios presented in the questions unsolved and prefer the Krengjai option?

- Were the survey instructions unclear? Were the respondents simply "imagining" what they expected their colleague or someone practicing Krengjai will do in these scenarios? Maybe not what they personally would have done, but what someone else would have done?

Even though in the questionnaire instructions were clearly specified:

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations.

This study did not get a chance to follow up with the respondents if they understood the instructions and if what they answered were their real intentions?

- Did the respondents make the conscious decision that, all things considered, it was ***worth it*** to adhere to Krengjai, at the expense of solving issues and leaving them ignored? This study had a very high score for "familiarity with Krengjai", meaning the respondents have experienced Krengjai and know well how they are expected to behave during Krengjai situations. So maybe this is a conscious and all-things-considered approach to working in a Thai workplace?

- Perhaps the respondents answered as such, but they also had other ways and methods to solve each of their underlying issues and problems. Maybe they answered "no, they will not confront their colleagues when they omit serious issues about work during meetings – but they would privately approach their colleague and ask them to clarify and solve the issues quietly behind-the-scenes? In that case, what about the perception and misunderstanding bosses and other people already formed regarding the situation from the meeting?

It needs to investigate this further, perhaps by interviewing the respondents and collective qualitative data. Even though the instructor validated the questionnaire, the author perhaps needed to provide more clarifications if it is the case that the respondents did not understand the survey questions.

Does Thai-Krengjai Culture have any impact on Happiness at the Workplace?

No, for most aspects of Krengjai (variables) as allocated, **do not have any statistical impact** on Happiness at the Workplace. However, according to the multiple regression testing for the hypothesis, it was found out that.

- **$H_{1:0}$** = There is no impact of *Thai Non-Conflicting Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

- **$H_{2:0}$** = There is no impact of *Thai Considerate Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

- **$H_{3:0}$** = There is no impact of *Thai Self-Aware Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

- **$H_{4:0}$** = There is no impact of *Thai Follower Mindset* upon Happiness at the Thai Workplace. (Null Hypothesis)

- **$H_{5:1}$** = There is a statistically significant impact of *Thai Respectful Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

- **$H_{6:1}$** = There is a statistically significant impact of *Thai Easy-Going Mindset* upon Happiness at the Thai Workplace. (Alternative Hypothesis)

The only two mindsets that seemed to contribute a statistically significant impact on Happiness at the Thai Workplace were the "Thai Respectful Mindset" and the "Thai Easy-Going (and Fun Loving) Mindset."

This suggests to us that being "respectful," giving and receiving favors, offering bribes, giving reverence and deference, flattering, and pampering each other brings about genuine happiness in the workplace. Also, the mindset of being easy-going,

preferring fun, sharing in fun and pleasure activities with others, and seeking out fun activities and pass-times also genuinely brought about happiness in the workplace.

Which makes sense. The two behavior traits and mindsets above, essentially "happiness-seeking" and "harmony-seeking" mindsets, indeed bring about happiness, even if it is in the workplace.

What are the Perceptions about Krengjai in the Thai Workplace?

This study asked only two questions regarding perceptions about Krengjai. Both got average mean scores of 3.6 (out of 5), which according to the choices, the respondents chose that Krengjai had a "somewhat positive" effect at their workplace. They felt "somewhat comfortable" with regards to complying with Thai-Krengjai culture at their workplace.

Without further context, these results do not mean much apart from letting us know that the respondents do not really have an issue with Krengjai in general when it comes to their workplace. However, other factors need to be studied in tandem. If this study had asked them again, highlighting the literature review and survey results, that despite all the problems Krengjai seemingly caused at their workplace, do they feel comfortable and feel positive with Krengjai, it would be interesting to do so know.

Should One Stop Adhering to Thai-Krengjai Cultural practices at the Workplace?

According to us, **yes.** When the research shows us that the main aspects of Thai-Krengjai culture do not have any statistically significant impact on Happiness at the Workplace, they do leave in its wake a lot of unsolved and ignored issues. Therefore, they do not have to adhere to Krengjai practices to be happy at work!

Happiness at the Workplace comes about due to many other factors unrelated to Krengjai. According to the literature review, Happiness at the Workplace are due to factors such as quality of work, employee engagement, leadership, and organizational standards, with sub-variables such as freedom to work and make decisions, work-and-life balance, remuneration (pay), employee recognition, company ethics, job security and so on.

If there is enough focus and ample care of the underlying factors for workplace happiness, then Krengjai does not have to be an issue that needs to be prevalent at the workplace. For example, suppose there is enough professionalism, social etiquette, workplace manners, mutual respect, and other guidelines that are adhered to. In that case, one does not have to go the extra step and strictly follow Krengjai practices.

And even though Respectfulness Mindset and Easy-Going Mindset do bring about workplace happiness, at what cost? Is it genuine happiness if one gives and receives favors only transactionally? (I give you; you give me). Is it genuine? And preferring an easy-going attitude but not accomplishing work goals and meeting deadlines? Then it is not a well-deserved self-happiness.

5.3 Problems and Limitations with This Study

The scope of this study was limited. This study was conducted in a matter of weeks, and for a subject of such scope and detail, perhaps it deserves more time and in-depth study. The sample size was rather small and limited (n = 384 persons only), and this study was not able to gather further qualitative data (interviews, follow-up questions), nor ask other follow-up questions in the form of secondary and tertiary survey questions. This study did not design or adopt an SEM model, which would have forced to test for model fit and other benchmarks.

Even though the literature review was comprehensive in terms of understanding Krengjai from a definition and historical perspective, this study did not and could not delve into the psychological and sociological sciences that make up human behavior and Thai mindsets. The six-core mindset values of Thai-Krengjai culture, the author arbitrarily listed them, building upon previous identification by other researchers. So, should there be six mindsets? Or more or less? This study has high multicollinearity within the mindsets as independent variables, so perhaps all these are of the same component and effectively one dataset. It needs to be compared and tested for other issues apart from workplace happiness, such as workplace performance? Workplace equality?

In summary, here are the problems and limitations of this study.

- Limited scope and scale

- Limited sample size

- Need more qualitative data

- Need follow up survey, follow-up questions and quantitative data

- Need to use SEM

- Need to involve study and testing of other sciences such as psychology, group dynamics, social sciences

- Need to consider how to better break down core mindsets that make up Thai Krengjai culture.

- Need to address multicollinearity

- Need to measure other issues as well apart from workplace happiness, such as workplace performance, workplace equality, and so on.

5.4 Benefits and Practical Implications of This Study

The survey results found serious issues with regards to how people make decisions at their workplace when Krengjai is at stake. It found that, because of Krengjai, people choose to lie, omit and mislead about issues, overlook or ignore problems, overlook bullying, harassment, oppression, offer bribes for favors, prefer partying and drinking ethic over working hard, work only as much as getting paid, be vague, not make tough decisions, will not communicate freely and openly, feint responsiveness and attentiveness, shy away from offering opinions and showing one's capabilities, and so on. And despite all this, most aspects of Krengjai do not even have a statistically significant impact on Workplace Happiness.

So, the most important implication is to focus on solving issues and problems at the workplace and not adhere to Krengjai at work because it will not statistically impact your happiness.

Conclusion

The characterization of Thai-Krengjai Culture as being composed of six-core mindsets should be a helpful way in understanding Thai-Krengjai culture and Thai mindsets. If you are experiencing Thai-Krengjai culture yourself and facing similar workplace issues or issues related to Krengjai, hopefully, this study resonates with you. The author hopes that to improve the productivity and performance of the Thai workforce, one should reduce and stop adhering to the negative aspects of Krengjai at the workplace, with the freedom of mind that it will not negatively affect happiness at the workplace. Still, instead, it will allow them to solve issues and better communicate with your colleagues, manage your work and be more competitive.
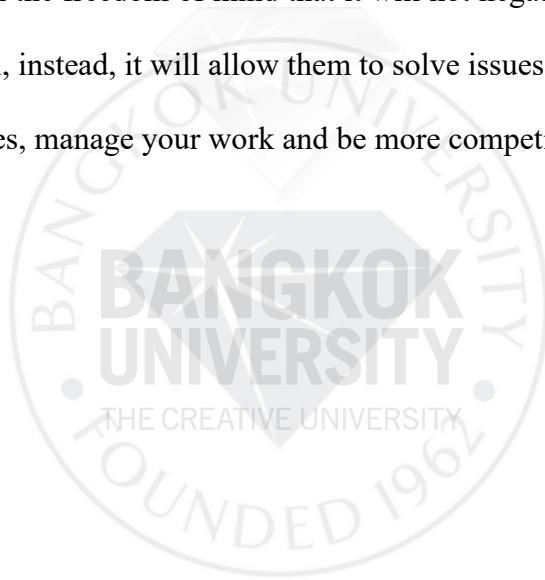
APPENDICES

APPENDIX A

Questionnaire Answers, Breakdown, Mean and Standard Deviation

Table 30: All Survey Answers, Choice Percentage, Mean and Standard Deviation

Academia and Research over the years have defined the Thai-cultural practice of Krengjai as a series of mindsets and behavioral traits of Thai people and Thai culture whereby people are considerate, kind, caring, deferential, and respectful towards each other. These traits, along with others, include a Thai person or Thai-cultural person's proclivity to be aware of each other's feelings and perceptions, be reluctant to disturb or offend, or fearful of disturbing someone by approaching them.

Based on the above definition, how personally familiar are you with the Thai-cultural practice known as Krengjai?

Unfamiliar	Very Unfamiliar (1)	Somewhat Unfamiliar (2)	Somewhat Familiar (3)	**Very Familiar (4)**	Familiar
	1.1%	4.9%	29.6%	**64.4%**	

Mean = 3.57

Standard Deviation = 0.642

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

At your Thai-cultural workplace, sometimes you know your colleague is not truthful in representing the full extent or seriousness of a work problem to the group, but you should refrain from challenging or correcting them because they could lose face and feel humiliated.						
Challenge/correct them to be truthful	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	Do not challenge/correct them to avoid humiliation
	4.6%	6.9%	15.2%	29.3%	**44.0%**	

Mean = 4.01

Standard Deviation = 1.134

Sometimes, for the sake of saving face, it is acceptable for you, or your Thai colleague, Thai culture colleague, to lie or omit, instead of telling an unpleasant or embarrassing truth to someone						
Do not lie or omit the truth and be honest	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Lie or omit the truth to save face and prevent embarrassment
	8.3%	8.6%	16.1%	**39.1%**	27.9%	

Mean = 3.70

Standard Deviation = 1.202

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

On certain occasions, it is acceptable if you are reluctant to communicate too frankly or openly with your Thai culture colleague (as compared to a non-Thai colleague) because they could think of your approach as aggressive and take your criticism or feedback personally

Be frank and feedback openly to your colleagues	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Do not be frank. Hesitate to feedback openly to avoid being aggressive
	3.7%	4.9%	12.9%	**41.1%**	37.4%	

Mean = 4.03

Standard Deviation = 1.018

Sometimes it is acceptable to overlook some incidents of mild bullying, oppressiveness, or harassment behaviors experienced by you or your colleagues because this is a sensitive issue, and in Thai culture, a non-confrontational approach is preferable

Speak up or do something to confront with any bullying, oppressiveness, and harassment behaviors in workplace	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Prefer non-confrontational approach by overlooking bullying, oppressiveness, or harassment behaviors
	13.8%	6.3%	15.8%	**33.6%**	30.5%	
Mean = 3.61 *Standard Deviation* = 1.344						

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Maintaining relationships, co-existing in harmony, and putting up a smiling face with your Thai colleagues, Thai culture colleagues is more important than solving issues and fixing problems at the workplace if it means creating conflict or confrontation						
Solve problems by communicating frankly	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Hide problems and smile to maintain relationship

				43.1%	26.4%	and avoid confrontation
	8%	6.6%	15.8%			

Mean = 3.73

Standard Deviation = 1.159

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

For the sake of workplace harmony and not making your peers look bad, sometimes you must avoid being too friendly and not show as if "taking sides" with any individual who has been "singled out" because they engaged in conflict or confrontation at your Thai, Thai-cultural workplace						
Involve and keep relationship with all colleagues equally as usual	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Avoid talking or involving with a colleague who is a part of an issue and take majority side to keep workplace harmony
	4.3%	7.8%	19.0%	**41.4%**	27.6%	

Mean = 3.80

Standard Deviation = 1.062

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Regardless of your personal preference, at your Thai-cultural workplace, you must adopt a caring, considerate, polite, and humble personality towards all your colleagues because that is the acceptable Thai norm, or else you risk being labeled as inconsiderate, rude, and disliked

Behave normally as you personally would do so	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	You must adopt Krengjai personality towards colleagues because it is the Thai norm
	1.7%	4.6%	12.9%	38.8%	**42.0%**	

Mean = 4.15

Standard Deviation = 0.932

The Thai krengjai mindset and cultural aspects of "mai pen rai" (it doesn't matter), "hai kiat" (give respect), "rak sa nah" (save face), "khwam awuso" (seniority) and "sabai sabai" (easy-going) must be observed at the workplace under all

circumstances, in order to be socially accepted and considered a part of the social group						
No need to have mindset of giving respect, seniority, and easy going just the sake of being accepted	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	To be accepted in workplace you must have mindset of giving respect, seniority, and easy going
	4.6%	8.9%	18.4%	32.5%	**35.6%**	
Mean = 3.86 *Standard Deviation* = 1.137						

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

You feel you must present an "affiliative personality" of being helpful and accommodating to your Thai culture colleagues even when you do not want to do so or think it is not well deserved						
No need to present an "affiliative personality" to anyone	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	You present an "affiliative personality" of being helpful to
	2.3%	6.6%	13.2%	38.5%	**39.4%**	

who does not deserve						your colleagues even if not deserved
Mean = 4.06						
Standard Deviation = 0.998						

