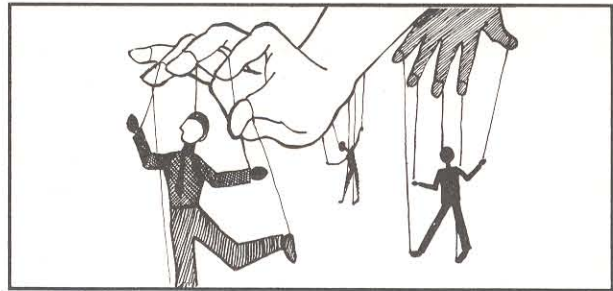# Thresholds of motivation…

V.S. Mahesh

6

TRANSGRESSING THRESHOLD LIMITS

In the absence of a strong, personal or group Vision, it was observed that it is all too easy to let go of threshold springs, and wallow in *others' domain*. Though threshold limits vary from one community to another, from the less developed countries to the more developed, and from one decade to another, it is surprising how common the universal feeling of discomfort is when faced with human beings who have unnaturally high threshold limits. In fact, very similar common language terms are used to describe such people, as we will see later in this chapter when we look at what happens to people who transgress reasonable threshold limits.

At the *physiological* level, terms such as glutton, "sleepy Tom" and sex maniac are commonly used to describe those who are seen to have an excessive need for food, sleep and sex respectively. Such people tend to spend much of their wakeful time on seeking gratification of *desires* at the physiological level. Rather than progress up the hierarchy after satisfying their appetite, they announce to the

world by their actions that they have an endless threshold string at the lowest of Maslovian levels. Anyone with knowledge of the work of behavioural scientists can manipulate such people with relative ease. One can understand them by either thinking of the rats and pigeons behavioural scientists work with, or of a crooked tree, as shown in Fig. 6.1.

Important work with high quality standards are never assigned to them, for it is quite beyond them. They can be employed, at best, for routine work that can be inspected, checked, closely supervised and controlled.

EXECUTIVES WITH HIGH SAFETY THRESHOLDS SAY, "YES ... BUT ... "

Similarly, unduly high threshold limits at the *safety* level would be ascribed to those who refuse to take risks, hoard money in a miserly fashion, resist any and all change, or avoid stating any opinion definitely by using "Yes ... but ... " kind of phrases all the time. Corporations abound with such people, especially in countries and industries where job mobility is low. What makes the problem acute is the fact that in many countries, corporations own almost everything that an executive appears to possess—his accommodation, furniture, car, club membership, social status, credit cards for entertainment, and so on. The *safety* stakes are so high for executives to continue in their employment that it is not at all surprising that everything they say, or do, is from the perspective of protecting themselves and their high safety threshold limits.

Young and vigorous MBAs who join a corporation with grand ideas for bringing about change sometimes get surprised at not only the extent, but also the nature of resistance they face whenever they suggest the smallest of changes. Senior executives with high safety threshold limits will be found extremely non-committal, refusing to either openly support, or oppose, any suggestion for change.

One such senior executive used to amaze everyone with his consummate skill in both agreeing and disagreeing with any proposal whatsoever. Once, when a young executive had come to him with a brilliant idea, he had this to say to the young man: "Very good idea. Its worth considering, but have you considered 'so and so' and 'such and such' implication? If I were you, I would proceed
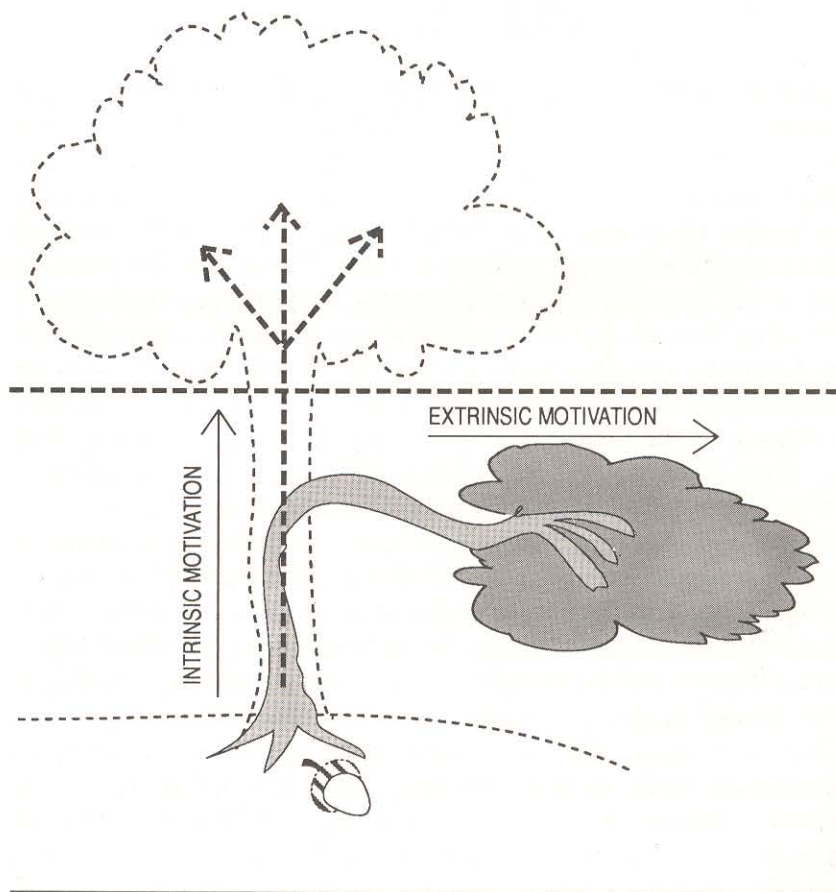
GNARLED TREE

Figure 6.1

carefully. That is not to say that I am telling you to give up the idea. I like young people with ideas, but be cautious. My advise to you is to hasten slowly . . . And, feel free to come to me any time. My door is always open to young, energetic people like you."

The cleverness of the man ensured he was *safe* irrespective of what the young executive chose to do:

- If the young man implemented his idea, and it succeeded, the senior executive could take credit for success, as he had specifically said, 'Very good idea. Its worth considering . . . . I like young people with ideas' and had also pointed out a few implications to be considered.

- If the young man implemented the idea and it failed, he could truthfully say that he had warned him to be careful as he had indeed said, 'If I were you, I would proceed carefully . . . hasten slowly;'

- If the young man chose to give up the idea, but the CEO later thought it ought to have been implemented if and when he heard about the idea having been mooted, the senior executive could pretend to be surprised why the young man had not implemented the idea for he had specifically told him, 'Very good idea. It is worth considering;'

- If the young man gave up the idea, and the CEO later thought it would have been disastrous had he implemented it, the senior executive could truthfully say that he had discouraged the young man by raising relevant objections and pointing out certain implications.

The danger of such people to corporations is quite obvious, but they survive in reasonably large numbers for various reasons. Let me elaborate the two most important reasons. First, they are considered to be excellent subordinates by those who are authoritarian in their style of management. There are some excellent short stories by PG Wodehouse dealing with a few variations of such people, termed "yes men" and "nodders". The job of the former is to say, "yes" whenever the boss expresses an opinion, while that of the latter, who is one step lower in the hierarchy and hence is not to be heard but only seen, is to nod his head in agreement with the boss.

A second reason for their survival lies in what they do when they get found out. In one case, when a senior executive was appointed

in a large private sector corporation from outside, this is what happened.

The newcomer, when faced with "double speak" communication, responded by insisting on clear "yes" or "no" answers. This was tantamount to a serious confrontation, for it could lead to loss of the best safety shield. All old executives with high safety thresholds began a mutually supportive action by which the newcomer was effectively made nonfunctional. Withholding of information, blatant lies, misinformation, misallocation of resources, rumours, gang warfare and other similar arsenal was used to make the newcomer understand that he had a simple choice before him: either join the gang by swearing allegiance to *status quo*, or quit. The newcomer quit.

Many large corporations have, in the past, managed to survive despite the presence of large numbers of executives with high safety threshold limits, essentially because they enjoyed monopolistic control of markets, or because an even business climate allowed bureaucratic decision making based on past practices, policies and traditions. However, in view of the rapidity with which everything is changing in the world, corporations that do not weed out executives with high safety thresholds will join the list of those who go bankrupt. The logic is quite simple. A changing environment needs rapid responses based on clear, but chancy, decisions being taken in time. That is exactly what executives with high safety threshold limits will never do. Besides, they will also stand in the way of others who might be capable of doing so, for the very existence of the latter threatens them by the obvious contrast that becomes evident to the rest of the organization. As was highlighted in the example, the "high safety threshold limit" group, for their own survival, pressurize everyone else to either join the group, or get out.