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

You feel that in meetings and discussions, you must feint responsiveness and attentiveness towards your Thai culture colleagues, even it seems vain and counterproductive because not doing so will be considered rude and inconsiderate						
No need to feint responsiveness and attentiveness towards colleagues in a meeting if counterproductive	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	**Strongly Agree (5)**	You must feint responsiveness and attentiveness towards colleagues in a meeting to avoid being rude
	8.0%	6.6%	14.7%	**35.3%**	**35.3%**	
Mean = 3.83						
Standard Deviation = 1.210						

Anyone should be able to speak up and give opinion during meeting	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	**Strongly Agree (5)**	Do not give opinion or engage debate in a meeting to avoid being "showing-off"
During meetings and group discussions at your Thai-cultural workplace, not giving opinions, engaging in debate, or not "speaking up and responding too quickly" is better because you may risk claiming superiority over your seniors or other colleagues, or they may feel you are trying to act more intelligent than them						
	9.8%	6.3%	14.4%	**34.8%**	**34.8%**	

Mean = 3.78

Standard Deviation = 1.258

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

You must not fully present your personal capabilities, work potential and working capacity at your Thai culture workplace, because that would make your Thai culture colleagues feel jealous, and dislike you for being attention-seeking and non-self-effacing (non-humble)

You fully present your personal	Strongly Disagree (1)	Disagree (2)	Neither Disagree	**Agree (4)**	Strongly Agree (5)	Do not show present your full

capabilities, work potential and working capacity in your workplace			or Agree (3)			capabilities, to avoid being un-humble colleagues feeling jealous
	12.4%	8.0%	21.0%	**34.2%**	24.4%	

Mean = 3.50

Standard Deviation = 1.283

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

If you have some issues with your work, you should prefer working on it alone instead of asking your Thai culture colleagues or superiors for help because it will bother them unnecessarily, and you must be considerate about their time and effort						
You will ask for help from colleagues and supervisor to solve issues	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	You will not ask for anyone help because it is bothering other people
	10.6%	9.5%	14.7%	32.2%	**33.0%**	

Mean = 3.68

Standard Deviation = 1.309

It would be best if you did not complain or seek changes at your workplace because you or your Thai culture colleagues are expected to be happy and content with the job you have, and it is considered a positive aspect of self-sufficiency and good discipline

You can complain or seek changes at your workplace in needed	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	Do not complain or seek any changes because you should be self-sufficient and maintain good discipline
	9.8%	8.9%	11.2%	31.9%	**38.2%**	

Mean = 3.80

Standard Deviation = 1.302

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

At your Thai culture workplace, if you feel your superiors may be making a wrong decision, you must not challenge or question them because it will insult them and inappropriately questioning their superiorities, abilities, and judgment

You can question if you feel your superiors may be making a wrong decision	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	Do not question your superiors because it will insult them
	7.2%	12.1%	11.8%	30.2%	**38.8%**	

Mean = 3.81

Standard Deviation = 1.267

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

At your Thai culture workplace, when you receive instructions that are vague or unclear, you should feel reluctant to question them or seek clarification because it can be considered rude, and as if you doubt the judgment of the person who provided those instructions						
Should ask for clarification if receive unclear instruction	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Should feel reluctant to question them or seek clarification because it can
	13.5%	9.5%	16.4%	**32.5%**	28.2%	

					be considered rude
Mean = 3.52 *Standard Deviation* = 1.348					

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Because Thai culture is built on considerate relationships and "bun khun" (gratitude and goodwill), it is sometimes ethically acceptable to offer "gifts of gratitude" or other incentives to relevant personnel for assisting in obtaining a profitable contract for the company. Likewise, giving gifts, commissions, and tokens of gratitude to individuals in decision-making positions is an acceptable norm, and it would be considered offensive if you do not plan for it. Not making prior arrangements beforehand can backfire

Should not build a relationship base on "bun khun" (gratitude and goodwill)	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	Being considerate relationships and "bun khun" (gratitude and goodwill) is ethically acceptable
	7.8%	6.3%	20.1%	**38.8%**	27%	
Mean = 3.71						

Standard Deviation = 1.158

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

For the sake of krengjai, even if it is inconvenient to you, you must not say "No" to your Thai culture colleagues if they impose upon you for a favor or assistance with a task						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	7.2%	10.1%	13.5%	**35.6%**	33.6%	

Mean = 3.78

Standard Deviation = 1.216

If you are unhappy with specific policies or protocols at your Thai culture workplace, it is preferable to suppress your true feelings and emotions, and lie if you must when asked about it by your seniors, because you could be labeled as stubborn, non-compliant, and a problem employee						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	Strongly Agree (5)	
	7.8%	12.1%	13.8%	35.3%	31%	

Mean = 3.70
Standard Deviation = 1.242

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Suppose you or your Thai culture colleague feel that it may be unable to meet a deadline or fulfill a work demand. In that case, it is better to give a non-committal promise or say "maybe" instead of telling the truth because saying "No" would be considered too blunt, harsh, and impolite						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	9.2%	6.3%	12.6%	**41.1%**	30.7%	
Mean = 3.78						
Standard Deviation = 1.212						

Even if it is not personally convenient for you, but your boss asks you to do work-related favors beyond your scope of duties or small favors (such as picking up deliveries, dropping them on your way home), it is a good strategy to perform them because it is considered a Thai patronage system whereby the more you build goodwill "bun khun" with your boss, the more they are indebted to you and likely to grant your wishes and requests ("tob thain bun khun")

	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	
	5.7%	7.7%	13.8%	30.5%	**44.5%**	

Mean = 4.03

Standard Deviation = 1.150

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

It would be best if you held off on delegating work or troubling your senior and older Thai, Thai-cultural colleagues, as they are elderly and extra work could be an undue burden on them						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	6.9%	10.1%	20.4%	**32.5%**	30.2%	

Mean = 3.69

Standard Deviation = 1.199

At your Thai culture workplace, even if you are in an authoritative and decision-making position, you must hesitate before making important or difficult decisions and instead leave it to your preceding superiors to decide, as it is considered giving them respect, relevance, and importance

	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	6%	10.1%	17.8%	**35.9%**	30.2%	

Mean = 3.74

Standard Deviation = 1.167

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

During moments of crisis, it is better to talk nicely and give encouragement to your leaders rather than discuss the problems or be critical, as it could affect their morale and self-confidence						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	4.9%	6%	8.3%	**42.5%**	38.2%	

Mean = 4.03

Standard Deviation = 1.072

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

At your Thai culture workplace, for the sake of workforce morale, the positive, smiling, contended image, and aura of strength that you project to your colleagues is more important than admitting the problems and difficulties you are facing					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**
	4.9%	5.5%	13.5%	34.8%	**41.4%**
Mean = 4.02					
Standard Deviation = 1.100					

In your Thai-cultural workplace, having a "drinking ethic" and "group activity ethic" is just as important as having a "work ethic" and you should go along with your Thai culture colleagues to be accepted as part of the society					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)
	6.9%	7.2%	19.3%	**36.8%**	29.9%
Mean = 3.76					
Standard Deviation = 1.159					

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

For upper management position, hard work or laborious toil is seen as a sort of failure or lack of ability, because according to Thai culture, a successful or capable person does not have to work hard, as it is a sign of their superiority					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	12.1%	9.5%	16.7%	**33.9%**	27.9%	
Mean = 3.56					
Standard Deviation = 1.312					

At your Thai culture workplace, out of krengjai, you should avoid asking lower-paid workers (such as couriers, cleaners, security personnel) to perform additional tasks or beyond working hours because it would be considered unsympathetic to their plight. Likewise, you should only work as much as you are paid					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	
	4.3%	4.9%	16.4%	35.1%	**39.4%**	
Mean = 4.00					
Standard Deviation = 1.070					

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Are you happy with the nature of your job?						
Not happy with the nature of job	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	Happy with the nature of job
	2.0%	2.6%	17.0%	39.1%	**39.4%**	
Mean = 4.11 *Standard Deviation* = 0.915						

Do you feel you have the freedom to work, make decisions and solve problems?						
Feel not having freedom to work	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	Have freedom to work
	2.9%	3.7%	13.2%	39.1%	**41.1%**	
Mean = 4.12 *Standard Deviation* = 0.970						

Do you feel like your job responsibilities are clearly and appropriately defined, and you are not being taken unfair advantage of at work?

	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	Strongly Agree (5)	
	2.3%	5.5%	16.4%	35.9%	**39.9%**	

Mean = 4.06

Standard Deviation = 0.994

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Do you feel that your contribution at work adequately recognized, and you feel appreciated and receive adequate support and cooperation at your workplace?						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	Strongly Agree (5)	
	1.4%	6.3%	13.5%	37.4%	**41.4%**	

Mean = 4.11

Standard Deviation = 0.960

Do you have a good quality of communication within your workplace?						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree	**Agree (4)**	Strongly Agree (5)	

			or Agree (3)			
	3.2%	4.9%	12.1%	**45.1%**	34.8%	

Mean = 4.03

Standard Deviation = 0.975

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Do you feel a sense of personal pride, self-worth, and self-esteem at your workplace?						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	2.0%	2.0%	12.4%	**44.5%**	39.1%	

Mean = 4.17

Standard Deviation = 0.866

Does your leadership team contribute to a positive work culture?						
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	2.6%	4.9%	10.9%	**49.7%**	31.9%	

Mean = 4.03

Standard Deviation = 0.926			

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Do your leaders at work inspire you?					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**
	5.2%	4.6%	14.7%	35.1%	**40.5%**
Mean = 4.01					
Standard Deviation = 1.097					

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Do you feel comfortable giving upward feedback to your management or approaching them for honest discussions?					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)
	2.9%	4.0%	14.4%	**42.0%**	36.8%
Mean = 4.06					
Standard Deviation = 0.965					

Do you feel that you can make a complaint about an elderly or higher-ranked colleague at your workplace without fear of repercussions, resistance, or reprisals?					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	**Agree (4)**	Strongly Agree (5)	
	5.2%	7.2%	16.7%	**40.5%**	30.5%	
Mean = 3.84						
Standard Deviation = 1.096						

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Are you proud of the ethical and moral standing of your organization?					
	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	
	2.6%	4.6%	20.1%	36.2%	**36.5%**	
Mean = 3.99						
Standard Deviation = 0.993						

Do you feel part of a healthy (non-toxic) workplace?

	Strongly Disagree (1)	Disagree (2)	Neither Disagree or Agree (3)	Agree (4)	**Strongly Agree (5)**	
	2.9%	4.6%	13.5%	38.8%	**40.2%**	

Mean = 4.09

Standard Deviation = 0.987

Table 30: (continued) All Survey Answers, Choice Percentage, Mean and Standard Deviation

Overall, do you feel that the Thai Krengjai culture and Thai culture in general, has a positive or a negative effect at your workplace?						
	Extremely Negative (1)	Somewhat Negative (2)	Neutral (3)	**Somewhat Positive (4)**	Extremely Positive (5)	
	5.2%	10.3%	21.8%	**40.2%**	22.4%	

Mean = 3.64

Standard Deviation = 1.095

Do you feel uncomfortable (or comfortable) at your workplace, with regards to complying with Thai Krengjai culture?

	Strongly Not Comfortable (1)	Not Comfortable (2)	Somewhat Comfortable (3)	**Comfortable (4)**	Strongly Comfortable (5)	
	5.7%	6.6%	20.7%	**50.6%**	16.4%	

Mean = 3.65

Standard Deviation = 1.017

APPENDIX B

(IV1) Mean Scores, by Demographics, Issues Relating to Non-Conflicting

Mindset

Table 31: Issues Related to Non-Conflicting Mindset (IV1) (6 questions)

Demographic	Issues Related to Non-Conflicting Mindset (IV1) (6 questions)					
	Colleague not truthful when explaining work problem.	Lie to save face or embarrassment	Not communicating openly	Overlook bullying, oppression, harassment	Co-existing more important than solving issues	Avoid taking sides or defending embattled colleague
Female	4.19	3.83	4.09	3.75	3.84	3.96
Male	3.82	3.53	3.97	3.43	3.63	3.62
Other genders	**4.50**	4.42	**4.25**	4.25	3.83	**4.25**
18-25 Years	4.17	3.81	4.19	3.81	4.07	4.05
26-30 Years	**4.28**	3.89	**4.27**	4.08	4.11	3.83
31-35 Years	3.89	3.65	3.95	3.61	3.74	3.92
35-45 Years	4.00	3.69	3.90	3.42	3.59	3.72
Above 45	3.84	3.49	4.00	**3.21**	**3.28**	3.52
Thai National	4.00	3.78	4.07	3.68	3.91	3.97
Non-Thai	4.02	3.61	4.00	3.53	3.55	3.63
Thai Background	4.00	3.81	4.06	3.73	3.94	3.98

Table 31: (continued) Issues Related to Non-Conflicting Mindset (IV1) (6 questions)

Asian Background	**4.26**	3.94	**4.27**	3.90	3.98	3.98
Western Upbringing	3.84	**3.32**	3.82	**3.19**	**3.23**	**3.39**
High-school Education	4.08	3.56	4.04	**3.40**	3.76	3.96
Undergrad.	4.06	3.78	4.02	3.70	3.80	3.84
Masters and above	4.01	3.70	4.03	3.61	3.73	3.71
Not Working Thailand	3.71	**3.10**	3.84	**2.81**	**2.84**	**3.39**
Working in Thailand	4.04	3.75	4.05	3.68	3.82	3.84
Full-time Employee	4.00	3.66	4.06	3.65	3.76	3.79
Part-Time	**4.52**	3.86	4.05	3.76	3.86	3.81
Temporary	4.00	4.20	4.00	4.20	3.90	**4.50**
Freelancer, Self-Employed or Retired	3.84	3.69	3.88	**3.20**	3.51	3.73
Private Workplace	3.93	3.60	4.00	3.48	3.67	3.77

Table 31: (continued) Issues Related to Non-Conflicting Mindset (IV1) (6 questions)

Government Office	4.05	3.82	**<u>4.23</u>**	3.82	3.71	3.88
Non-Profit Org.	**<u>4.50</u>**	**<u>4.31</u>**	4.09	**<u>4.50</u>**	**<u>4.38</u>**	3.91
Other kind of Org.	4.06	3.47	3.82	**3.00**	3.53	3.76
Income <20K THB	4.20	3.88	4.18	3.90	4.10	4.12
20-50K THB	4.15	3.90	4.11	3.90	3.90	3.86
50-100K THB	3.79	3.59	3.93	**3.30**	3.61	3.81
Above 100K THB	3.69	**2.96**	3.81	**2.77**	**2.96**	**3.23**
Non-Management	4.04	3.67	4.05	3.66	3.82	3.86
Lower- Mgmt.	**<u>4.21</u>**	4.02	**<u>4.21</u>**	4.01	3.94	3.97
Middle-Mgmt.	3.69	**3.11**	3.56	**2.75**	**3.14**	3.47
Top- Mgmt.	3.62	3.46	3.92	**3.08**	**3.32**	**3.38**
<20 emp.	3.71	**3.33**	3.83	**3.13**	3.56	3.63
21-50 emp.	4.01	4.00	4.00	3.76	3.84	3.91
51-100 emp.	4.37	4.00	4.17	4.16	4.05	4.06
>100 emp.	3.95	3.51	4.10	3.41	3.54	3.66
100% Thai-company	4.08	3.75	4.10	3.81	3.86	3.94
Mixed	3.90	3.69	4.01	3.39	3.62	3.80

Table 31: (continued) Issues Related to Non-Conflicting Mindset (IV1) (6 questions)

100% non-Thai company	4.14	3.62	3.97	3.73	3.77	3.58
Krengjai Very Unfamiliar	**2.75**	**<u>2.50</u>**	**3.00**	**<u>2.25</u>**	**2.75**	**3.00**
Somewhat Unfamiliar	4.00	3.65	3.94	3.59	4.06	3.76
Somewhat Familiar	3.92	3.72	3.93	3.69	3.74	3.83
Very Familiar	4.08	3.71	4.11	3.59	3.72	3.81

(IV2) Mean Scores, by Demographics, Issues Relating to Considerate Mindset

Table 32: Issues Related to Considerate Mindset, (IV2) (4 questions)

Demographic	Issues Related to Considerate Mindset, (IV2) (4 questions)			
	Adopt caring personality even if do not want to	Thai cultural aspects must be observed to be accepted	Present affiliate personality	Feint responsiveness and attentiveness
Female	4.16	4.08	4.2	3.94
Male	4.12	3.62	3.9	3.69
Other genders	**<u>4.33</u>**	**<u>4.33</u>**	**<u>4.5</u>**	**<u>4.58</u>**
18-25 Years	4.36	**<u>4.24</u>**	4.19	**<u>4.26</u>**
26-30 Years	**<u>4.34</u>**	3.88	**<u>4.34</u>**	4.12
31-35 Years	4.11	3.91	4.03	3.74

Table 32: (continued) Issues Related to Considerate Mindset, (IV2) (4 questions)

35-45 Years	3.96	3.84	3.96	3.72
Above 45	4.1	3.51	3.85	3.54
Thai National	4.14	3.98	4.07	3.82
Non-Thai	4.16	3.73	4.05	3.84
Thai Background	4.18	3.99	4.14	3.9
Asian Background	4.17	4.01	**4.23**	4.07
Western Upbringing	4.08	3.52	3.81	3.55
High-school Education	4.08	3.76	3.96	3.96
Undergrad.	**4.24**	3.94	4.12	3.93
Masters and above	4.01	3.74	3.98	3.65
Not Working Thailand	4.03	3.52	3.65	**3.35**
Working in Thailand	4.16	3.89	4.1	3.88
Full-time Employee	4.13	3.86	4.08	3.84
Part-Time	**4.29**	4.05	**4.24**	4.1
Temporary	**4.3**	4.2	4.1	4.2

Table 32: (continued) Issues Related to Considerate Mindset, (IV2) (4 questions)

Freelancer, Self-Employed or Retired	4.14	3.69	3.86	3.59
Private Workplace	4.08	3.86	4.04	3.77
Government Office	**<u>4.21</u>**	3.79	4.04	3.86
Non-Profit Org.	**<u>4.47</u>**	4.09	**<u>4.41</u>**	**<u>4.28</u>**
Other kind of Org.	**<u>4.29</u>**	3.65	3.76	3.76
Income <20K THB	4.2	4.08	**<u>4.28</u>**	**<u>4.26</u>**
20-50K THB	**<u>4.26</u>**	4.05	4.19	3.98
50-100K THB	3.96	3.7	3.9	3.54
Above 100K THB	3.98	**3.19**	3.63	**3.35**
Non-Management	4.17	3.95	4.06	3.9
Lower- Mgmt.	4.2	3.95	**<u>4.38</u>**	3.99
Middle-Mgmt.	4.08	3.56	3.5	3.53
Top- Mgmt.	3.95	3.46	3.7	**3.38**
<20 emp.	4.04	3.72	3.76	3.53
21-50 emp.	4.12	3.96	4.13	3.96

Table 32: (continued) Issues Related to Considerate Mindset, (IV2) (4 questions)

51-100 emp.	4.36	4.02	**<u>4.23</u>**	4.17
>100 emp.	4.08	3.75	4.09	3.7
100% Thai-company	4.17	3.99	4.1	3.98
Mixed	4.05	3.8	3.99	3.74
100% non-Thai company	**<u>4.31</u>**	3.76	4.14	3.78
Krengjai Very Unfamiliar	3.75	3.75	4	**3**
Somewhat Unfamiliar	3.82	3.76	3.88	3.94
Somewhat Familiar	3.98	3.92	3.95	3.8
Very Familiar	**<u>4.25</u>**	3.83	4.13	3.86

(IV3) Mean Scores, by Demographics, Issues Relating to Self-Aware Mindset

Table 33: Issues Related to Self-Aware Mindset, (IV3) (4 questions)

Demographic	Issues Related to Self-Aware Mindset, (IV3) (4 questions)			
	Do not give opinions during meetings	Do not show off	Work alone instead of bothering	Do not complain or seek changes
Female	3.81	3.64	3.78	3.84
Male	3.73	**3.31**	3.54	3.73

Table 33: (continued) Issues Related to Self-Aware Mindset, (IV3) (4 questions)

Other genders	**4.33**	**4.5**	4.17	**4.33**
18-25 Years	4.12	3.93	3.93	4.07
26-30 Years	3.91	3.78	3.92	4.09
31-35 Years	3.92	3.68	3.71	3.82
35-45 Years	3.64	**3.31**	3.62	3.68
Above 45	**3.39**	**2.89**	**3.26**	3.43
Thai National	3.85	3.66	3.63	3.8
Non-Thai	3.72	**3.35**	3.72	3.8
Thai Background	3.9	3.71	3.69	3.84
Asian Background	3.98	3.62	4.15	4.16
Western Upbringing	3.47	**3.1**	**3.29**	3.46
High-school Education	3.52	**3.28**	3.68	3.72
Undergrad.	3.88	3.63	3.72	3.95
Masters and above	3.68	**3.34**	3.6	3.56
Not Working Thailand	**3.32**	2.9	2.87	3.1
Working in Thailand	3.83	3.56	3.75	3.87
Full-time Employee	3.82	3.55	3.7	3.83
Part-Time	**4.33**	3.62	3.9	**4.29**
Temporary	3.6	4.2	4.1	4

Table 33: (continued) Issues Related to Self-Aware Mindset, (IV3) (4 questions)

Freelancer, Self-Employed or Retired	**3.37**	**3.06**	**3.35**	**3.37**
Private Workplace	3.76	3.44	3.64	3.79
Government Office	3.73	3.73	3.55	3.66
Non-Profit Org.	<u>**4.44**</u>	3.78	<u>**4.31**</u>	<u>**4.28**</u>
Other kind of Org.	**3.12**	**3.06**	3.41	3.53
Income <20K THB	3.96	3.9	3.72	3.9
20-50K THB	4.01	3.74	3.94	4.05
50-100K THB	3.55	**3.26**	3.49	3.61
Above 100K THB	**3.21**	**2.65**	**3.02**	**3.1**
Non-Management	3.85	3.57	3.65	3.73
Lower- Mgmt.	4.09	3.81	4.01	<u>**4.21**</u>
Middle-Mgmt.	3.47	**3.06**	**3.33**	3.56
Top- Mgmt.	**2.95**	**2.78**	**3.19**	**3.22**
<20 emp.	3.41	**3.15**	3.49	**3.32**
21-50 emp.	3.83	3.74	3.82	3.97
51-100 emp.	4.16	3.89	4.1	<u>**4.34**</u>
>100 emp.	3.73	**3.3**	**3.39**	3.61
100% Thai-company	3.85	3.75	3.73	3.83
Mixed	3.68	**3.34**	3.57	3.74
100% non-Thai company	3.91	3.45	3.81	3.88

Table 33: (continued) Issues Related to Self-Aware Mindset, (IV3) (4 questions)

Krengjai Very Unfamiliar	**3.25**	<u>**2.25**</u>	<u>**2.5**</u>	<u>**2.5**</u>
Somewhat Unfamiliar	3.94	3.65	3.76	3.88
Somewhat Familiar	3.67	3.65	3.62	3.85
Very Familiar	3.83	3.45	3.71	3.79

(IV4) Mean Scores, by Demographics, Issues Relating to Follower Mindset

Table 34: Issues Related to Follower (IV4) (6 questions)

Demographic	Issues Related to Follower (IV4) (6 questions)					
	Do not question boss decisions	Accept vague instructions	Give and accept gifts of gratitude	Do not say no even if inconvenient	Hide emotions and suppress feelings	Be non-committal
Female	3.96	3.61	3.8	3.94	3.88	3.94
Male	3.66	**3.35**	3.6	3.6	3.5	3.57
Other genders	4	4.75	4.17	<u>**4.33**</u>	4.17	<u>**4.75**</u>
18-25 Years	4	4.02	3.71	3.98	3.83	4.17

Table 34: (continued) Issues Related to Follower (IV4) (6 questions)

26-30 Years	4.08	3.86	4	3.97	3.83	4.09
31-35 Years	3.83	3.57	3.74	3.85	3.73	3.89
35-45 Years	3.77	**3.28**	3.68	3.65	3.74	3.6
Above 45	3.44	**3.07**	**3.39**	3.52	**3.36**	**3.23**
Thai National	3.83	3.77	3.69	3.76	3.81	3.89
Non-Thai	3.8	**3.28**	3.73	3.81	3.59	3.66
Thai Background	3.88	3.81	3.72	3.82	3.9	3.97
Asian Background	4.16	3.72	3.85	4.12	3.88	3.98
Western Upbringing	3.45	**2.92**	3.59	3.47	**3.26**	**3.33**
High-school Education	3.52	3.76	3.88	3.8	3.64	3.72
Undergrad.	3.9	3.63	3.74	3.88	3.79	3.89
Masters and above	3.73	**3.3**	3.63	3.63	3.56	3.6
Not Working Thailand	**3.1**	**2.68**	3.42	**3.16**	**3.19**	**3.26**
Working in Thailand	3.88	3.61	3.74	3.85	3.75	3.83
Full-time Employee	3.87	3.51	3.72	3.77	3.74	3.78

Table 34: (continued) Issues Related to Follower (IV4) (6 questions)

Part-Time	4.1	4.1	3.95	3.95	3.76	**<u>4.29</u>**
Temporary	3.6	**<u>4.4</u>**	4.1	3.9	4.2	4.1
Freelancer, Self-Employed or Retired	3.41	**3.16**	3.49	3.78	**3.37**	3.49
Private Workplace	3.77	3.49	3.7	3.75	3.66	3.76
Government Office	3.8	3.55	3.66	3.59	3.71	3.79
Non-Profit Org.	**<u>4.53</u>**	3.81	4.06	**<u>4.53</u>**	4.19	4.09
Other kind of Org.	**3.06**	**3.29**	3.41	3.53	**3.29**	3.41
Income <20K THB	3.9	4.18	3.78	3.92	3.94	**<u>4.28</u>**
20-50K THB	4.06	3.66	3.94	3.96	3.88	3.99
50-100K THB	3.57	**3.23**	3.44	3.64	3.58	3.45
Above 100K THB	**3.25**	**2.83**	**3.27**	**3.25**	**3**	**3.04**
Non-Management	3.8	3.59	3.7	3.81	3.72	3.88

Table 34: (continued) Issues Related to Follower (IV4) (6 questions)

Lower-Mgmt.	4.15	3.77	3.93	4.02	4.03	4.02
Middle-Mgmt.	3.56	**3.11**	3.56	**3.31**	3.42	**3.33**
Top- Mgmt.	**3.19**	**2.95**	**3.3**	3.46	**2.95**	**3.08**
<20 emp.	**3.33**	**3.09**	**3.31**	3.55	**3.2**	3.51
21-50 emp.	4.03	3.75	3.93	3.99	3.86	4
51-100 emp.	**_4.24_**	3.95	4.05	4.17	4.11	4.16
>100 emp.	3.68	**3.34**	3.58	3.53	3.62	3.54
100% Thai-company	3.9	3.82	3.67	3.76	3.76	3.91
Mixed	3.68	**3.28**	3.7	3.76	3.6	3.66
100% non-Thai company	3.95	3.55	3.78	3.88	3.8	3.82
Krengjai Very Unfamiliar	**3**	**_2.25_**	3.5	**_2.5_**	**_2_**	3.5
Somewhat Unfamiliar	4	3.59	3.76	3.88	3.94	3.76
Somewhat Familiar	3.71	3.62	3.61	3.65	3.59	3.86
Very Familiar	3.86	3.5	3.75	3.86	3.76	3.75