COMMUNISTS AND SOCIALISTS EMPHASIZE HIGH SAFETY THRESHOLDS

At a macro level, one can argue that communist and socialist block countries are facing great problems today because they catered to raising threshold limits at *physiological* and *safety* levels unduly. In the erstwhile USSR, before the recent changes, an organizational study of a hotel revealed the following.

An electrician was the best paid employee at a monthly salary of 275 roubles. While the general manager received 260 roubles, a departmental head received 240 roubles. The salaries of the rest of about 500 employees in that organization ranged between 240 and 275 roubles per month. As against this, for a total expenditure of 23 roubles a month, the State provided them with living accommodation, transportation, electricity, water and subsidized food. The normal working pattern for most people was to work one day and take off for the next three days. It was explained that as each person worked for 24 hours at a stretch (supposedly), giving three days off after each work day was mandatory as per Union rules. The actual fact was that hardly anyone worked more than eight hours even during the work day: the general manager of the hotel took some visitors for dinner at one of the restaurants run by his hotel. The restaurant had the capacity to serve 400 guests at a time. At the time they entered, there were about 200 guests and over 25 waiters in the restaurant, but he had to abandon the idea of dinner after waiting for 15 minutes because the dirty plates in front of the other 200 empty chairs had not yet been cleared.

In a well-run hotel, no restaurant manager would allow more than a minute for removal of soiled crockery and cutlery, replacement of table linen and relaying of the covers. Nor would he allow guests to walk away with the restaurant half empty, let alone risk it with his General Manager as the accompanying host for the party. A similar occurrence in any society that did not allow high threshold limits at the safety level, would have resulted in a few people losing their jobs, and rightly so. For, they would then have had more efficiently run hotels, attracted more tourists and earned considerably more in convertible currencies of value.

With physiological and safety levels abundantly satisfied, and with no system for the recognition of work performance or reward, people in communist and socialist societies have grown like the allegorical, crooked tree as shown in Fig. 6.1. As discussed in Chapter 4, the quality of effort that ensues from people who have levelled off at the safety level has to be very low too. Such societies therefore produce goods of shoddy quality that have no market, leading to a permanent balance of trade problem.

In countries where unions have outlived their essential usefulness by trying to justify absurdly high threshold limits at the safety level, similar results have been observed. In an engineering company

in India, a union steward assaulted a personnel officer in front of four other executives, because someone recommended by him had not been selected in an interview. Some months later, the personnel officer and his manager had resigned from the company, but the particular union steward continued to make his presence felt. Incentive schemes designed two decades earlier on the principles of "pigeon pecks and food" (discussed in Chapter 2) were still in operation in the company. During the intervening period of twenty years, the Union had used its strength to successfully disallow incorporation of technological reduction of operation time in productivity calculations. This had led to employees completing their "quota" of work in about four hours each day. Resistance to change of any kind, particularly for productivity and quality improvement almost always results when people collectively plateau at any lower need level, and this was evident in the company. Examples of this type can be found in the thousands in countries where the trade union movement has shifted its role from ensuring reasonable safety of employees to one of maximizing threshold limits at the safety level.

Many affluent people who have come up the hard way bemoan the fact that their children are being denied the lessons of hardship. In his recently published autobiography, *The Ragman's Son*, Kirk Douglas talks about bringing up children in Beverly Hills, where some of the richest and most successful Hollywood stars live:

> In this environment, children do not thrive. These children, surfeited with every indulgence, seeing stars and limousines and Rolls-Royces coming up and down, depositing other stars and famous directors for dinners, are having miserable childhoods. . . To the rest of the world, it looks as if these kids were brought up with everything.

Born Issur Danielovitch Demsky, the son of an illiterate immigrant Russian–Jewish ragman, Kirk Douglas should know the difference between growing up with bare *appetite* needs being satisfied, and a Beverly Hills childhood. Without trying to extol the virtues of poverty, Kirk Douglas sums it up well: 'It's difficult to overcome affluence'. Yes. *When threshold springs are stretched beyond their elastic limit, they lose the ability to spring back to their original shape and length.* Then, high threshold limits become the norm, one from which it is extremely difficult to retract. Kirk Douglas gives a few hints as to how he brought up his four sons without spoiling

them. Of his eldest son, Michael, he says,

> Michael was supposed to join us (the rest of the family) in Hawaii, but I
> was mad at him. He was almost flunking out of the University of
> California at Santa Barbara, so I wouldn't let him come. Michael got his
> act together, even got a job in a gas station, and became Attendant of
> the Month.

Michael indeed got his act together, for he went on to become a top
grade actor himself, winning Oscar awards both as an actor and as a
producer. In this remarkable autobiography, Kirk Douglas gives
another important clue as to how to avoid being trapped by high safety
threshold levels. Talking of his own college days, he says,

> I made another crucial decision—not to take any more courses in
> education. I had been advised to get a teaching credential so that I
> would have *something to fall back on.* But I didn't want to have
> something to fall back on. I didn't want a trap to fall into if getting
> an acting job was difficult. I was one course—one easy course—away
> from the credential. I didn't take it. I totally cut off that avenue,
> deliberately boxed myself in.

By deliberately setting low threshold limits at the safety level, he
was ensuring that his energies would be channelled according to
the direction that his intrinsic motivation was urging him to pro
ceed along. Despite many ups and downs in the early stages of his
career, he kept trying to make a success of his acting career as he
had provided no escape route for himself. That he eventually
succeeded well, both as an actor and as a father, could be traced
back to his apparently instinctive knowledge of the relationship
between low threshold limits, hard work and quality of endeavour.

THE LEVELLING OFF AT THE *"BELONGINGNESS"* LEVEL

When people set high threshold limits at the 'belongingness' level,
they face and create even more complex problems. The classic case
that immediately leaps to one's mind is a character from one of
Somerset Maugham's novels. Elliot Templeton, in *The Razor's Edge*
spends most, if not all his wakeful time in being part of the *elite
society.* The proper attire, manners, etiquette, the right conversation,
the right exchange of gifts, being seen at the right party with the
right people . . . in fact, *to belong* was the driving force of his life.

Even on his death bed, his only worry was that he had not received an invitation for a major social event that was scheduled to take place later that week.

While individuals might form themselves into groups, originally to satisfy their own safety or belongingness needs, groups begin to develop a culture and force of their own very soon. The group culture then begins to impose new demands on members, initially subtly but later with brute force. Crowds become mobs, religious groups become killers, and associations become dangerous cults. Individuals who initially seek membership for good reasons—to satisfy their appetite needs of safety and belongingness—find themselves drawn into committing actions they might have never imagined themselves capable of.

To demonstrate the positive and negative influences of a group on its members, we organized a series of planned events at a "leadership development workshop" for young managers of the Taj Group of Hotels. In the first part of the workshop, lasting a week, the participants had been formed into four groups. By the time the week ended, the members of each group had got close to each other, and were observed going out together, eating together and sharing a lot more with each other than with those outside the group. When they reassembled for the second part of the workshop, conducted two months later, they were allowed to form themselves into four groups in any way they wished. Without exception, all 32 broke up into the same four groups as before.

FIERCE GROUP LOYALTY LEADS TO HATRED OF OTHERS

On the next day, the participants were told the groups had to be reassembled in a different manner, the membership for each group having been decided with a view to having complementary personality types in each group. There was much resentment and groaning, but they were forced to comply with the trainers' decision. In the next four days, a series of inter-group competitions were ar- ranged, designed to heighten intra-group participation. Skits, music competition, fancy dress, redesign of group space, group uniform and many other activities got each group developing an identity and culture of its own. By the end of the third day, the new groups were so closely knit and possessive of their group membership that many

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apparently strange events took place:

- When a member of one group entered the group space belonging to another, to borrow a felt pen, he was called a spy and was physically pushed out;
- One participant, who was sharing a room with another who had been part of his group in the first part of the workshop but was now a member of another group, stopped talking to his erstwhile friend, looking suspiciously whenever he entered or left the room;
- The groups moved *en masse* wherever they went, arranging to have breakfast, lunch and dinner at synchronized times in prearranged places, and sought to avoid other groups as far as was possible within the confines of the resort where the workshop was being held.

Among other lessons learnt through these experiential learning exercises were the following two important, negative aspects of a feeling of excessive belongingness:

1. When you are fiercely loyal to a group, you unconsciously begin to distrust and dislike all those who are not members of your group: racists, religious bigots and Nazis have drawn much of their energy by sharing group hatred of common enemies.
2. You begin to behave with outsiders in a manner that you would not have normally done, even to the extent of severing relationships that had been healthy and mutually supportive earlier.