(IV5) Mean Scores, by Demographics, Issues Relating to Respectful Mindset

Table 35: Issues Related to Respectful Mindset, (IV5) (4 questions)

Demographic	Issues Related to Respectful Mindset, (IV5) (4 questions)			
	Do not give opinions during meetings	Do not show off	Work alone instead of bothering	Do not complain or seek changes
Female	4.12	3.8	3.86	4.16
Male	3.91	3.54	3.6	3.88
Other genders	**4.42**	**4.42**	4.17	**4.58**
18-25 Years	**4.26**	3.88	4	**4.29**
26-30 Years	4.19	3.8	4.16	4.05
31-35 Years	4.16	3.8	3.77	4.17
35-45 Years	3.84	3.51	3.54	3.93
Above 45	3.72	3.51	**3.34**	3.75
Thai National	3.98	3.77	3.77	4.11
Non-Thai	4.07	3.61	3.72	3.95
Thai Background	4.04	3.82	3.82	4.14
Asian Background	**4.38**	3.89	3.9	**4.33**
Western Upbringing	3.73	**3.33**	3.5	3.64
High-school Education	4.16	3.6	**3.4**	3.88
Undergrad.	4.1	3.79	3.9	4.11
Masters and above	3.88	3.55	3.55	3.93

Table 35: (continued) Issues Related to Respectful Mindset, (IV5) (4 questions)

Not Working Thailand	3.52	**3.39**	3.45	**3.35**
Working in Thailand	4.08	3.72	3.77	4.1
Full-time Employee	4.03	3.7	3.74	4.06
Part-Time	4.14	3.71	3.95	<u>**4.29**</u>
Temporary	<u>**4.3**</u>	3.9	4.2	4.2
Freelancer, Self-Employed or Retired	3.88	3.59	3.55	3.73
Private Workplace	4.01	3.66	3.74	3.98
Government Office	3.84	3.68	3.68	4.07
Non-Profit Org.	<u>**4.56**</u>	4.06	4.16	<u>**4.44**</u>
Other kind of Org.	3.82	3.47	**3.24**	3.88
Income <20K THB	4.18	3.84	3.96	<u>**4.24**</u>
20-50K THB	4.19	3.92	4.01	4.2
50-100K THB	3.89	3.49	3.51	3.86
Above 100K THB	3.5	**3.04**	**2.96**	3.5
Non-Management	4.03	3.65	3.85	4.03
Lower- Mgmt.	<u>**4.24**</u>	3.92	3.85	<u>**4.26**</u>
Middle-Mgmt.	3.58	**3.36**	3.56	3.86
Top- Mgmt.	3.84	3.54	**3.08**	3.57
<20 emp.	3.95	3.55	**3.37**	3.75
21-50 emp.	4.08	3.87	3.91	4.01

Table 35: (continued) Issues Related to Respectful Mindset, (IV5) (4 questions)

51-100 emp.	**4.33**	4	4.16	**4.35**
>100 emp.	3.82	3.44	3.57	4
100% Thai-company	3.95	3.69	3.86	4.08
Mixed	4.06	3.64	3.58	4.01
100% non-Thai company	4.07	3.8	3.89	3.99
Krengjai Very Unfamiliar	**3.25**	**2.5**	**2.5**	**2.75**
Somewhat Unfamiliar	4	3.59	3.47	4.18
Somewhat Familiar	3.92	3.74	3.69	3.93
Very Familiar	4.09	3.7	3.81	4.09

(IV6) Mean Scores, by Demographics, Issues Relating to Easy-Going Mindset

Table 36: Issues Related to Easy-Going Mindset, (IV6) (4 questions)

Demographic	Issues Related to Easy-Going Mindset, (IV6) (4 questions)			
	Project smiles do not admit problems	Drinking ethic is important	Bosses do not have to work hard	Work as much as you are paid
Female	4.15	3.86	3.58	**4.23**
Male	3.86	3.62	3.49	**3.77**
Other genders	**4.67**	**4.33**	**4.33**	**4.33**

Table 36: (continued) Issues Related to Easy-Going Mindset, (IV6) (4 questions)

18-25 Years	**4.29**	4.07	3.79	**4.21**
26-30 Years	**4.28**	3.94	4.03	**4.16**
31-35 Years	4.14	3.93	3.58	**4.16**
35-45 Years	3.83	3.67	3.41	**3.8**
Above 45	3.64	**3.18**	**3.08**	**3.7**
Thai National	4.18	3.9	3.52	**4.06**
Non-Thai	3.87	3.61	3.6	**3.94**
Thai Background	**4.21**	3.96	3.56	**4.06**
Asian Background	**4.26**	3.89	4.04	**4.23**
Western Upbringing	3.55	**3.34**	**3.19**	**3.74**
High-school Education	4	3.8	**3.32**	**3.96**
Undergrad.	4.09	3.93	3.6	**4.05**
Masters and above	3.92	3.45	3.54	**3.93**
Not Working Thailand	3.42	**3.39**	**3**	**3.81**
Working in Thailand	4.08	3.79	3.62	**4.02**
Full-time Employee	4.07	3.72	3.62	**3.99**

Table 36: (continued) Issues Related to Easy-Going Mindset, (IV6) (4 questions)

Part-Time	4.1	3.95	3.9	**3.9**
Temporary	4.1	4.2	3.8	**4.2**
Freelancer, Self-Employed or Retired	3.69	3.78	**3.06**	**4.1**
Private Workplace	3.99	3.72	3.55	**3.96**
Government Office	4.07	3.66	**3.3**	**3.77**
Non-Profit Org.	**4.41**	4	**4.31**	4.66
Other kind of Org.	3.65	4.06	**3.18**	**4.18**
Income <20K THB	**4.26**	3.98	3.84	**4.18**
20-50K THB	**4.23**	3.96	3.73	**4.18**
50-100K THB	3.79	3.6	**3.36**	**3.81**
Above 100K THB	3.44	**3.06**	**3**	**3.52**
Non-Management	4.02	3.78	3.6	**4.1**
Lower- Mgmt.	**4.23**	4.02	3.77	**4.03**
Middle-Mgmt.	3.78	**3.17**	**3.14**	**3.83**

Table 36: (continued) Issues Related to Easy-Going Mindset, (IV6) (4 questions)

Top- Mgmt.	3.68	3.49	**3.19**	**<u>3.65</u>**
<20 emp.	3.72	3.53	**3.25**	**<u>3.91</u>**
21-50 emp.	4.16	4.13	3.8	**<u>4.03</u>**
51-100 emp.	**<u>4.29</u>**	3.99	3.96	**<u>4.27</u>**
>100 emp.	3.94	3.48	**3.31**	**<u>3.86</u>**
100% Thai-company	4.15	3.88	3.53	**<u>3.93</u>**
Mixed	3.91	3.63	3.52	**<u>3.94</u>**
100% non-Thai company	4.05	3.81	3.69	**<u>4.26</u>**
Krengjai Very Unfamiliar	**3**	3.75	**3**	**<u>4.25</u>**
Somewhat Unfamiliar	3.82	3.94	3.71	4.18
Somewhat Familiar	3.98	3.88	3.52	3.95
Very Familiar	4.08	3.68	3.58	4.01

(IV-all) Mean Scores, all Demographics, Thai-Krengjai Culture

Table 37: Thai-Krengjai Culture, Total Mean Score of All Respondents

Demographic	Thai-Krengjai Culture, Total Mean Score of All Respondents					
	Non-Conflicting Mindset **(IV1)**	Considerate Mindset **(IV2)**	Self-Aware Mindset **(IV3)**	Follower Mindset **(IV4)**	Respectful Mindset **(IV5)**	Easy-Going Mindset **(IV6)**
Total	3.8369	3.9741	3.6904	3.7179	3.8721	3.8355

(DV1) Mean Scores, by Demographics, Issues Relating to Happy with work

nature

Table 38: Issues Related to Happy with workplace, (DV1) (Q1-Q6)

Demographic	Issues Related to Happy with workplace, (DV1) (12 questions)					
	(Q1) Happy with work nature?	(Q2) Do you have freedom to work?	(Q3) Job responsibilities appropriately defined and fair?	(Q4) Work is appreciated and receive good support?	(Q5) Good communication at workplace?	(Q6) Feel proud and self-worth and workplace?
Female	4.11	4.09	4.16	4.16	4.09	**4.22**
Male	4.11	4.13	3.94	4.03	3.94	4.1
Other genders	4.17	**4.25**	**4.42**	**4.58**	**4.58**	**4.5**
18-25 Years	4.17	4.19	**4.36**	4.19	**4.29**	**4.29**

Table 38: (continued) Issues Related to Happy with workplace, (DV1) (Q1-Q6)

26-30 Years	4.19	4.17	4.09	4.12	4.2	**4.22**
31-35 Years	4.12	**4.28**	4.14	**4.25**	4.02	**4.21**
35-45 Years	4.11	4.04	3.98	**4.22**	3.99	4.16
Above 45	3.98	3.85	3.79	3.66	3.77	3.97
Thai National	4.02	4.07	4.1	4.17	4.06	**4.23**
Non-Thai	4.2	4.16	4.01	4.05	4.01	4.1
Thai Background	4.02	4.09	4.14	4.17	4.07	4.19
Asian Background	**4.31**	**4.26**	4.19	**4.31**	4.2	**4.26**
Western Upbringing	4.1	4.06	3.83	3.87	3.86	4.06
High-school Education	**4.28**	4.08	4.08	**4.28**	3.92	**4.28**
Undergrad.	4.06	4.15	4.14	4.14	4.08	4.2
Masters and above	4.17	4.07	3.92	4.02	3.98	4.09
Not Working Thailand	4	3.77	**3.29**	3.45	3.77	3.61
Working in Thailand	4.12	4.15	4.13	4.17	4.06	**4.22**
Full-time Employee	4.11	4.09	4.05	4.08	4.03	4.17
Part-Time	4	4.14	4.1	**4.48**	**4.24**	**4.24**

Table 38: (continued) Issues Related to Happy with workplace, (DV1) (Q1-Q6)

Temporary	4	**4.4**	4	4.2	4	4
Freelancer, Self-Employed or Retired	4.2	4.18	4.08	4.1	3.98	4.16
Private Workplace	4.11	4.16	4.07	4.12	4.06	4.16
Government Office	4.05	3.79	3.86	3.98	3.71	4.07
Non-Profit Org.	**4.41**	**4.38**	**4.38**	**4.38**	**4.44**	**4.31**
Other kind of Org.	3.82	4.18	3.88	3.94	4	**4.35**
Income <20K THB	4.04	4.02	4.08	4.1	**4.22**	**4.24**
20-50K THB	4.07	4.16	4.07	4.17	4.12	4.17
50-100K THB	4.15	4.05	4.01	4.11	3.82	4.13
Above 100K THB	**4.27**	4.19	4.06	3.9	3.9	4.15
Non-Management	4	4	3.95	3.99	4.01	4.08
Lower-Mgmt.	**4.24**	**4.29**	**4.21**	**4.33**	4.05	4.18

Table 38: (continued) Issues Related to Happy with workplace, (DV1) (Q1-Q6)

Middle-Mgmt.	3.92	3.92	3.83	4.11	3.97	**4.28**
Top- Mgmt.	**4.46**	**4.38**	**4.32**	4.05	4.19	**4.43**
<20 emp.	4.2	**4.29**	4.19	**4.23**	3.87	**4.23**
21-50 emp.	4.11	3.91	3.96	4.05	4.13	4.17
51-100 emp.	**4.27**	**4.3**	4.19	**4.33**	4.2	**4.23**
>100 emp.	3.95	4.01	3.94	3.91	3.96	4.08
100% Thai-company	3.91	3.91	4.03	4.03	4	4.14
Mixed	4.19	**4.21**	4.02	4.11	3.94	4.15
100% non-Thai company	**4.27**	**4.26**	4.18	**4.23**	**4.3**	**4.23**
Krengjai Very Unfamiliar	**4.25**	3.75	**3.25**	3.5	**3.25**	3.5
Somewhat Unfamiliar	3.76	**3.18**	**3.18**	**3.12**	**3**	3.59
Somewhat Familiar	3.96	4.13	4.05	4.13	3.99	4.15
Very Familiar	**4.21**	4.19	4.14	4.19	4.15	**4.23**

Table 39: Issues Related to Happy with workplace, (DV1) (Q7-Q12)

Demographic	Issues Related to Happy with work nature, (DV1) (12 questions)					
	(Q7) Leadership is positive towards culture?	(Q8) Leadership inspires you?	(Q9) Comfortable giving feedback?	(Q10) Can make complaints without fear?	(Q11) Company good moral ethical standing?	(Q12) Workplace not toxic?
Female	4.11	4.02	4.1	3.89	4.06	4.12
Male	3.94	3.99	3.99	3.77	3.93	4.01
Other genders	**4.5**	**4.25**	**4.5**	4.17	4.08	**4.83**
18-25 Years	4.17	**4.38**	4.14	4.19	4.17	**4.31**
26-30 Years	**4.22**	4.19	**4.31**	3.97	4.12	**4.23**
31-35 Years	4.15	4.05	4.11	3.91	4.11	4.18
35-45 Years	4.04	3.91	3.9	3.81	3.94	4
Above 45	3.56	3.64	3.85	**3.38**	3.62	3.75
Thai National	4.04	4.06	4.09	4.01	4.07	4.09
Non-Thai	4.03	3.96	4.03	3.66	3.91	4.09
Thai Background	4.03	4.04	4.12	4.03	4.09	4.09
Asian Background	**4.25**	**4.21**	**4.21**	3.94	4.05	**4.36**
Western Upbringing	3.88	3.82	3.84	3.47	3.8	3.89