INTER-DEPARTMENTAL FRICTION AND RIVALRY A RESULT OF HIGH INTRA-GROUP BELONGINGNESS

With this background, it should be relatively easy to appreciate why many corporations get torn apart by internecine warfare waged by people owing allegiance to their functions, departments, units, and bosses. Classical schisms between line and staff executives, between Production and Quality, between Accountants and the rest and between Marketing and Production owe their origins to this phenomenon.

In a large corporation, a Production Head began to enjoy his reputation as a man who could pulverize all Service functions, especially in joint meetings. His witticisms, rude and rough behaviour and openly insulting language became the talk of the corporation. He was held in awe by his subordinates, and hated by everyone in the Service functions. Overnight, a marvellous solution was implemented, which worked wonders. In an organizational change, the particular executive was transferred as Head of Services. Within six months, he was a different man, for he had seen the problems from the other side, as head of a new group. By the time he retired, he was playing the role of an elder statesman to whom executives would go for counselling.

By careful job rotation, broad-based training, cross-functional exposure and planned transfers, corporations can effectively counter the ill effects of high belongingness needs. By making an employee feel that he belongs to a larger whole, rather than a subculture, the human need for belongingness can be used as stepping stone for growth up the hierarchy of needs, rather than a plateau to level off at.

THE ARCHETYPAL HIGH-PROFILE EXECUTIVE HAS HIGH THRESHOLD LIMITS FOR RECOGNITION BY OTHERS

Those who follow the Maslovian hierarchy of needs right up to the need for "recognition by others", by achieving satisfaction of reasonable threshold limits of lower needs, are but one step away from entering their *own domain*, but it is the most difficult step of them all. As the poet said, this level does indeed prove to be "the last infirmity of noble minds", particularly in corporations.

At the *appetite* level, if this level is understood as *aupadeshika*, or the legitimate need of a student to be recognized and corrected by his master, we have seen that an individual can move up to the *self-esteem* level on the satisfaction of such an appetite. However, what does happen for most of us is that we begin to enjoy the feeling of being recognized to such an extent that we become addicted to it. You want to stand "first" in class, you want to become the star sportsman who outshines everybody else and you want to *stand out* in any activity you take up. To do all this, you need to beat somebody else, and you understand that there is a major difference between your desire for recognition and all the other needs you have experienced.

Your feeling of satisfaction, in the three previous levels of needs, was not at all dependent on others being denied the satisfaction of *that need*. In the case of the *desire* for recognition by others, you learn that it is primarily dependent on others being denied the recognition that is accorded to you. Everyone can't come first, everyone can't be a sports star and everyone can't be the boss's favourite. By definition, it appears that you are dependent on others forming a backdrop to heighten your achievements.

THE OPTION APPARENTLY IS TO BE A PUPPET OR A PUPPETEER

In this distorted view of recognition, you see executives losing sleep over such issues as not being allotted as big an office as a colleague, not being chosen by the boss for the most sought after assignment, not being able to afford the visibly expensive holiday that another is reported to have had, not being received by a sufficient number of lackeys on arrival in an airport, not being given the largest suite in the best hotel and not receiving a standing ovation after every public address. Such insufferable people crowd corporate corridors. Short of announcing that they have permanently packed up their threshold springs at this level, and that they have replaced them with strings that puppeteers with power can manipulate at will, they do everything else. Gradually, it dawns on them that in such a distorted world, one is either a puppet or a puppeteer. Puppets accord recognition to puppeteers, and the latter begin to wonder if it is not possible to use a similar method to pull the strings of *desires* at other lower needs too. They begin to experiment with this concept and arrive at a new learning: whoever takes control of the strings, assumes power. The power over the extrinsic motivation of people, or the power to reward and punish, as exercised in most large organizations, is indeed an interesting phenomenon to study. Let us consider a real life example from a multi-unit corporation.

IT ALSO APPEARS THAT ONLY ONE PUPPETEER CAN EXIST

A unit manager in this organization assumed control over the

extrinsic motivation of staff by introducing non-standard rewards and punishments. Grant of a holiday, expenses paid by the unit ostensibly for work, foreign trips and assignments, entertainment expenses used as a cover for approving personal entertainment of the family, and a host of other methods were used by the unit manager to take control. The CEO at the corporate headquarters did not like this, as he had taken enormous pains to ensure that all staff knew that he was in complete, unitary control of their fate. He even used to insist on signing all communication to staff involving promotions and salary increases. Faced by the sudden challenge, the CEO now responded by resorting to a new practice. All correspondence from him began to go directly to staff, rather than being routed through the unit head, as had been the practice earlier. When the unit head objected to this new practice, the CEO used a classical counter manoeuvre.

Aware that other unit heads might also resent his assumption of such unitary power, he decided to use the incident to reassert his power. He let the unit head raise the issue at a meeting when there were a sufficient number of senior executives with *high safety threshold limits* to say "yes" and appropriately nod, in agreement with the view—put forward helpfully by one of the group—that staff in units would actually feel honoured if they received communication directly from the big boss himself. The unit head lost the round, but learnt an important lesson:

In most corporations, it appears that there is space for just one major puppeteer to perform. When some of those who are supposed to be puppets suddenly start acting free of the puppeteer they appear very threatening to the major puppeteer. Threatening, because other puppets could also get similar ideas. Such people are therefore either made to resume their puppet roles, or forced to leave the organization.

If all of this sounds familiar, it is not surprising. History is full of puppeteers getting surprised, and wrathful, at any of their human puppets getting out of control. Spartacus was a puppet who tried to become free of his puppeteer, and was killed. Thomas Becket was one who had appeared to be the ideal puppet till he suddenly realized that 'there was a hollow in me where honour ought to be'. He began to exhibit signs of replacing his strings with springs, and there was a murder in the cathedral.

A MANAGER CAN BE LIKE A GARDENER OR A PUPPETEER

As discussed in Chapters 4 and 5, the quality of output that ensues from people who are extrinsically motivated is vastly inferior to that produced by intrinsically motivated people. Senior managers who resemble puppeteers, or puppets, will therefore never be able to either produce, or enable the production of, quality and perfection. Their work will at best reach what the Chinese classified as *neng*, whether the work is accomplished by themselves, or by their subordinates.

To clarify this point further, consider a common enough observation.

Several senior executives appear to have no problems when it comes to getting high quality output from young, intrinsically motivated subordinates several rungs below them in the organizational hierarchy. However, they tend to face major problems while interacting with mature subordinates who have reached very close to them in the hierarchy.

A possible explanation is that a young subordinate's appetite needs at the first four levels—up to "recognition by others"—require a minimum number of years to be satiated. By carefully spacing out the rewards program, a clever senior executive can control the energies of the younger person. A flat or a house in a posh locality, membership in a costly club, international travel and exposure, bigger and better offices, professional recognition at a peer level through press and other publicity are some of the rewards that could be given in recognition of high quality work. If these are acceptable "appetite" needs among corporate youth, and they are seen to be achieved meritoriously, the young men who work hard and enjoy themselves while doing so look at these rewards as bonuses for their efforts.

During these initial years, most young people also need to be guided by a master; therefore, very strong attachments are formed which permit the exercise of a master's seemingly autocratic power over the pupil. It is when the young man shows signs of naturally moving one step ahead—into achieving self esteem in his *own domain*—that the master shows his true colours. If he is one who models himself after a gardener, rather than a puppeteer, he will be delighted that his "pupil" has graduated to the level from where outstanding work of great quality will spew forth. He will accordingly let go of his controls, at least as much as is possible within the context of the

larger goals of their organization, and watch with pleasure as the erstwhile pupil blossoms into a master himself.

If the master is one who models himself after a puppeteer, he will react by denying appetite needs of lower levels and force the pupil back into a dependency relationship. Some of the usual manoeuvres that are resorted to are exclusion of the pupil from important meetings (to show that the pupil no longer belongs), refusal to approve or clear even routine decisions concerning the pupil (to deny "recognition" accorded even to the lowliest and also to reduce the pupil's feeling of safety), withholding of information and access to resources essential for the pupil attaining mastery over his work area (thus throttling upward growth to self-esteem and self-actualization) and initiation of direct communication with the pupil's subordinates (thus making the pupil feel like an outcast, threatened and unrecognized).

Within the confines of a corporation, news spreads very fast. From being a high-flying young executive to an outcast, the journey can be made in as little time as a day. Smiling secretaries who earlier encouraged your barging in without appointments will suddenly find plausible reasons for keeping you out. Central services, such as mailing, printing, security, accounts and personnel, will suddenly begin to quote rules, procedure and policies from manuals that had never been referred to when you were a rising star. In no time at all, you realize that if you want to have your appetite needs satisfied at the four lower levels, you must make an important decision : either forget about letting your instincts and intrinsic motivation govern your natural progression towards self-esteem and self-ac-tualization, and become a puppet for the corporate puppeteer to play with; or recognize that the *master* has feet of clay, refuse to play ball and take control of your threshold springs, and life.