Table 39: (continued) Issues Related to Happy with workplace, (DV1) (Q7-Q12)

High-school Education	**<u>4.24</u>**	4.16	3.96	**<u>4.24</u>**	3.88	4.16
Undergrad.	4.03	4.02	4.11	3.88	4.11	4.09
Masters and above	3.99	3.97	3.99	3.69	3.83	4.07
Not Working Thailand	3.68	**3.19**	3.48	**2.97**	**3.13**	**3.39**
Working in Thailand	4.07	4.09	4.11	3.92	4.08	4.16
Full-time Employee	4.02	3.99	4.07	3.87	4.01	4.09
Part-Time	4.19	**<u>4.29</u>**	3.9	3.67	3.76	4.05
Temporary	3.9	4.2	4.1	3.9	4.1	**<u>4.3</u>**
Freelancer, Self-Employed or Retired	4.08	3.96	4.04	3.71	3.96	4.06
Private Workplace	4.05	4.07	4.09	3.91	4.01	4.12
Government Office	3.84	3.55	3.7	3.5	3.77	3.86
Non-Profit Org.	**<u>4.25</u>**	**<u>4.44</u>**	**<u>4.34</u>**	3.94	**<u>4.34</u>**	**<u>4.34</u>**

Table 39: Issues Related to Happy with workplace, (DV1) (Q7-Q12)

Other kind of Org.	4.12	3.88	4.18	3.71	3.88	3.94
Income <20K THB	4.12	4.18	4.06	3.92	4.2	4.06
20-50K THB	4.07	4.09	4.11	3.9	4.05	4.18
50-100K THB	3.88	3.9	4.1	3.78	3.89	4.06
Above 100K THB	4.08	3.73	3.81	3.65	3.75	3.85
Non-Management	3.95	3.94	4.01	3.81	3.91	4.02
Lower-Mgmt.	4.17	4.17	4.19	3.97	4.16	**4.29**
Middle-Mgmt.	3.97	3.89	3.86	3.53	3.67	3.78
Top- Mgmt.	4.11	4.03	4.11	3.92	**4.24**	4.16
<20 emp.	4.11	4.13	4.09	3.92	4.05	**4.21**
21-50 emp.	3.96	4.03	4.14	3.87	3.86	4.14
51-100 emp.	4.18	**4.27**	4.11	3.93	**4.27**	4.18
>100 emp.	3.93	3.74	3.94	3.7	3.85	3.9
100% Thai-company	3.86	3.91	3.92	3.75	3.86	4.05
Mixed	4.04	4.01	4.06	3.9	4.08	4.08
100% non-Thai company	**4.31**	4.19	**4.28**	3.86	4.04	4.18

Table 39: Issues Related to Happy with workplace, (DV1) (Q7-Q12)

Krengjai Very Unfamiliar	**<u>4.5</u>**	3.5	3.75	4	**3.25**	**<u>4.25</u>**
Somewhat Unfamiliar	**3.06**	3.47	3.47	**2.88**	**3**	**3.35**
Somewhat Familiar	3.98	3.97	4.01	3.84	4	4.08
Very Familiar	4.13	4.08	4.13	3.91	4.08	4.15

APPENDIX C

Pearson's Correlations Test

Using statistical software test the correlations between all the variables, this study achieved the following results. For Pearson's Correlation, a value between 0.5 to 0.8 is considered a good range, the higher the value meaning more correlation between the two variables. This study will also test for Multicollinearity to see how inter-related all the variables are and how much can be used to predict the relationship between the IVs and DV.

Table 40: Pearson's Correlation Test Results for all Variables

		IV1	IV2	IV3	IV4	IV5	IV6	DV1
Non-Conflicting Mindset (IV1)	Pearson Correlation	1	.782**	.780**	.805**	.756**	.736**	.283**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	348	348	348	348	348	348	348
Considerate Mindset (IV2)	Pearson Correlation	.782**	1	.814**	.822**	.811**	.760**	.294**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	348	348	348	348	348	348	348

Table 40: (continued) Pearson's Correlation Test Results for all Variables

Self-Aware Mindset (IV3)	Pearson Correlation	.780**	.814**	1	.886**	.812**	.804**	.292**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	348	348	348	348	348	348	348
Follower Mindset (IV4)	Pearson Correlation	.805**	.822**	.886**	1	.864**	.826**	.326**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	348	348	348	348	348	348	348
Respectful Mindset (IV5)	Pearson Correlation	.756**	.811**	.812**	.864**	1	.777**	.368**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	348	348	348	348	348	348	348
Easy-Going Mindset (IV6)	Pearson Correlation	.736**	.760**	.804**	.826**	.777**	1	.381**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	348	348	348	348	348	348	348

Table 40: (continued) Pearson's Correlation Test Results for all Variables

Happiness at the Workplace (DV1)	Pearson Correlation	.283**	.294**	.292**	.326**	.368**	.381**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	348	348	348	348	348	348	348

Table 30 – Pearson's Correlation Test Results for all Variables

From the Pearson's correlations, there is a **very low Pearson's Correlation score** between the IVs and the DVs. All of the scores were at the 0.2 and 0.3 range and below 0.5, which is the required threshold for Pearson's correlation. Therefore, this suggests **no correlation** between the IVs and DV. It suggests that Thai-Krengjai Culture is a **very poor predictor** of Happiness at the Workplace. This study shall confirm this lack of relationship between Thai-Krengjai Culture and Happiness at the Workplace when do the Multiple Regression Analysis.

Moreover, most IV variables have a **very high Pearson's Correlation score** between themselves. Many of the IVs have a score of >0.8 between each other, which is **not good** and suggests that many of them have **high collinearity**. These variables may not necessarily be separate and distinct but are all similar and are more or less the same variable.

Multicollinearity Test

For Multicollinearity Test, this study will test if two or more variables are highly linearly related. If the Pearson's Correlation score is above >0.7 above, it indicates the presence of multicollinearity. For Multicollinearity, Variance Inflation Factor (VIF) score must be lower than <5. A VIF score between 5 and 10 suggests a multicollinearity issue. Tolerance score should be above >0.1, but a lower tolerance score will suggest multicollinearity, and a preferable value of Tolerance score should be higher than >0.5.

Table 41: Multicollinearity Test Results for all Independent Variables

Model		Tolerance	VIF
1	(Constant)		
	Non-Conflicting Mindset (IV1)	.296	3.375
	Considerate Mindset (IV2)	.241	4.147
	Self-Aware Mindset (IV3)	.180	5.542
	Follower Mindset (IV4)	.133	7.496
	Respectful Mindset (IV5)	.215	4.652
	Easy-Going Mindset (IV6)	.276	3.625
	a. Dependent Variable: Happiness at the Thai Workplace		

For the model, high VIF scores are obtained in the range of 3.0 to 7.5. This suggesting high multicollinearity between the variables, and for IV4, there is very high multicollinearity, with a score of 7.496. The Tolerance scores are also rather low, with all below <0.3, suggesting multicollinearity between each other.

This indicates that the predictors provide more or less the same information about the response, suggesting that they are all asking more or less the same questions about the same topic. However, it should not be a cause for alarm for the research, as the topic being studied is rather complex and has not been done in this way before.

The topic of Thai-Krengjai Culture is a complex topic which involves many fields of social sciences, psychology, sociology, group dynamics, behavioral studies, and has may intricacies. This study was studying the mindset of an entire nation and culture of people. Therefore, it was beyond the scope of the research to use more advanced models like SEM (Structural Equation Modeling) and testing for model fits among them. However, the research is exploratory, a basic start on this topic of study. Therefore, this study will leave others to continue and free to use the results as a reference for building more complex models and advanced testing methods.

Principal Component Analysis

Seeing that this study has a rather high multicollinearity above, this study decided to do a Principal Component Analysis to figure out what are the principal component's distinct factors or variables present in the dataset.

Table 42: Principal Component Analysis Results for all Independent Variables

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	5.015	83.579	83.579	5.015	83.579	83.579
2	.275	4.584	88.164			
3	.236	3.941	92.105			
4	.193	3.214	95.319			
5	.182	3.028	98.347			
6	.099	1.653	100.000			
Extraction Method: Principal Component Analysis.						

Table 43: Component Matrix Results for all Independent Variables

Component Matrix[a]	Component
	1
Co-existing, Criticism-Avoidance, Confrontation/Conflict-Avoidance, Face-Saving Mindset	.885
Krengjai (Considerate) Mindset	.909
Self-Effacement, Self-Sufficiency Mindset	.930

Table 43: (continued) Component Matrix Results for all Independent Variables

Non-Questioning, Flexibility and Non-Stubborn, Self-Inhibition Mindset	.950
Gratefulness-Fulfilment, Respectfulness (and Fearfulness) Mindset	.916
Self-Boosting, Fun and Easy-Going Mindset	.894
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

From the Principal Component Analysis, it can be seen that the data set is made up of only one single main component, and 83.58% of the variance in the entire data set is made up by one single component. Which is in this case is the Thai-behavioral aspect of Krengjai, which encompasses itself within all other mindsets and behavioral traits of the Thai-psyche. Further studies will have to explore further if this is the case. Or if this is a problem specific to the model. How to reorganize the behavioral factors better to get more dimensionality, and so on.

APPENDIX D

Informal breakdown of the Thai behavioral traits scored against its relevant mindset. See table.

Figure 2: Informal breakdown of the Thai behavioral traits scored against its relevant mindset.

Rank	Trait	Face-Saving Mindset	Criticism-Avoidance Mindset	Krengjai (Considerate) Mindset	Self-Effacement Mindset	Non-questioning Mindset	Gratefulness-Fulfilment Mindset	Respectfulness (and fearfulness) Mindset	Flexibility and Non-Stubborn Mindset	Confrontation/Conflict-Avoidance Mindset	Self-Boosting Mindset	Co-Exist Mindset	Fun and Easy-going Mindset	Self-sufficiency Mindset	Self-Inhibition Mindset	Count
1	Be considerate (Krengjai)	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	13
2	Do not seek conflict	Y	Y	Y	Y	Y		Y	Y	Y		Y	Y			10
3	Do not give instructions to superiors	Y	Y	Y	Y			Y	Y	Y	Y		Y		Y	10
4	Be careful of what you say	Y	Y	Y	Y	Y	Y	Y		Y	Y				Y	10
5	Being self-controlled, tolerant and restrained	Y	Y	Y	Y	Y		Y	Y	Y		Y	Y			10
6	Do not cause trouble	Y	Y	Y	Y			Y	Y	Y	Y		Y		Y	10
7	Be afraid to offend	Y	Y	Y	Y			Y		Y	Y		Y		Y	9
8	Do not assert yourself		Y	Y	Y			Y	Y	Y	Y		Y		Y	9
9	Be reluctant to impose on someone		Y	Y	Y	Y	Y	Y	Y		Y				Y	9
10	Maintain self-control and restraint		Y	Y		Y		Y	Y	Y	Y				Y	8
11	Suppress emotional expressions during social interaction	Y	Y	Y	Y	Y		Y	Y						Y	8
12	Maintain equanimity and stay uninvolved			Y	Y	Y		Y	Y		Y		Y	Y		8
13	Do not cause inconvenience to others			Y	Y	Y		Y	Y		Y		Y	Y		8
14	Do not directly criticize or displease someone	Y	Y	Y		Y		Y	Y	Y	Y					8
15	Be respectful for and fearful of elders	Y	Y	Y	Y	Y	Y	Y		Y						8
16	Be respectful for and fearful of more powerful people	Y	Y	Y	Y	Y	Y	Y		Y						8
17	Be respectful for and deferential towards successful people	Y	Y	Y	Y	Y	Y	Y		Y						8
18	Be respectful for and fearful of superiors	Y	Y	Y	Y	Y	Y	Y		Y						8
19	Being polite and humble	Y	Y	Y	Y			Y	Y	Y	Y					8
20	Be social	Y	Y	Y	Y		Y		Y	Y	Y					8
21	Thais must avoid criticism	Y	Y	Y	Y	Y		Y		Y						7
22	Being caring and considerate	Y	Y	Y	Y			Y		Y			Y			7
23	Do not make others lose face	Y	Y	Y				Y	Y	Y	Y					7
24	Social relationship is more important than working hard	Y	Y	Y				Y			Y		Y	Y		7
25	Be reverential	Y	Y	Y	Y			Y	Y		Y					7
26	Give deference	Y	Y	Y	Y			Y	Y		Y					7
27	Inhibit your own goals and ambitions in order to maintain or improve your relationships and social environment with your friends and colleagues			Y	Y			Y	Y		Y		Y	Y		7
28	Encourage co-existence and conflict-avoidance in groups and communities			Y		Y				Y	Y	Y	Y			6
29	Be contended and non-demanding			Y	Y	Y		Y					Y	Y		6
30	Do not express your feelings or thoughts			Y	Y			Y		Y			Y	Y		6
31	Be passive			Y	Y			Y	Y				Y	Y		6
32	Be krengjai in order to receive favors and have your requests granted	Y	Y	Y	Y		Y				Y					6
33	Do not hurt feelings	Y	Y	Y				Y		Y		Y				6
34	Being kind and helpful	Y	Y	Y	Y						Y		Y			6
35	Being responsive to situations	Y	Y	Y					Y	Y	Y					6
36	Adopt an "affiliative personality" and portray helpfulness			Y	Y		Y		Y		Y	Y				6
37	Be humble			Y	Y			Y	Y		Y			Y		6
38	Do not ask help from other people			Y	Y	Y							Y	Y		5
39	Comply with the rules obediently					Y			Y	Y		Y		Y		5
40	Be flexible with regards to corruption					Y			Y	Y		Y	Y			5

Figure 3: (continued) Informal breakdown of the Thai behavioral traits scored against its relevant mindset.