The first option is one which the majority of people exercise, to end up as mediocre hacks resembling the allegorical, gnarled tree. To exercise the second option, you require more than mere resolve. It requires that a strange lesson be learnt first, one by which you develop the ability, like Beethoven, "to take Fate by the throat".

Exploring Hertzberg's two factor theory…

Rudy Kuo research project

National Cheng Kung University

International Master of Business Administration

IMBA Program

Master's Thesis

Exploring Herzberg's Two-Factor Theory with Foreign Workers in the Taiwan Industry

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June 2007

國立成功大學
在職專班碩士論文

Exploring Herzberg's Two-Factor Theory with Foreign Workers in the Taiwan Industry

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中華民國　九十六　年　六　月　十　日

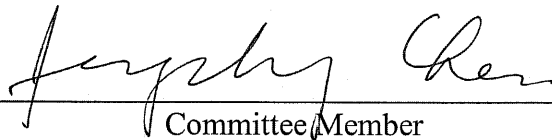National Cheng Kung University

Tainan, Taiwan, R.O.C.

Master's Thesis

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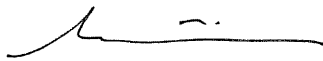
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Rudy Kuo find it satisfactory and recommend that it be accepted.

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June, 2007

ACKNOWLEDGEMENTS

ABSTRACT

Keywords: Foreign workers, Herzberg's motivation-hygiene factor, Critical incident technique, Grounded theory.

According to official statistics, there are currently more than 338,000 foreign workers in Taiwan. Most of them come from Southeast Asian countries likes: Indonesia, Thailand, Vietnam, Philippines and Mongolia. Their culture and language are completely different from those in Taiwan. During the last few years there has been an increase in the numbers of temporary foreign workers in Taiwan industry. Their performance is increasingly instrumental in delivery of economic and social benefits in Taiwan. This research is to enlarge our understanding of Herzberg's two factors theory as applied to these temporary foreign workers. The objective of this paper is to research the conditions contributing to the motivation by local Taiwanese managers/supervisors of foreign workers.

Qualitative research in the grounded tradition used the critical incidents technique to investigate the foreign workers' motivation-hygiene factor in Taiwan industry. The result of this study shows that Herzberg's theory is not entirely applicable to the foreign workers in the Taiwan industry. Motivation factors are found to achievement, recognition, work itself, advancement, possibility of growth and salary, Hygiene factors are company policy and administration, supervision-technical, working conditions and job security. Responsibility, interpersonal relationship with supervisor/manager and peers, personal life, status contributed

to both satisfaction and dissatisfaction for Taiwanese managers/ supervisors and foreign workers.

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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Research Motivation

In Asia, most countries exported labor before the 1980s. Many Chinese nationals were provided as cheap workers to America for railroad construction in the early 20th century. Korea exported nurses and miners to Germany in the 1960s; and recently, people from the Philippines are working in Japan and the U.S. as cheap nurses and nursery governesses.

However, now a new situation has emerged. A divide between developing and underdeveloped nations has appeared among Asian countries since the 1990s as a result of rapid economic growth in several East Asian countries: Japan, Hong Kong, Taiwan, South Korea and one South-East Asian country: Singapore. Because this gap created the value of the currency is different among Asian countries, there is a new phenomenon: Asian migrant workers working in Asian countries. Taking these countries' differing exchange rates into consideration, in a comparatively short period, workers from underdeveloped areas can earn more money in neighboring more developed countries than they could expect to earn in their home countries. From this large level of income they remit back to their country, they become regarded as heroes or heroines.

The comparatively developed countries in Asia are enjoying foreign workers from other countries in the Asian region because of these workers' willingness to accept low salaries. As the competitive power of the newly developing countries generally comes from low price

products, companies in developing countries suffer from the high salaries they have to give to workers from their own countries. In particularly, the 3D (Difficult, Dirty and Dangerous) jobs are filled with low salary foreign workers (CLA, 2007).

Like western developed countries, however, comparatively developed countries in the Asian region have faced social problems because of foreign workers (Loveband, A, 2003). Although governments in the developed world try to control these workers through the use of laws and regulations, it is not possible to enforce them completely. The number of Asian foreign workers in Asian countries, regardless of their legal status, will gradually increase in spite of strong restrictions on them, including deportation.

Why the situation is considered a problem in spite of the fact that both governments of the developed in Asia and migrant workers from the underdeveloped world are benefiting from the situation? If migrant workers help to bring economic prosperity, would it not be profitable to encourage instead of restricting them? Is there a general way to solve this problem in the Asian region?

Since 1970 with highly economic development and increasing of overseas investment, there have been many years of economic growth in Taiwan. This could be attributed to the rising of overall per capita income of the people, rapid growth in service industries, higher and longer education levels, a change in job values and living standards. In addition to the declining population, fewer young people are participating in the labor market, and less people like to work in the 3D (Difficult, Dirty and Dangerous) industries. In response to these issues, the Council of Labor Affairs (CLA, Taiwan) decided to open up Taiwan job market to foreign workers or migrant workers. Thailand, Philippines, Indonesia, Vietnam and Mongolia

workers are employed in Taiwan as apart of the government efforts to solve the problem of labor shortages (CLA, Council of Labor affairs).

Taiwan officially began to import "Foreign workers" in the early 1990s. The number of migrant workers in the island from 151589 in 1994 has swelled to the current level of over 338,000(CLA, 2007). In order to comply with domestic economic development and social needs, the foreign workers can only work for; major infrastructure/construction and major investment projects in the manufacture industry, house care assistant, and foreign shipments as employees.

Table1-1

The Number of Foreign Workers in Taiwan 1994- 2006

Year	Total	Indonesia	Malaysia	Philippines	Thailand	Vietnam	Mongolia
1994	151989	6020	2344	38473	105152	0	0
1995	189051	5430	2071	54647	126903	0	0
1996	236555	10206	1489	83630	141230	0	0
1997	248396	14648	736	100295	132717	0	0
1998	270620	22058	940	114255	133367	0	0
1999	294967	41224	158	113928	139526	131	0
2000	326515	77830	113	98161	142665	7746	0
2001	304605	91132	46	72779	127732	12916	0
2002	303684	93212	35	69426	111538	29473	0
2003	300150	56437	27	81355	104728	57603	0
2004	314034	27281	22	91150	105281	90241	59
2005	327396	49094	13	95703	98322	84185	79
2006	338755	85223	12	90054	92894	70536	36

Source: Employment and Vocational Training Administration, CLA, Taiwan (2007)

From Table 1-1, we can see the numbers of foreign workers in Taiwan has been increasing every year. In 1994 there were 151,989 foreign workers in Taiwan and by 2006 this number increased to 338,755 i.e. the number doubled from 12 years ago.

Below are several critical general issues, followed by a review of key events in the past year that have had a wide-reaching impact on the position of foreign workers in Taiwan (CLA, 2007).

1. Excessive broker fees and other improper charges.

2. Poor working conditions.

3. Inhumane "foreign workers management".

4. Discriminatory.

5. In adequate channels for assistance.

However, the treatment received by foreign workers is by no means proportionate to their contributions to Taiwan, and this gap is growing. Racial, class, and gender discrimination persists in official policies related to foreign labor, media coverage of migrant labor issues, and in their daily life in Taiwanese society in general. Foreign workers have had no voice in changes of policies affecting them, but have even been used as bargaining chips in diplomatic disputes (Wu, 1989). Government policies continue to fail to offer adequate guarantees for the rights of blue-collar foreign workers. In recent years, broker fees have risen sharply, along with increasingly rigid and inhumane work conditions for foreign workers. Nevertheless, the foreign workers, who are so severely exploited, are portrayed as a kind of "beneficiaries" and ironically are becoming the "scapegoats" for Taiwan's currently rising rate of unemployment (Tseng, 2002).

In this past two years of slowing economic growth and accelerating political change has made the already disadvantaged position of foreign labor even weaker, and has led to increased exploitation and further infringement of their rights. In August 2005, because of management problems, a riot erupted at night near a construction site for the Kaohsiung Mass Rapid Transit system in Kangshan, Kaohsiung County. Thai workers were holding a protest. Tempers flared after the building's security personnel barred three Thai workers from bringing cigarettes and liquor into the dormitory (The China Post, 2005/8/25).

Another incident in August 2005, involved a group brandishing signs saying "No Beating but Human Rights". Several civil rights groups demonstrated in front of the Council of Labor Affairs to protest the beating of four Filipino workers by security guards at a Formosa Plastics Group plant in Mailiao, Yunlin County. The first incident prompted Council of Labor Affairs chief to tender her resignation. Everybody believed these riots not only affected social order but also damaged Taiwan's global image (Taiwan News, 2005/09/05).

There are still many incidents or conflicts that happen between foreign workers and their employers or companies that are both known and unknown. Due of foreign workers are coming from different countries, when companies or employers recruiting and employing them, they must consider how to motivate the workers from different race, different political culture background, different religious, different lifestyle and value and then enhance the job performance of them. Hence, this research will use the view of Herzberg's theory to explore the motivation approach on foreign workers and then understand if this theory is applicable to foreign workers.

1.2 Research Purpose

Employers in Taiwan due to domestic labor shortages decided to hire foreign workers. Employers after recruiting and using foreign workers usually find that they have difficulties to adapt to the new working environment due to language barriers, religious beliefs, family, culture and customs (Tseng, 2002).

In any institution, an important dimension of management is to make workers productive and to help them to achieve. One of the manager's basic tasks is to communicate with and motivate workers (Drucker, 1985). No matter whether they are local workers or foreign workers.

Motivation has been a popular research topic for over 50 years. After it first emerged around World War Ⅱ, there have a large number of books, papers and studies on motivation, industrial psychology, interpersonal relationships at work and worker satisfaction all concerned with how to encourage people to increase performance and productivity of workers. This will be an important topic for management research in the future since workers are increasingly valuable assets for institutions (Drucker,1999)

Therefore, this research purpose is to explore the Herzberg' two-factor theory, in the process, to discover the motivation (job satisfaction) and demotivation (job dissatisfaction) pattern of foreign workers in Taiwan as well.

1.3 Research Scope.

In Table 1-2, there is a brief explanation of this research scope, including types of research, key issue, research location, analyzed unit and object, time frame and research instrument.

Table1-2

Scope of the Research

Items	Scope of the study
Types of the research	A Grounded theory qualitative method was used in this research With in-depth understanding of Taiwan employers/managers motivation to foreign workers in their work process
Key issue	Questionnaires or record forms for understanding of Herzberg's two factors theory in motivation that affected the foreign workers' job satisfaction and dissatisfaction.
Research location	This research was conducted across Taipei, Tainan, and Kaohsiung city and county.
Analyzed unit	Employers/managers/supervisors and foreign workers
Analyzed object	Motivation, Cross-cultural management.
The time frame	Within December2006 to May 2007
Research instruments	Journals, literature, notes and forms.

Source: This research arrangement

1.4 Research Process

(1) Research Process.

1. Determine research motivation and objective.

2. Identify related Literature

3. Prepare preliminary CIT record forms

4. Determine CIT record forms.

5. Grounded theory method

    (1) Open/Axial/selective coding.

    (2) Data analysis

    (3) Recommend theory

6. Conclusion and suggestion.

(2) Research flow

Theory Saturated
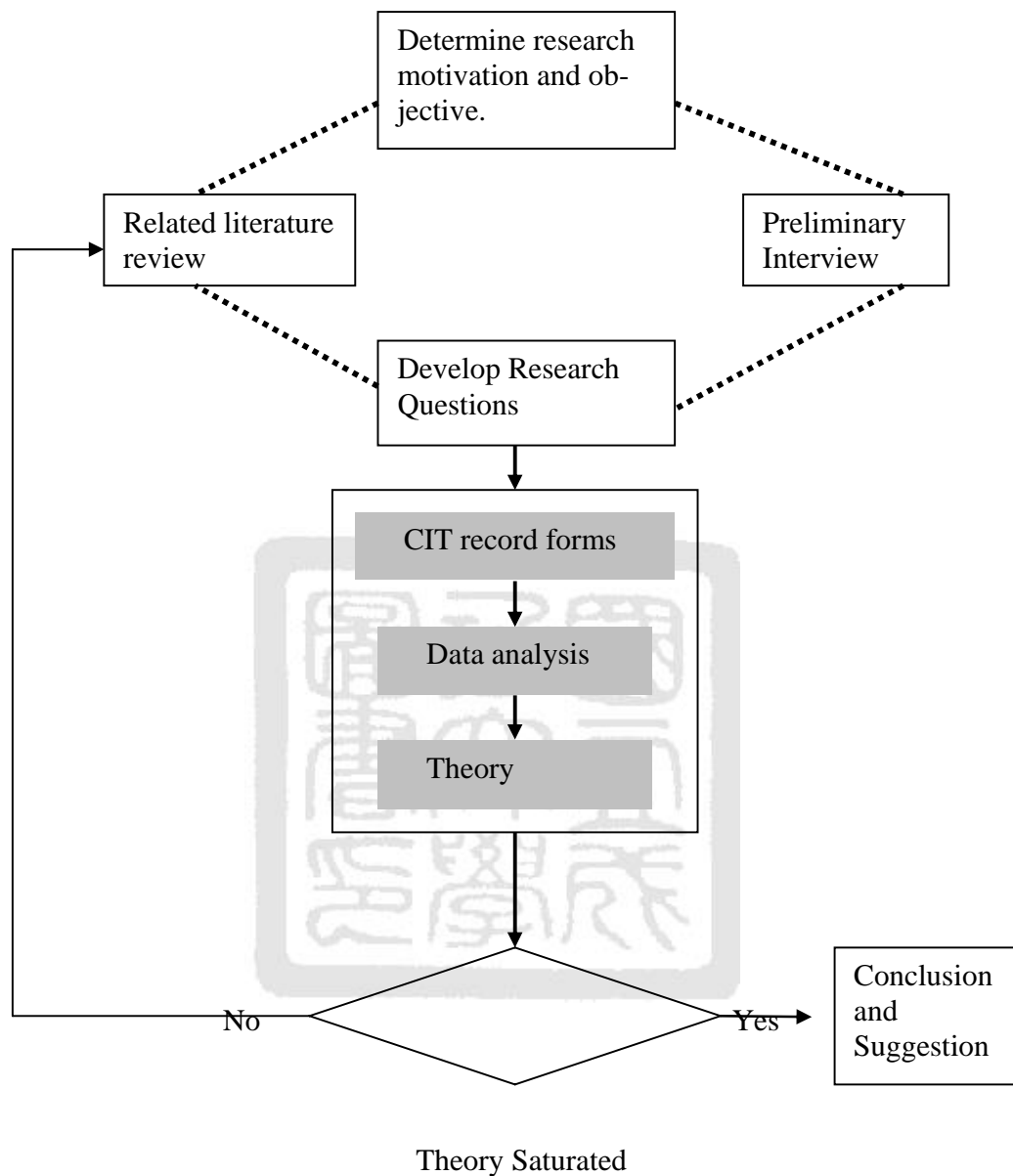
Figure 1: Research flow

After determining research motivation and objective, this research then will review the related literature and do some preliminary interview and continue to develop the research questions. Creating Critical Incident Technique (CIT) forms and delivering them to manag-

ers/supervisors and foreign workers to fill them, and then Grounded Research Method was

used to analyze the data and define theory, if the theory is saturated, this research will come

to end with conclusion and suggestion, if not it will back to literature review step again and

so on.

CHAPTER TWO

LITERATURE REVIEW

This chapter defines the definition of foreign workers, foreign workers characteristics, policy, employment situation, and related law in Taiwan, motivation theories, earlier and contemporary motivation theories, Herzberg's two factors theory and the factors. The purpose of this study is to test Herzberg's theory of foreign workers' motivation in Taiwan industry area.

2.1 Definition Foreign Worker.

The "United Nations Convention on the Protection of the Rights of All Foreign Workers and Members of Their Families", (1990, revised in 2006) legally defines a foreign worker is " a person who is to be engaged or has been engaged in a remunerated activity in a country of which he or she is not a national"

A foreign worker (or a guest worker or a temporary guest worker or a migrant worker or a economic migrant) is defined in the ILO (International Labor Organization, 1998) as: a person who migrates from one country to another (or who has migrated from one country to another) with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment.

Robert (1986) defined a foreign worker as a person who employ or work in a country without that country nationality.

Edwin, P. R. (1986) from the rights of the workers defined migrant workers into:

1. Foreigners that are approved to reside and work. (Legal workers)

2. Temporary worker: foreign that approved to work for temporary periods likes doctors, scientists or performers etc.

3. Illegal workers: Foreign that work illegally.

Heinz Werner (1996) defined that contract migrant workers are unskilled or semiskilled foreign workers who are admitted on the understanding that they will work for a limited period. There are in the following type,

1. Temporary contract migration: They arrived on the basis of temporary work permits and work contracts with time limits but which were often renewable and finally gave way to unrestricted duration of employment and permanent residence permits for themselves and their families.