#	Trait	Face-Saving Mindset	Criticism-Avoidance Mindset	Krengjai (Considerate) Mindset	Self-Effacement Mindset	Non-questioning Mindset	Gratefulness-Fulfilment Mindset	Respectfulness (and fearfulness) Mindset	Flexibility and Non-Stubborn Mindset	Confrontation/Conflict-Avoidance Mindset	Self-Boosting Mindset	Co-Exist Mindset	Fun and Easy-going Mindset	Self-sufficiency Mindset	Self-Inhibition Mindset	Score
41	Thais must save face at all costs	Y	Y	Y			Y		Y							5
42	Do not expect help from other people		Y	Y				Y					Y	Y		5
43	Be self-effacing		Y	Y	Y	Y									Y	5
44	Maintain social order and status		Y			Y	Y				Y	Y				5
45	Preserve and protect your dignity	Y	Y	Y	Y											4
46	Ow Jai (flatter and pamper) each other		Y				Y			Y	Y					4
47	Project shyness		Y	Y		Y									Y	4
48	Exploit benefits of relationships based on gratefulness "thuang bunkhun"						Y	Y	Y	Y						4
49	Being ambitious and hardworking is not as important as having good relationships										Y	Y	Y	Y		4
50	Be krengjai in order to maintain honor	Y		Y						Y						3
51	Lie if you have to			Y					Y	Y						3
52	Do not lose face	Y	Y				Y									3
53	Work harder and sustained toil and labor if you are in rural settings									Y		Y	Y			3
54	Have flexibility over principle and ideology, be situation-oriented						Y		Y	Y						3
55	Provide and create value in a relationship by performing grateful deeds (such as doing favors, helps, and so on) "saang bunkhun"						Y	Y		Y						3
56	Adopt Buddhist practices of detachment from materialistic goods and goals			Y									Y	Y		3
57	Adopt Buddhist concept of fatalism and karma, accept your condition as it is because it is a result of your past deeds			Y									Y	Y		3
58	Adopt Buddhist teachings of individualism and one's sole struggle to achieve wisdom – self-improvement by self is more important that improvement as a group			Y									Y	Y		3
59	Be non-committal								Y				Y	Y		3
60	Form relationships based on indebtedness "bunkhun" as opposed to ones based on transactions						Y	Y		Y						3
61	Acknowledge gratefulness in others "ruu bunkhun" and reward them accordingly "tob thaen bunkhun"						Y	Y		Y						3
62	Form is more important than content, what you project to the world is more important than what may be the real situation	Y									Y					2
63	Project a form of material possession as it is considered valuable and appreciated by Thai society	Y									Y					2
64	Self-image projection is more important than frugality	Y									Y					2
65	Project a form and perception of development and moving-up in life, as it is considered a mark of success	Y									Y					2
66	Pursue an educational degree for honor for family and ancestry	Y									Y					2
67	Pursue an image of being modern and being developed	Y									Y					2
68	Change rules and regulations based on situations								Y	Y						2
69	Taking advantage of opportunities						Y			Y						2

Figure 4: (continued) Informal breakdown of the Thai behavioral traits scored against its relevant mindset

		Face-Saving Mindset	Criticism-Avoidance Mindset	Krengjai (Considerate) Mindset	Self-Effacement Mindset	Non-questioning Mindset	Gratefulness-Fulfilment Mindset	Respectfulness (and fearfulness) Mindset	Flexibility and Non-Stubborn Mindset	Confrontation/ Conflict-Avoidance Mindset	Self-Boosting Mindset	Co-Exist Mindset	Fun and Easy-going Mindset	Self-sufficiency Mindset	Self-Inhibition Mindset	
70	Adopt an easy-going attitude (disregard everyday life and concerns / prefer carelessness over having stress and hardship)											Y	Y			2
71	Seek out fun activities and pass-times											Y	Y			2
72	Prefer easier, simpler tasks and jobs as opposed to unpleasant and jobs requiring serious commitment and sustained levels of effort, if you are in a city-center like Bangkok											Y	Y			2
73	Do nothing (remain idle) as opposed to doing repetitive tasks											Y	Y			2
74	Share activities of fun and pleasure with others, even strangers										Y	Y				2
75	Selfish and opportunistic									Y						1
76	Be Unpredictable								Y							1

APPENDIX E

ONLINE QUESTIONNAIRE

Impact of Thai Krengjai Culture Towards Employee Happiness in the Thai Workplace

ผลกระทบของ 'ความเกรงใจ' และวัฒนธรรมไทย ที่มีต่อความสุขของพนักงานในสถานที่ทำงานในประเทศไทย

Section 1 - Introduction

Details: This survey research aims to comprehend the impact of the Thai 'Krengjai' culture and Thai culture on employee happiness in the Thai workplace. The questions provided in this questionnaire are created based upon the literature review of decades of academic research articles about Thai culture, Thai norms, and values. Please most kindly offer us your uninhibited responses and the opportunity to understand Thai-cultural issues at the workplace better

This study is a part BA715: Independent Study, Graduate School at Bangkok University. The information provided will be treated as highly confidential and will be used solely for academic purposes. Thank you very much for your kind cooperation.

รายละเอียด: การวิจัยเชิงสำรวจนี้มีวัตถุประสงค์เพื่อให้เข้าใจถึงผลกระทบของวัฒนธรรมไทย 'เกรงใจ' และ

วัฒนธรรมไทยที่มีต่อความสุขของพนักงานในสถานที่ทำงานในประเทศไทย   คำถามในแบบสอบถามนี้สร้างขึ้นจาก

การทบทวนวรรณกรรมของบทความวิจัยทางวิชาการหลายทศวรรษเกี่ยวกับวัฒนธรรมไทยบรรทัดฐาน และ ค่านิยม

ของไทย ขอความกรุณาทุกท่านตอบแบบสอบถามเหล่านี้โดยให้คำตอบแบบไม่ต้องเกรงใจ เพื่อโอกาสที่จะเข้าใจ

ปัญหาวัฒนธรรมไทยในที่ทำงานให้ดียิ่งขึ้น

การศึกษานี้เป็นส่วนหนึ่งของรายวิชาการค้นคว้าอิสระ (BA715), บัณฑิตวิทยาลัยมหาวิทยาลัยกรุงเทพ ข้อมูลที่ท่านให้

มาจะถือเป็นความลับสูงสุดและจะถูกนำไปใช้เพื่อวัตถุประสงค์ทางวิชาการเท่านั้น ขอบพระคุณอย่างสูงที่ท่านสละ

เวลาตอบแบบสอบถามนี้

Section 2 – Demographics Data

1. Gender / เพศ

   - Male / ผู้ชาย

   - Female / ผู้หญิง

   - Others / อื่นๆ

2. Age / อายุ

   - 18 - 25 years old / 18 – 25 ปี

   - 26 - 30 years old / 26 – 30 ปี

   - 31 - 35 years old / 31 – 35 ปี

   - 36 - 45 years old / 36 – 45 ปี

- 45 + years old / 45 ปีขึ้นไป

3. Nationality / สัญชาติ

- Thai / สัญชาติไทย

- Non-Thai / ไม่ใช่สัญชาติไทย

4. Cultural orientation (in which culture were you born and raised?) เกี่ยวกับ

วัฒนธรรม (คุณเกิดและเติบโตในวัฒนธรรมใด?)

- Thai culture / วัฒนธรรมไทย

- Asian culture (other Asian cultures apart from Thailand, including

Middle Eastern, Indian, Chinese, Japanese, and so on) / วัฒนเอเชีย

(วัฒนธรรมอื่นๆ ที่ไม่ใช่วัฒนธรรมไทย ได้แก่ ตะวันออกกลาง, จีน, ญี่ปุ่น เป็นต้น)

- Western (including European, American, African) / วัฒนธรรมตะวันตก (เช่น

ชาวยุโรป, อเมริกัน, อัฟริกัน)

5. Educational background / ระดับการศึกษา

- High school / Diploma / มัธยมศึกษา หรือ ประกาศนียบัตร

- Bachelor's Degree / ปริญญาตรี

- Master's Degree or above / ปริญญาโทหรือสูงกว่า

6. Is your current workplace in Thailand? ที่ทำงานของคุณอยู่ในประเทศไทย?

   - Yes / ใช่

   - No / ไม่ใช่

7. How long have you worked with or lived with or among Thais or in a Thai-cultural setting? (Please specify number of years) คุณทำงาน หรือ อาศัยอยู่กับคนไทย หรือ อยู่ในสถานที่ที่มีวัฒนธรรมไทยมานานแค่ไหนแล้ว? (กรุณาระบุจำนวนปี)

   - _____ (Specify number of years)

8. What is your type of employment? ลักษณะงานของคุณ

   - Full-time / งานประจำ

   - Part-time / พาร์ทไทม์

   - Temporary / ลูกจ้างชั่วคราว

   - Freelancer or Self-employed / อาชีพอิสระ

9. What is your organization/workplace type? ลักษณะองค์กร/ที่ทำงาน ของคุณ

   - Private / เอกชน

   - Government / ราชการ

- Non-profit / หน่วยงานที่ไม่หวังผลกำไร

- Others / อื่นๆ

10. What is your monthly income? รายได้ต่อเดือนของคุณ

- Under 20,000 Baht per month / ต่ำกว่า 20,000 บาทต่อเดือน

- Between 20,001-50,000 Baht per month / ระหว่าง 20,001-50,000 บาทต่อ

  เดือน

- Between 50,001-100,000 Baht per month / ระหว่าง 50,001-100,000 บาท

  ต่อเดือน

- Above 100,000 Baht per month / มากกว่า 100,000 บาทต่อเดือน

11. Which management level are you? คุณคือพนักงานระดับใด

- Top Management (Ownership, Administrative, Executive) / ผู้บริหาร

  ระดับสูง (เจ้าของ, ระดับบริหารจัดการ, ผู้บริหาร)

- Middle-Management (Managerial, Departmental Heads) / ผู้บริหา

  ระดับกลาง (ผู้จัดการ, หัวหน้าแผนก)

- Lower-Management (Junior Managerial, Supervisory, Advisory, Sub-

  department Heads) / ผู้บริหารระดับล่าง (หัวหน้างาน, หัวหน้าแผนกย่อย)

- Non-Managerial / (ไม่ใช่ระดับบริหาร, ระดับปฏิบัติการ)

12. What is the size of your organization?

- Less than 20 employees / น้อยกว่า 20 คน

- 21-50 employees / 21-50 คน

- 51-100 employees / 51-100 คน

- More than 100 employees / 100 คนขึ้นไป

13. How best would you describe the cultural breakdown of your organization?

คุณจะอธิบายรายละเอียดทางวัฒนธรรมในองค์กรของคุณได้ดีที่สุดอย่างไร?

- It is a 100% Thai company, managed by Thai personnel in a Thai-
  cultural setting / เป็น บริษัทสัญชาติไทย 100% บริหารงานโดยบุคลากรชาวไทยใน
  บรรยากาศวัฒนธรรมไทย

- It is a mixture of Thai and non-Thai management, with a mixture of
  Thai and non-Thai cultures / เป็นการผสมผสานระหว่างการจัดการแบบไทยและ
  แบบไม่ใช่ไทยโดยมีการผสมผสานระหว่างวัฒนธรรมไทยและไม่ใช่ของไทย

- It is a 100% non-Thai company, managed by non-Thai personnel in a
  non-Thai cultural setting / เป็นบริษัทที่ไม่ใช่คนไทย 100% บริหารงานโดยบุคลากร
  ที่ไม่ใช่คนไทยในสภาพแวดล้อมที่ไม่ใช่วัฒนธรรมไทย

Section 3 - Understanding and Awareness about Thai Culture and Krengjai ความ

เข้าใจและความตระหนักรู้เกี่ยวกับวัฒนธรรมไทยและความเกรงใจ

Directions: Please choose the answer that matches your information. คำชี้แนะ: โปรดเลือก

คำตอบที่ตรงกับข้อมูลของคุณ

About Thai Culture / เกี่ยวกับวัฒนธรรมไทย

Academia and Research over the years have defined the Thai-cultural practice of Krengjai as a series of mindsets and behavioral traits of Thai people and Thai culture whereby people are considerate, kind, caring, deferential, and respectful towards each other. These traits, along with others, include a Thai person or Thai-cultural person's proclivity to be aware of each other's feelings and perceptions, be reluctant to disturb or offend, or fearful of disturbing someone by approaching them.

การศึกษาและการวิจัยในช่วงหลายปีที่ผ่านมาได้กำหนดแนวปฏิบัติทางวัฒนธรรมไทยในแง่ของความเกรงใจว่าเป็น

ชุดของความคิดและลักษณะทางพฤติกรรมของคนไทย และ วัฒนธรรมไทย โดยผู้คนมักมีความเห็นอกเห็นใจ จิตใจดี

ห่วงใย โอนอ่อนผ่อนตาม และเคารพซึ่งกันและกัน ซึ่งลักษณะต่างๆ เหล่านี้ คนไทยหรือผู้มีวัฒนธรรมไทยจะต้องมี

ความเข้าใจว่าต้องตระหนักถึงความรู้สึกของกันและกัน ไม่ควรรบกวนหรือทำให้ผู้อื่นเดือดร้อน หรือกลัวว่าการเข้า

หาผู้อื่นจะเป็นการรบกวนพวกเขา

(1) = Very Unfamiliar

(2) = Somewhat Unfamiliar

(3) = Somewhat Unfamiliar

(4) = Very Unfamiliar

	(1)	(2)	(3)	(4)
14. Based on the above definition, how personally familiar are you with the Thai-cultural practice known as Krengjai? จากคำนิยามข้างต้น โดยส่วนตัวแล้วคุณคุ้นเคยกับวิถีปฏิบัติทางวัฒนธรรมไทยที่เรียกว่าความเกรงใจ มากน้อยเพียงใด?				