2. Seasonal migration for employment, seasonal workers are commonly employed during seasonal peak demand, e.g. in tourist dependent industries or in agriculture.

3. Project-tied migration occurs when a migrant worker is admitted to a state of employment for a defined period to work solely on a specific project, such as a construction project that being carried out in that country by his or her employer.

To differentiate foreign workers from their characteristics in labor market, Wu (1989) divided migrant workers into:

1. 'Competitive foreign workers': means that foreign workers skill ability were same with domestic workers, all condition were same too, domestic workers had inclination to work, but now the hiring of foreign workers will decrease the demand of domestic workers and it will influence domestic workers job opportunities. For this reason, every country will not hire this kind of foreign workers

2. 'Complementary migrant workers': it means the hiring of foreign workers will contribute to national economic and recover the labor shortages in any kind sectors and occupations.

In this research, the definition of foreign workers is the foreign workers that legally hiring and permitted by Taiwan government to work temporary inside Taiwan and according to Taiwanese Employment Service Act since October 1989 to come to Taiwan. The maximum duration of a foreign worker to work in Taiwan is 2 years; the employers may apply once for an extension of no more than 1 year upon expiration of contract. In the event of major construction projects and under special circumstances, the employers may apply for an additional extension of a maximum length of 6 months. A foreign worker may re-enter Taiwan to work after departure for at least 40 days for reason of no violation of laws and regulations after fulfilling work contract. However, the accumulated duration of employment shall not exceed 6 years. This group comes from Thailand, Philippines, Indonesia, Vietnam, Malaysia and Mongolia.

2.2 Foreign Workers Characteristics, Policy, Employment Situation, Related Law.

Since October 1989, due to the unbalanced labor supply and demand in Taiwan has resulted in a lack of basic manpower. It can be shown of a number of economics factors such as the transformation of industrial factors, rising per capita income, rapid growth in service industries, higher education levels, and a change in job values have caused this problem (CLA, Taiwan). To solve these issues, the Council of Labor Affairs (CLA, Taiwan) decided to open up Taiwan job market to foreign workers. Now, migrant workers from Thailand, Philippines, Indonesia, Malaysia, Vietnam and Mongolia are employed in Taiwan as part of the government efforts to solve the problems of labor shortages. Till now, we can find that

foreign workers have contributed greatly to Taiwan economy and the society as a whole, they do find it quite difficult to adapt to a new working environment due to some barriers in language, religious belief, family-ties, culture and customs. Therefore, this study major effort is to research and understand motivation with all of the differences and then increase their job performance and get benefits to both parts.

In order to comply with domestic economic development and social needs, major infrastructure/construction and major investment projects of manufacture industry is allowed to hire house care assistants, housekeepers, as well as foreign shipments as employee (CLA, Taiwan). Below is the condition that Taiwan government allows foreign workers to come to Taiwan:

1. Major Infrastructure/Construction: Response to country major infrastructure projects, projects authorized by government agencies would allowed hiring migrant workers for the projects.

2. The Major Investment Projects of Manufacture Industry: Attract more investments and increase career opportunities, investment more than NT$500 hundred million dollars for non-traditional industry and NT$300 hundred million dollars for traditional industry will be agreed to hire foreign migrant workers for these kinds of major investment projects.

3. Housekeeper: Response to social needs, families with children under age of three, multiple birth, foreign investments, foreign CEO, and foreign executive level managers whose salary has exceeded the specified level can apply for foreign home care assistant.

4. Home Care assistant: Response to the unbalanced labor supply and demand in lack of basic manpower in home care assistant needed family and psychological institution provided by welfare system.

4. Foreign Shipments: Response to current fishery industry development, long-range fish-
    ing and offshore range fishing whose bases are located in foreign states, are allowed to
    hire foreign shipmates if they have already fulfilled minimum required quota.

Table 2-1

Status of Foreign Workers by Area in Taiwan-Fukien Area at 2006.

Area	Total	Indonesia	Malaysia	Philippines	Thailand	Vietnam	Mongolia
Grand Total	338755	85223	12	90054	92894	70536	56
Taiwan Province	289336	66812	12	74185	87941	60359	27
Taipei Shien	45099	13847	3	9935	11584	9726	4
Yilan Shien	5485	2017	0	1138	596	1734	0
Taoyuan Shien	70925	10271	6	21470	26567	12607	4
Hsinchu Shien	15019	2585	0	6807	2961	2666	0
Miaoli Shien	9651	2401	0	2646	2444	2160	0
Taichung Shien	26387	5182	0	5728	9322	5154	1
Changhwa Shien	19917	3761	0	2534	8381	5241	0
Nantou Shien	5722	1713	0	624	1687	1698	0
Yunlin Shien	11024	2249	0	2208	4840	1727	0
Chiayi Shien	5035	1619	0	824	1354	1238	0
Tainan Shien	17112	2534	0	3392	8100	3077	9
Kaohsiung Shien	12445	3187	1	2849	3816	2592	0
Pingtung Shien	6153	2674	0	1115	840	1524	0
Taitung Shien	1099	521	0	209	15	354	0
Hwalien Shien	3288	1129	0	736	628	795	0
Penghu Shien	730	422	0	83	3	222	0
Keelung City	3036	1384	1	498	297	856	1
Hsinchu City	10379	2371	1	5542	657	1808	0
Taichung City	13496	4341	0	3267	2567	3320	0
Chiayi City	1906	773	0	445	157	531	0
Tainan City	5428	1831	0	1135	1125	1329	8
TaipeiMunicipality	35629	15645	0	9718	2710	7546	8
Kaohsiung	13439	2569	0	6129	2242	2498	1

Municipality						
Fukien Province	353	197	0	22	1	133	0
Kinmen Shien	266	143	0	16	1	106	0
Lianchiang Shien	87	54	0	6	0	27	0

Source: Employment and Vocational Training Administration, CLA, Taiwan (2007)

From Table 1 we can see the total number of foreign workers since year 2000 until year 2006 keep on rising to about 320000.From Vietnam and Mongolia are increase, from Malaysia is decrease, from Philippines and Thailand are quite same in this period and Indonesia at year 2004 due to political problem was decrease drastically, but these two years after Taiwan government reopen to hire them, the number of Indonesia foreign workers are increase now.

Table 2-2

The Number of Foreign Workers in Taiwan-Fukien Area: Classified by Industry at 2006

Industry	Total	Indone-sia	Malay-sia	Philip-pines	Thailand	Vietnam	Mongolia
Manufacturing	169903	7828	11	58753	80955	22336	20
Social, per-sonal& related services	153785	75577	0	29107	2318	46767	16
Electronic parts & components	37031	1065	1	24334	6596	5035	0
Textiles, mill	22454	1228	2	4321	13459	3439	5
Fabricated metal	19533	1051	1	3123	12621	2730	7
Construction	11745	45	1	1361	9608	730	0
3C & video& radio	11621	96	0	9031	1319	836	0
Basic metal in-dustries	10434	830	1	1198	7404	1001	0
Electrical machinery, sup-plies& equip-ment	10261	374	3	4707	3700	1475	2
Plastic products	10255	615	1	1911	5974	1748	6

Transportation equipments	8286	336	0	1242	6008	700	0
Machinery & equipment	7959	346	0	1417	5281	915	0
Non-metallic mineral	6174	295	1	1367	3602	909	0
Food Manufacturing	5307	244	0	1535	2744	784	0
Rubber products	4448	113	0	439	3331	565	0
Miscellaneous industrial products	4288	185	0	1294	2355	454	0
Pulp, paper & paper products	3291	262	0	724	1943	361	0
Agricultural	3322	1773	0	833	13	703	0
Chemical matter	1876	164	0	386	1072	254	0
Chemical products	1653	139	1	347	937	167	0
Wearing apparel	1459	106	0	434	581	338	0
Leather& fur	1311	73	0	109	842	287	0
Precision instruments	1010	74	0	636	193	107	0
Wood& bamboo	858	156	0	121	500	81	0
Printing Processing	327	27	0	51	212	37	0
Furniture & fixtures	300	22	0	39	211	28	0
Grand Total	338755	85223	12	90054	92874	70536	56

Source: Employment and Vocational Training Administration, CLA (2007)

From Table 2-2, we can about 60% of foreign workers are employ in industry area and about 40% are employ in Social, personal & related community service, and my research will focus in industry area, not include agricultural, social, personal and related area.

Table 2-3

The Number of Foreign Workers in Taiwan-Fukien Area Runaway and Missing of Their

Employers

Year	Total	Indone-sia	Malaysia	Philip-pines	Thailand	Vietnam	Mongo-lia
1998	6646						
1999	5504						
2000	5514						
2001	6220						
2002	8143	3531	8	1826	1388	1390	
2003	11125	3706	6	1955	1475	1390	
2004	16593	3584	1	2432	1928	8647	1
2005	21679	3749	1	3225	2609	12079	16
2006	23574	4822	1	3335	2700	12700	16

Source: Employment and Vocational Training Administration, CLA, Taiwan (2007)

From Table 2-3, we can see that the numbers of missing migrant workers are increase significantly from year to year, from 2.5% to 6.6% till the end of year 2006. There are too many reasons that caused the runaway of the foreign workers from their employers. In-adequacies in management by employers and the burden of debt carried by foreign workers themselves can cause the foreign workers runaway from their employers (RKH Chan, 1999).

2.3 Research about Foreign Workers in Taiwan.

It has been sixteen years since 1989 the first foreign workers came to Taiwan. Taiwan researchers do a lot of research about foreign workers in different views in this period of time. Some of research were about the exploration of the imported of foreign workers, the influ-ence of foreign workers to all kinds aspects, selecting and training ways, cross-cultural man-agement ways, policies and estimation of human rights problem, foreign workers job per-formance and adaptation problems.

Table 2-4

The Literature Review about Foreign Workers Research in Taiwan

Researcher	Subject	Conclusion
Chu Chen(2000)	Taiwan Foreign Labor Policy based on Human rights and Labor Competitiveness.	Decrease the brokerage fees and give more protection can improve Foreign labor human rights situation
Hui-Ru Lee(2001)	The Research of relationship between Enterprise Management System and Foreign Workers' Job Performance	From education/training,Wages/welfare management and Employer/employee relation factors found that education/training factor was significantly influence foreign workers performance.
Hsiao-Yen Mao Ying-Ping Liang (2001)	The Relationship among Communication Satisfaction, Job Stress, and Job Burnout— The Foreign Labor's Nationality as a Moderator	More Communication with Employees will decrease Job stress. The Relationship between Job Communication and Job Stress is significant.
Shu-Sheng Hsieh(2002)	An Application of Behavior Modification to the management of Foreign Labors: A case study of Formosa taffeta	Behavior Modification in Management System Can Improve Foreign Labors Job Performance.
Van Le(2003)	The research on Selection and Training for Vietnamese labors.	If enterprise more concentrate in labors' job communication and labors training and labors will improve better job performance.
Chi-Kuang Chen, Chung-Shing Ku, Yuan-Duen Lee, Chang-Shi Yu(2003)	A Cross-Cultural Aspect Management System for Foreign Labors: A Study of Thailand Labor in plastic and Fiber Industries	Employees can adjust their managing style, motivate and due to foreign workers different culture background,make a litle change at the organization structure,can improve the overall foreign workers performance
Yu-Chien-Lorna-Kung-(2006)	The Demise Of Guest-workers Program---The Comparison of Taiwan and Germany	A strict temporary migration program in the end is not sustainable in Taiwan as it was not in Germany

Source: This research arrangement.

From Table 2-4, Many Taiwanese researchers made a lot of research about foreign workers in different kinds of field and all of the researchs are very useful for me in doing this study.

2.4 Motivation Theories

The simpliest definition of motivation is considered to be that it is a search for something missing, or something needed by a person, i.e. that it is the eagerness to satisfy needs.(Grubisic, D & Goic, S , 2003)

A similar definition comes from the derivation of the word 'motive', meaning a human emotion or need that makes him takes action. Also simple, but more directed towards the behavior at work, is a definition according to which motivation is employees' willingness to participate in achieving company/manager/supervisor objectives. A more comprehensive definition of motivation states that motivation is a common term for all the inner factors, which consolidate intellectual and physical energy, initiate and organize individual activities, direct the behavior and determine its direction, intensity, and lasting.(Grubisic, D & Goic, S , 2003)

2.5 Early Theories of Motivation

The 1950s were a fruitful period in the development of motivation concepts. Three specific theories were formulated during this period, which, though heavily attacked and now questionable in terms of validity, are probably the best explanations for employee motivation. These are the hierarchy of needs theory, Theories X and Y, and the motivation-hygiene theory (this theory is solely introduce in section 2.7).

2.5.1 Maslow's Need Hierarchy.

Abraham Maslow (1968), an American psychologist, suggested those human beings' five basic needs form a hierarchy:

- Physiological: includes hunger, thirst, shelter, sex and other bodily needs
- Safety: includes security and protection from physical and emotional harm

- Social: includes affection, belongingness, acceptance, and friendship

- Esteem: includes internal esteem factors such as self-respect, autonomy, and achievement; and external esteem factors such as status, recognition, and attention

- Self-actualization: the drive to become what one is capable of becoming; includes growth, achieving one's potential, and self-fulfillment

As each of these needs becomes substantially satisfied, the next need becomes dominant. The individual moves up the steps of hierarchy. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, according to Maslow, you need to understand what level of hierarchy that person is currently on and focus on satisfying those needs at or above that level.

2.5.2 Theory X and Theory Y.

McGregor (1960), an American psychologist based on Maslow's hierarchy of needs grouped Maslow's hierarchy into lower order (theory X) needs and higher order (theory Y) needs. He suggested that management could use either set of needs to motivate employees.

Theory X assumes that employees are inherently lazy and will avoid work if they can. Because of this workers need to be closely supervised and comprehensive systems of controls developed. A hierarchical structure is needed with span of control at each level. According to this theory employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can.

Theory Y assumes employees may be ambitious, self-motivated, and anxious to accept greater responsibility, and exercise self-control and self-direction. It is believed that employees enjoy their mental and physical work duties. It is also believed that if given the

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chance for greater productivity by giving employees the freedom to perform at the best of their abilities without being bogged down by rules.

Naturally, McGregor was well aware of the heuristic as opposed to literal way in which such distinctions are useful. Theory X and theory Y are still important terms in the field of management and motivation (Robbins, 2005).

2.6 Contemporary Theories of Motivation.

After Maslow, McGregor and Herzberg introduced their motivation concepts in the 1950s, then many other theories of motivation were continued to develop, these theories are category to compemporary theories of motivation in this study. They are,

2.6.1 ERG Theory.

Claydon P. Alderfer (1969) of Yale University has reworked Maslow's need hierarchy to align it more closely with the empirical research. His revised need hierarchy is labeled ERG theory.

Alderfer argued that there are three groups of core needs, they are existence, relatedness, and growth - hence the label: ERG theory. The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered physiological and safety needs. The second group of needs is those of relatedness - the desire we have for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs - an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

In contrast to the hierarchy of needs theory, the ERG theory demonstrates that (1) more than one need may be operative at the same time, and (2) if the gratification of a higher-level need is stifled, the desire to satisfy a lower-need increases. Maslow's need hierarchy is a rigid step like progression. ERG theory does not assume that there exists a rigid hierarchy where a lower-need must be substantially gratified before one can move on. All three needs categories could be operating at the same time.

ERG theory also contains a frustration-regression dimension. ERG theory counters by noting that when a higher-order need level is frustrated; the individual's desire to increase a lower-level need takes place. Inability to satisfy a need for social interaction may increase the desire for more money or better working conditions. So frustration can lead to a regression to a lower need. (Ambrose & Kulik, 1999)

ERG theory is more consistent with our knowledge of individual differences among people. Variables such as education, family background, and cultural environment can alter the importance or driving force that a group of needs holds for a particular individual. (Robbins, 2005)

2.6.2 McClelland's Three Motives.

David McClelland (1988), another American theorist, suggested that three important motives drive workers: the needs for achievement, power, and affiliation. They are defined as follows:

- Need for achievement: the drive to excel, to achieve in relation to a set of standards, to strive to succeed;

- Need for power: the need to make others behave in a way that they would not have behaved otherwise;

- Need for affiliation: the desire for friendly and close interpersonal relationships.

Some people who have a compelling drive to succeed are striving for personal achievement rather than the rewards of success. From research into the achievement need, McClelland found that high achievers differentiate from others by:

- Their desire to attain personal responsibility for finding solutions;

- Their need in immediate feedback about their performance;

- Setting moderately challenging goals; 50% probability of success - optimum opportunity to experience feelings of accomplishment and satisfaction from their efforts.