Section 4 – Non-Conflicting Mindset

Experiences About Thai Co-Existing Mindset, Criticism-Avoidance, Confrontation/Conflict-Avoidance Mindset, and Face-Saving Mindset Directions ประสบการณ์เกี่ยวกับแนวความคิดเรื่องการอยู่ร่วมกันของคนไทย, การหลีกเลี่ยงการวิพากษ์วิจารณ์, การเผชิญหน้า หรือ แนวคิดการหลีกเลี่ยงความขัดแย้ง และความคิดการรักษาหน้าในที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you personally Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations. โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณเกี่ยวกับพฤติกรรมและสถานการณ์ต่อไปนี้ในที่ทำงาน

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
15. At your Thai-cultural workplace, sometimes you know your colleague is not truthful in representing the full extent or seriousness of a work problem to the group, but you should refrain from challenging or correcting them because they could lose face and feel humiliated ในสถานที่ทำงานของคุณ บางครั้งคุณรู้ว่าเพื่อนร่วมงานของคุณไม่มีความจริงใจในการแสดงขนาดหรือความร้ายแรงของปัญหาในการทำงาน (ไม่ยอมพูดความจริงถึงสิ่ง					

ที่เกิดขึ้น) ต่อเพื่อนร่วมงาน แต่คุณควรหลีกเลี่ยงที่จะโต้แย้งหรือ ทักท้วง เพราะพวกเขาอาจเสียหน้าและรู้สึกอับอาย				
16. Sometimes, for the sake of saving face, it is acceptable for you, or your Thai colleague, Thai culture colleague, to lie or omit, instead of telling an unpleasant or embarrassing truth to someone บางครั้งเพื่อรักษาหน้าคุณหรือเพื่อนร่วมงานทั้งชาวไทยหรือเพื่อน ร่วมงานที่อยู่ในวัฒนธรรมไทยของคุณ การโกหกหรือละเว้นที่จะ บอกความจริงที่ไม่พึงประสงค์หรือน่าอับอายกับใครบางคนเป็นสิ่ง ที่ยอมรับได้				
17. On certain occasions, it is acceptable if you are reluctant to communicate too frankly or openly with your Thai culture colleague (as compared to a non-Thai colleague) because they could think of your approach as aggressive and take your criticism or feedback personally ในบางครั้ง ถือเป็นเรื่องที่ยอมรับได้ หากคุณลังเลที่จะสื่อสารอย่างตรงไปตรงมา อย่างเปิดเผย กับ เพื่อนร่วมงานชาวไทยของคุณ (เมื่อเทียบกับเพื่อนร่วมงานที่ไม่ใช่				

ชาวไทย) เพราะพวกเขาอาจคิดว่าวิธีการของคุณนั้นก้าวร้าวและ เก็บคำวิจารณ์หรือคำติชมของคุณไปคิดมาก				
18. Sometimes it is acceptable to overlook some incidents of mild bullying, oppressiveness, or harassment behaviors experienced by you or your colleagues because this is a sensitive issue, and in Thai culture, a non-confrontational approach is preferable บางครั้งเป็นที่ยอมรับได้ที่จะมองข้ามเหตุการณ์ที่มี การกลั่นแกล้ง, กดขี่ หรือพฤติกรรมการล่วงละเมิดที่คุณหรือเพื่อน ร่วมงานของคุณประสบอยู่เนื่องจากปัญหานี้เป็นปัญหาที่ ละเอียดอ่อน และในวัฒนธรรมไทย ควรใช้วิธีการแบบไม่ เผชิญหน้าดีกว่า				
19. Maintaining relationships, co-existing in harmony, and putting up a smiling face with your Thai colleagues, Thai culture colleagues is more important than solving issues and fixing problems at the workplace if it means creating conflict or confrontation การรักษาความสัมพันธ์ อยู่ร่วมกันด้วยความ สามัคคี และแสดงสีหน้ายิ้มแย้มกับเพื่อนร่วมงานชาวไทยมี				

ความสำคัญมากกว่าการแก้ปัญหาในที่ทำงานถ้ามันจะนำไปสู่ การสร้างความขัดแย้งหรือการเผชิญหน้า					
20. For the sake of workplace harmony and not making your peers look bad, sometimes you must avoid being too friendly and not show as if "taking sides" with any individual who has been "singled out" because they engaged in conflict or confrontation at your Thai, Thai-cultural workplace เพื่อความ สามัคคีในที่ทำงานและไม่ทำให้เพื่อนร่วมงานของคุณดูแย่ บางครั้งคุณต้องหลีกเลี่ยงการเป็นมิตรมากเกินไปและไม่แสดงราว กับว่า "เข้าข้าง" กับบุคคลใดก็ตามที่ถูก"แยกออก" เพียงเพราะ พวกเขามีส่วนร่วมในความขัดแย้งหรือการเผชิญหน้าในที่ทำงาน ของคุณ					

Section 5 – Considerate Mindset

Experiences About Thai Krengjai (Considerate) Mindset at the Workplace

ประสบการณ์เกี่ยวกับแนวความคิดเรื่องความเกรงใจของคนไทยในที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you personally Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations. โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณเกี่ยวกับพฤติกรรมและสถานการณ์ต่อไปนี้ในที่ทำงาน

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
21. Regardless of your personal preference, at your Thai-cultural workplace, you must adopt a caring, considerate, polite, and humble personality towards all your colleagues because that is the acceptable					

Thai norm, or else you risk being labeled as inconsiderate, rude, and disliked ถึงแม้ว่าส่วนตัวแล้วคุณอาจจะไม่ชอบก็ตาม แต่ในที่ทำงานของคุณคุณต้องนำเอาบุคลิกที่เอื้ออาทรมีน้ำใจสุภาพและอ่อนน้อมถ่อมตนมาใช้กับเพื่อนร่วมงานทุกคน เพราะนั่นเป็นบรรทัดฐานของคนไทยที่ยอมรับได้มิฉะนั้นคุณจะเสี่ยงต่อการถูกตราหน้าว่าไม่เกรงใจหยาบคายและไม่เป็นที่ยอมรับ					
22. The Thai krengjai mindset and cultural aspects of "mai pen rai" (it doesn't matter), "hai kiat" (give respect), "rak sa nah" (save face), "khwam awuso" (seniority) and "sabai sabai" (easy going) must be observed at the workplace under all circumstances, in order to be socially accepted and considered a part of the social group แนวความคิดเรื่องความเกรงใจและในแง่ของวัฒนธรรม คำว่า "ไม่เป็นไร" ,"ให้เกียรติ" (ให้ความเคารพ)," รักษาหน้า", "ความอาวุโส" และ "สบายๆ" (เป็นคนง่ายๆ) เป็นสิ่งที่ต้องนำมาปฏิบัติในที่ทำงานไม่ว่าจะสถานการณ์ใด เพื่อให้เป็นที่ยอมรับทางสังคมและถือว่าเป็นส่วนหนึ่งของกลุ่มสังคม					

23. You feel you must present an "affiliative personality" of being helpful and accommodating to your Thai culture colleagues even when you do not feel like doing so or think it is not well deserved คุณรู้สึกว่าคุณต้องแสดงออกซึ่ง "บุคลิกภาพที่เป็นมิตร" เพื่อเป็นประโยชน์ในการช่วยเหลือเพื่อนร่วมงานของคุณ แม้ว่าคุณจะไม่รู้สึกอยากทำเช่นนั้นหรือคิดว่าคนๆ นั้นไม่สมควรได้รับความเป็นมิตรจากคุณก็ตาม					
24. You feel that in meetings and discussions, you must feint responsiveness and attentiveness towards your Thai culture colleagues, even it seems vain and counterproductive because not doing so will be considered rude and inconsiderate คุณรู้สึกว่าในการประชุมและการปรึกษาหารือกัน คุณต้องแสร้งตอบสนองและเอาใจเพื่อนร่วมงานที่ชาวไทยของคุณแม้ว่าจะดูไร้สาระ ไม่เกิดประโยชน์ เพราะการไม่ทำเช่นนั้นจะถือว่าหยาบคายและไม่เกรงใจ					

Section 6 – Self-Aware Mindset

Experiences About Thai Self-Effacement and Self-Sufficiency Mindset at the Workplaceประสบการณ์เกี่ยวกับความไม่มั่นใจในตัวเองและความพอใจในสิ่งที่มี (ถ่อมตัว) ของคนไทยในสถานที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you personally Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations. โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณเกี่ยวกับพฤติกรรมและสถานการณ์ต่อไปนี้ในที่ทำงาน

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
25. During meetings and group discussions at your Thai-cultural workplace, not giving opinions, engaging in debate, or not "speaking up and responding too quickly" is better because you may risk claiming superiority over your seniors or other colleagues, or they may feel you are trying to act more intelligent than them ในระหว่างการประชุมและการอภิปรายกลุ่มในที่ทำงานของคุณ การไม่แสดงความคิดเห็น หรือการไม่มีส่วนร่วมในการอภิปรายหรือ "ไม่พูดและตอบกลับเร็วเกินไป" จะดีกว่าเพราะคุณอาจเสี่ยงถูกกล่าวหาว่าทำตัวเหนือกว่ารุ่นพี่หรือเพื่อนร่วมงานคนอื่น ๆ ของคุณ หรืออาจรู้สึกว่าคุณพยายามทำตัวฉลาดกว่าพวกเขา					
26. You must not fully present your personal capabilities, work potential and working capacity at your Thai culture workplace, because that would make your Thai culture colleagues feel jealous, and dislike you for being attention-seeking and non-self-effacing (non-humble) คุณไม่ควรนำเสนอความสามารถส่วนตัว ศักยภาพในการทำงานและความสามารถ					

ในการทำงานของคุณอย่างเต็มที่ในสถานที่ทำงานของคุณ เพราะเพื่อนร่วมงานของคุณอาจรู้สึกอิจฉาและไม่ชอบคุณที่เป็นคนเรียกร้องความสนใจและมั่นใจเกินไป				
27. If you have some issues with your work, you should prefer working on it alone instead of asking your Thai culture colleagues or superiors for help because it will bother them unnecessarily, and you must be considerate about their time and effort หากคุณมีปัญหาในการทำงานคุณควรเลือกทำงานคนเดียวแทนที่จะขอความช่วยเหลือจากเพื่อนร่วมงาน หรือ ผู้บังคับบัญชาเพราะจะเป็นการรบกวนพวกเขาโดยไม่จำเป็นและคุณต้องคำนึงถึงเวลาและความทุ่มเทที่พวกเขาต้องทำให้คุณด้วย				
28. It would be best if you did not complain or seek changes at your workplace because you or your Thai culture colleagues are expected to be happy and content with the job you have, and it is considered a positive aspect of self-sufficiency and good discipline จะเป็นการดีที่สุดหากคุณไม่บ่นหรือแสวงหาการเปลี่ยนแปลงในที่ทำงานเพราะคนไทยควรเป็นคนที่มีความสุข				

และพอใจกับงานที่คุณมีและถือเป็นแง่ดี เพราะคนไทยต้องมี ความพอเพียง พอใจในสิ่งที่ตนมีอยู่ และมีวินัยที่ดี					

Section 7 – Follower Mindset

Experiences About Thai Non-Questioning Mindset, Flexibility and Non-Stubborn Mindset, Self-Inhibition Mindset at the Workplace ประสบการณ์เกี่ยวกับแนวความคิดแบบ ไม่ตั้งคำถาม, ความยืดหยุ่นและความคิดที่ไม่ดื้อรั้น, ความคิดในการยับยั้งตนเองในสถานที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับ ความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

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(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
29. At your Thai culture workplace, if you feel your superiors may be making a wrong decision, you must not challenge or question them because it will insult them and inappropriately questioning their superiorities, abilities, and judgment ในที่ทำงานของคุณ หากคุณรู้สึกว่าผู้บังคับบัญชาของคุณอาจตัดสินใจผิดพลาด คุณต้องไม่โต้แย้งหรือตั้งคำถาม เพราะจะเป็นการดูถูกพวกเขา และเป็นการไม่เหมาะสมที่คุณตั้งข้อสงสัยถึงความความสามารถในการทำงาน ทักษะ และการใช้ดุลพินิจของพวกเขา					
30. At your Thai culture workplace, when you receive instructions that are vague or unclear, you should feel reluctant to question them or seek clarification because it can be considered rude, and as if you doubt the judgment of the person who provided					

those instructions ในที่ทำงานของคุณเมื่อคุณได้รับคำแนะนำที่คลุมเครือหรือไม่ชัดเจนคุณควรรู้สึกลังเลที่จะตั้งคำถามหรือขอคำชี้แจงเพราะอาจถือได้ว่าหยาบคายและอาจถูกมองว่าคุณสงสัยในการตัดสินของบุคคลที่ให้คำแนะนำเหล่านั้น					
31. Because Thai culture is built on considerate relationships and "bun khun" (gratitude and goodwill), it is sometimes ethically acceptable to offer "gifts of gratitude" or other incentives to relevant personnel for assisting in obtaining a profitable contract for the company. Likewise, giving gifts, commissions, and tokens of gratitude to individuals in decision-making positions is an acceptable norm, and it would be considered offensive if you do not plan for it. Not making prior arrangements beforehand can backfire เนื่องจากวัฒนธรรมไทยสร้างขึ้นจากความสัมพันธ์ที่เอื้ออาทรและ "บุญคุณ" (ความกตัญญูและเกื้อกูนกัน) บางครั้งจึงเป็นที่ยอมรับทางจริยธรรมในการเสนอ "ของขวัญขอบคุณ" หรือสิ่งจูงใจอื่นๆ ให้กับบุคลากรที่เกี่ยวข้องเพื่อช่วยเหลือในเรื่องผลประโยชน์ให้กับ					

บริษัท ในทำนองเดียวกันการให้ของขวัญ ค่าคอมมิชชั่น และการแสดงความขอบคุณต่อบุคคลที่อยู่ในตำแหน่งที่มีอำนาจในการตัดสินใจถือเป็นบรรทัดฐานที่ยอมรับได้ ซึ่งในทางกลับกัน หากคุณไม่ได้เตรียมของขวัญหรือของมีค่าไว้ให้บุคคลเหล่านั้น เขาอาจจะไม่พอใจเพราะถือว่าไม่ได้รับเกียรติจากคุณ ซึ่งอาจส่งผลเสียต่อบริษัทได้					
32. For the sake of krengjai, even if it is inconvenient to you, you must not say "No" to your Thai culture colleagues if they impose upon you for a favor or assistance with a task เพื่อความสบายใจแม้ว่าคุณจะไม่สะดวก แต่คุณต้อง "ไม่ปฏิเสธ" เพื่อนร่วมงานของคุณ หากพวกเขาร้องขอให้คุณช่วยเหลืองาน					
33. If you are unhappy with specific policies or protocols at your Thai culture workplace, it is preferable to suppress your true feelings and emotions, and lie if you must when asked about it by your seniors, because you could be labeled as stubborn, non-compliant, and a problem employee หากคุณไม่พอใจกับนโยบายหรือระเบียบปฏิบัติบางอย่างใน					

สถานที่ทำงานของคุณ คุณควรระงับความรู้สึกและอารมณ์ที่แท้จริงของคุณและอาจต้องโกหกเมื่อถูกถามโดยเพื่อนร่วมงานที่อาวุโสกว่า เพราะคุณอาจถูกตราหน้าว่าเป็นคนดื้อดึง ก้าวร้าวและเป็นพนักงานที่มีปัญหาได้				
34. Suppose you or your Thai culture colleague feel that it may be unable to meet a deadline or fulfill a work demand. In that case, it is better to give a non-committal promise or say "maybe" instead of telling the truth because saying "No" would be considered too blunt, harsh, and impolite สมมติว่าคุณหรือเพื่อนร่วมงานรู้สึกว่าอาจไม่สามารถทำงานให้เป็นไปตามกำหนดเวลาหรือตอบสนองความต้องการในการทำงานได้ มันจะดีกว่าที่จะไม่ให้คำมั่นสัญญาที่ผูกมัดตัวเอง โดยการพูดว่า"อาจจะทำให้ได้" แทนการพูดความจริงว่า"ไม่สามารถทำให้ได้" เพราะจะถือว่าการตอบปฏิเสธ เป็นการพูดที่โผงผางรุนแรงและไม่สุภาพเกินไป				

Section 8 – Respectful Mindset

Experiences About Gratefulness-Fulfilment, Respectfulness (and Fearfulness) Mindset at the Workplace ประสบการณ์เกี่ยวกับความรู้สำนึกในบุญคุณ - การให้เกียรติ การให้ความเคารพ (และความเกรงกลัว) ในที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you personally Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations. โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณเกี่ยวกับพฤติกรรมและสถานการณ์ต่อไปนี้ในที่ทำงาน

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
35. Even if it is not personally convenient for you, but your boss asks you to do work-related favors beyond your scope of duties or small favors (such as picking up deliveries, dropping them on your way home), it is a good strategy to perform them because it is considered a Thai patronage system whereby the more you build goodwill "bun khun" with your boss, the more they are indebted to you and likely to grant your wishes and requests ("tob thain bun khun") ถึงแม้ว่าคุณจะไม่สะดวก หากหัวหน้างานของคุณขอให้คุณทำงานที่นอกเหนือขอบเขตหน้าที่ของคุณ หรือเป็นการขอความช่วยเหลือเล็กๆ น้อยๆ (เช่น ขอให้รับของ-ส่งของ ส่งพวกเขาระหว่างทางกลับบ้านของคุณ) เป็นกลยุทธ์ที่ดีเพราะถือว่าเป็นระบบอุปถัมภ์ของไทย ยิ่งคุณสร้างความรู้สึก "บุญคุณ" กับหัวหน้าของคุณมากเท่าไหร่พวกเขาก็จะเป็นหนี้บุญคุณมากขึ้น และมีแนวโน้มที่จะทำตามความปรารถนาและคำขอของคุณ (ตอบแทนบุญคุณ)					
36. It would be best if you held off on delegating work or troubling your senior and older Thai, Thai-					

cultural colleagues, as they are elderly and extra work could be an undue burden on them จะเป็นการดีที่สุดหากคุณไม่มอบหมายงานหรือสร้างความหนักใจให้กับเพื่อนร่วมงานที่อาวุโสกว่าและเป็นผู้สูงอายุ เนื่องจากพวกเขาเป็นผู้สูงอายุและการทำงานหนักอาจดูเป็นภาระ และไม่เหมาะสมต่อพวกเขา					
37. At your Thai culture workplace, even if you are in an authoritative and decision-making position, you must hesitate before making important or difficult decisions and instead leave it to your preceding superiors to decide, as it is considered giving them respect, relevance, and importance ในที่ทำงานของคุณแม้ว่าคุณจะอยู่ในตำแหน่งที่มีอำนาจ และ สิทธิในการตัดสินใจ คุณต้องลังเลที่จะตัดสินใจเรื่องสำคัญหรือยาก และควรปล่อยให้ผู้บังคับบัญชาเป็นผู้ตัดสินใจแทน เพราะถือว่าเป็นการให้เกียรติ, ให้ความเกี่ยวข้องในงาน, และให้ความสำคัญแก่พวกเขา					
38. During moments of crisis, it is better to talk nicely and give encouragement to your leaders rather than discuss the problems or be critical, as it could affect					

their morale and self-confidence ในช่วงเวลาวิกฤตควรพูดดีๆ และให้กำลังใจผู้นำ มากกว่าที่จะพูดคุยถึงปัญหาหรือวิพากษ์วิจารณ์เพราะอาจส่งผลต่อขวัญกำลังใจและความมั่นใจในตนเอง				

Section 9 – Easy-Going Mindset

Experiences About Self-Image Boosting Mindset, Fun and Easy-Going Mindset at the Workplace ประสบการณ์เกี่ยวกับแนวคิดการสร้างภาพลักษณ์ตนเอง, แนวความคิดชอบสนุกสนาน และ เป็นคนง่ายๆ ในที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แนะ: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

Questionnaire Instructions / คำแนะนำในการทำแบบสอบถาม

Please kindly choose your agreement level (whether you personally Agree or Disagree) with the following behaviors and scenarios in the workplace. Not that whether you Agree or Disagree that they happen or not, but whether you personally Agree or Disagree with the situations. โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณเกี่ยวกับพฤติกรรมและสถานการณ์ต่อไปนี้ในที่ทำงาน

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
39. At your Thai culture workplace, for the sake of workforce morale, the positive, smiling, contended image, and aura of strength that you project to your colleagues is more important than admitting the problems and difficulties you are facing ในที่ทำงาน เพื่อเป็นขวัญกำลังใจในการทำงานของพนักงาน ภาพลักษณ์ใน เชิงบวก, รอยยิ้ม, ภาพลักษณ์ที่ดีไม่มีปัญหา และออร่าความ เข้มแข็งที่คุณแสดงออกต่อเพื่อนร่วมงานของคุณสำคัญกว่าการ ยอมรับปัญหาและความยากลำบากที่คุณเผชิญอยู่					
40. In your Thai-cultural workplace, having a "drinking ethic" and "group activity ethic" is just as important as having a "work ethic" and you should go along with your Thai culture colleagues					

to be accepted as part of the society ในที่ทำงานของคุณ การมี "ส่วนร่วมในการดื่ม" และ "ส่วนร่วมในการทำกิจกรรมกลุ่ม" มีความสำคัญพอ ๆ กับการมี "ส่วนร่วมในการทำงาน" และคุณ ควรออกไปมีส่วนร่วมกับเพื่อนร่วมงาน เพื่อให้เป็นที่ยอมรับใน สังคม					
41. For upper management position, hard work or laborious toil is seen as a sort of failure or lack of ability, because according to Thai culture, a successful or capable person does not have to work hard, as it is a sign of their superiority สำหรับตำแหน่ง ผู้บริหารระดับสูง การทำงานหนักหรือตรากตรำทำงานหนักถูก มองว่าเป็นความล้มเหลวหรือขาดความสามารถเพราะตาม วัฒนธรรมไทยคนที่ประสบความสำเร็จหรือมีความสามารถไม่ จำเป็นต้องทำงานหนัก เพราะภาพลักษณ์คนที่เป็นใหญ่เป็นโต หรือคนที่สำเร็จแล้วต้องไม่ทำงานหนัก					
42. At your Thai culture workplace, out of krengjai, you should avoid asking lower-paid workers (such as couriers, cleaners, security personnel) to perform additional tasks or beyond working hours					

because it would be considered unsympathetic to their plight. Likewise, you should only work as much as you are paid ในที่ทำงานของคุณ คุณควรหลีกเลี่ยงการขอให้คนงานที่ได้รับค่าตอบแทนต่ำ (เช่น พนักงานส่งของ, พนักงานทำความสะอาด, พนักงานรักษาความปลอดภัย) ทำงานเพิ่มเติม หรือทำเกินเวลา เราต้องให้ความสงสารเห็นอกเห็นใจต่อเขาเพราะเขามีรายได้ต่ำ หรืออาจกล่าวได้ว่าคุณไม่ควรทำงานเกินรายได้					

Section 10 – Happiness at the Thai-Cultural Workplace

ความสุขในที่ทำงาน

Directions: Based on your personal experiences, please choose the answer that matches your agreement level คำชี้แจง: อ้างอิงจากประสบการณ์ส่วนตัวของคุณ โปรดเลือกคำตอบที่ตรงกับระดับความเห็นของคุณ

(1) = Strongly Disagree

(2) = Disagree

(3) = Neither Disagree or Agree

(4) = Agree

(5) = Strongly Agree

	(1)	(2)	(3)	(4)	(5)
43. Are you happy with the nature of your job? คุณมีความสุขกับลักษณะงานของคุณหรือไม่?					
44. Do you feel you have the freedom to work, make decisions and solve problems? คุณรู้สึกว่าคุณมีอิสระในการทำงาน, การตัดสินใจและแก้ปัญหาเองหรือไม่?					
45. Do you feel like your job responsibilities are clearly and appropriately defined, and you are not being taken unfair advantage of at work? คุณรู้สึกว่าหน้าที่ความรับผิดชอบในงานของคุณถูกกำหนดไว้อย่างชัดเจนและเหมาะสม และคุณไม่ถูกเอารัดเอาเปรียบอย่างไม่เป็นธรรมในที่ทำงาน?					
46. Do you feel that your contribution at work adequately recognized, and you feel appreciated					

and receive adequate support and cooperation at your workplace? คุณรู้สึกว่าผลงานของคุณได้รับการยอมรับ เป็นอย่างดี คุณรู้สึกปลาบปลื้ม คุณได้รับการสนับสนุนและความ ร่วมมืออย่างดีในที่ทำงานของคุณหรือไม่?				
47. Do you have a good quality of communication within your workplace? ในที่ทำงานของคุณมีคุณภาพการ สื่อสารที่ดีหรือไม่?				
48. Do you feel a sense of personal pride, self-worth, and self-esteem at your workplace? คุณรู้สึกภาคภูมิใจ ในตัวเอง มีคุณค่าในตนเอง และภาคภูมิใจในตนเองในที่ทำงาน ของคุณหรือไม่?				
49. Does your leadership team contribute to a positive work culture? ผู้นำทีมของคุณมีส่วนส่งเสริมวัฒนธรรมการ ทำงานในเชิงบวกหรือไม่?				
50. Do your leaders at work inspire you? ผู้นำในที่ทำงาน สร้างแรงบันดาลใจให้คุณหรือไม่?				
51. Do you feel comfortable giving upward feedback to your management or approaching them for				

honest discussions? คุณรู้สึกสบายใจที่จะให้ข้อเสนอแนะต่อฝ่ายบริหารของคุณ หรือ เข้าหาพวกเขาเพื่อพูดคุยอย่างตรงไปตรงมาหรือไม่?				
52. Do you feel that you can make a complaint about an elderly or higher-ranked colleague at your workplace without fear of repercussions, resistance, or reprisals? คุณรู้สึกว่าคุณสามารถร้องเรียนเพื่อนร่วมงานที่มีตำแหน่งสูงกว่าในที่ทำงานของคุณได้โดยไม่ต้องกลัวว่าจะถูกตอบโต้, ต่อต้าน หรือถูกรังแกหรือไม่?				
53. Are you proud of the ethical and moral standing of your organization? คุณภูมิใจในจุดยืนทางจริยธรรมและศีลธรรมขององค์กรของคุณหรือไม่?				
54. Do you feel part of a healthy (non-toxic) workplace? คุณรู้สึกว่าสถานที่ทำงานเป็นสถานที่ที่น่าอยู่ ปลอดภัย ไร้มลพิษ (ทั้งในแง่ร่างกาย จิตใจ และอารมณ์) หรือไม่?				

(1) = Very Negative

(2) = Somewhat Negative

(3) = Neutral

(4) = Somewhat Positive

(5) = Very Positive

55. Overall, do you feel that the Thai Krengjai culture and Thai culture in general, has a positive or a negative effect at your workplace? โดยรวมแล้วคุณรู้สึกว่าวัฒนธรรมเกรงใจของไทยและวัฒนธรรมไทยโดยทั่วไปมีผลดีหรือผลเสียในที่ทำงานของคุณ?					

(1) = Very Uncomfortable

(2) = Somewhat Uncomfortable

(3) = Neutral

(4) = Somewhat Comfortable

(5) = Very Comfortable

56. Do you feel uncomfortable (or comfortable) at your workplace, with regards to complying with Thai Krengjai culture? คุณรู้สึกไม่สบายใจหรือสบายใจมากกว่ากัน ในการทำงานในสถานที่ที่ต้องปฏิบัติตามวัฒนธรรมไทยเกรงใจ?					

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