Yu's (1996) review of achievement and implementation of motivation method noted of Mclelland's theory were widely used in many organizations in Taiwan

2.6.3 Goal-Setting Theory.

Locke and Latham (2002) defined Goal-setting theory is based on the notion that individuals sometimes have a drive to reach a clearly defined end state. Often, this end state is a reward in itself. A goal's efficiency is affected by three features; proximity, difficulty and specificity. An ideal goal should present a situation where the time between the initiation of behavior and the end state is close in time. A goal should be moderate, not too hard or too easy to complete. In both cases, most people are not optimally motivated, as many want a challenge (which assumes some kind of insecurity of success). At the same time people want to feel that there is a substantial probability that they will succeed. Specificity concerns the description of the goal. The goal should be objectively defined and intelligible for the individual(Ambrose & Kulik, 1999)

2.7 Herzberg's Two-Factor Theory

Frederick Herzberg (1923-2000), a clinical psychologist is regarded as one of the great original thinker in management and motivational theory. Frederick Herzberg's book "The Motivation to Work" research with colleagues Nernard Mausner and Barbara Snyderman in 1959, first establish his theories about motivation in the workplace. Herzberg's survey work, originally on 200 Pittsburg engineers and accountants remains a fundamentally important reference in motivational study. Herzberg expanded his motivation-hygiene theory in his subsequent books: Work and the Nature of Man (1966); The Managerial Choice (1982); and Herzberg and Motivation (1983).

Herzberg's motivation-hygiene theory (1966) has had great influence in the development of work motivation theory (Amabile, 1993). Herzberg stated two kinds of motivational factors, namely, motivators and hygiene factors. According to him, motivators which refer to achievement, advancement, recognition and responsibility are cited as the cause of job satisfaction. Hygiene factors are considered as the factors around the work, such as supervision, interpersonal relations, physical working conditions,and salary. Those factors affect the level of dissatisfaction, but are rarely quoted as creators of job satisfaction. Researchers used his theory about the distinctions between intrinsic (motivators) and extrinsic (hygiene factors) factors for future research (Amabile, 1993) defined that intrinsic factors are related to the work itself and have to do with the competence of the employee and the autonomy of the work and extrinsic factors are the factors outside the work itself that drive a person, they can be promised rewards and expected evaluations.

Herzberg suggested that certain extrinsic factors, or hygiene, (those associated with the environment surrounding a job) only have the power to demotivate while intrinsic factors

(those associated with the job itself) have the power to energize, or motivate, behavior. The extrinsic, or hygiene, factors largely correspond to Maslow's lower order physiological and safety needs. They include factors associated with job dissatisfaction such as working conditions, supervision/leadership, co-workers relationship/teamwork, salary, company policy, and administration. Intrinsic factors, or motivators, largely corresponding to Maslow's higher order needs, include the work itself, responsibility (personal work ethics), recognition for work well done (personal reasons), advancement and achievement (characteristics of people).

This study focuses on the two-factor theory, the main concept of the theory is the distinction between two groups of factors called motivation factors and hygiene factors, according to the theory, and the motivation factors operate only to increase job satisfaction while the hygiene factors operate to decrease job dissatisfaction.

Herzberg (1959) stated thus; 'among the factors of hygiene, when the factors deteriorate to a level below that which the employee considers acceptable, then job dissatisfaction ensues. However, the reverse does not hold true. When job context can be characterized as optimal, we will not get dissatisfaction but neither will we get much in the way of positive attitudes. It should be understood that both kinds of factors meet the needs of employees; but it is primarily the motivators that serve to bring about the kind of job satisfaction and the kind of improvement in performance that industry is seeking from its work force.

According to Herzberg, motivation factors are the "job content" factors and their brief explanation as below:

- *Achievement.* Positive achievement events are stories of success on jobs or solutions to problems. For example, an employee told good stories when he finished a work ahead of the planned schedule and when he was able to solve a difficult technical problem.

On the contrary, bad events of achievement involve failure, no progress of work, failure in decision-making and schedule delay.

- *Recognition.* Positive recognition occurs when employees are praised or their ideas are accepted. Negative recognition includes notice, blame, critics or when good ideas are overlooked. Recognition may come from employers/supervisor/managers, peers, and subordinates.

- *Work-Itself.* Events related to tasks and assignments being easy or too difficult, interesting or boring ere included here.

- *Responsibility.* This factor relates to whether or not the individual is given the responsibility or freedom to make decisions.

- *Advancement.* There is actual change in the status or position. For example, promotion (expected or unexpected) is positive advancement, whereas failure to receive expected promotion and demotion are negative advancement.

- *Possibility of growth.* This includes the chance that a person can be promoted. Opportunities to learn new skills or advance techniques are also opportunities for growth.

Hygiene factors are "job context' factors and their brief explanation as below;

- *Company policy and administration.* Satisfaction and dissatisfaction caused by good or bad organizational policies affect the employee.

- *Supervision-technical.* Statements about supervisors' willingness or unwillingness to delegate responsibility or to teach, supervisors' competence or incompetence, and fairness or unfairness of supervisors, etc. are classified under supervision.

- *Interpersonal relations with supervisors/managers/peers.* These categories are limited to personal and working interactions between the respondent and other people

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he/she works with. Examples are good or bad experiences involving cooperation, interaction, and discussions at work and during works or breaks times.

- *Working conditions.* Events in this category relate to physical surroundings on the job, good or bad facilities, and too much or too little work.

- *Salary.* This category included all events in which compensation plays a role. Increase and decrease in salary or wages.

- *Personal life.* Personal situation affected by jobs. For example, an employer who is alcoholic or gambling will affect his subordinates and even supervisors.

- *Status.* Any mention about some signs or appurtenance of stature, for example, chief, personal room, motorcycle, etc. are categorized as stature.

- *Job security.* This includes events related to signs of presence or absence of job security.

Motivational theories as describe above may give managers insight into what motivates their employees, but how are they supposed to act upon that. We found that several researchers try to use the intrinsic and extrinsic factors developed by Herzberg(1966, cited in Amabile, 1993). Some of the ways in which managers can motivate their employees are according to Herzberg (2003): reducing time spent at work, spiralling wages, fringe benefits, human relations training, sensivity training, communication, job participation, and employee counceling. Employees motivation factors of 'job content' are include: achievement, recognition, work itself, responsibility, advancement and possibility to growth, and motivation factors of 'job context' are include: company policy, supervision, relationship with peers, salary, personal life, relationship with subordinates, status, and job security.

This research will use above 14 motivation and hygiene factors to explore Herzberg's two-factor theory of foreign workers in Taiwan industry field.

2.8 Managing Motivation and Culture.

Do American motivation theories apply abroad? In Schneider's (1985) overview of the field of organisational behavior, he notes the tendency of at least earlier American motivation theorists to be clear in their universalist assumptions.This is partly because motivation was almost whole the basic of psychology in these early formulations. It was conceptualized as an entirely internal matter or innermost being of human, at the very core what it is to be human must be. To the extent that one can strip away variance associated to external context, and focus on the elementally core process, the explanation of motivation was to be universal. The assumption seems to have been that human desires in motivation, at root, are the same the world.

Management must understand the culture and psychology of their workforce if they are to implement the most effective motivation strategy. For example, if one is managing a workforce that greatly values quality of life aspects such leisure time and time with family, attempting to increase motivation through increased pay might actually backfire. A poor motivation strategy to culture match has the real risk of actually reducing overall motivation, leading to behavior that can decrease productivity.(Brislin et al, 2005).

Does Herzberg's motivation theory contribute to understanding of motivation in another culture? The Herzberg's two-factor motivation model has been used to examine the theory's structure and meaning in other cultures. Hines(1973) examined it in New zealand while Ruthankoon et al (2003) tested Herzberg's theory on Thai construction workers. Huang and Van de Vliert (2003) used the motivation and hygiene factors to examine the influence of

both culture (China and Holland) and socio-economic influence on worker motivation. In this study, I attempt to explore the Herzberg's two factor theory of foreign workers in Taiwan industry.

2.9 Demotivation

According to Borcherding and Oglesby (1975) demotivation is caused not simply by the lack of motivators, but through the existence of certain situation that cause dissatisfaction and discourage individuals from pursuing set goals. The key demotivators for workers include poor interpersonal relationship, poor workers attitude, poor workmanship and the work itself. By simply removing certain demotivators, it is quite possible that the motivational aspects of the situation will increase without necessitating the addition of motivators.

Kupers, W. (2001) defined that demotivation as a reduced driving force for thinking, feeling and acting. However, demotivation refers to an engagement into 'wrong' or contra-productive ways (e.g. non-role- or goal consonant orientation). Thus, demotivation is not just a reversal of motivation. As a state of dissatisfaction, demotivation refers to dissatisfying distint cognitive and emotional state, in which motivational energies of affected person are hindered or have been lost. Demotivation confines and reduces form, direction, duration and intensity of engagement, commitment or identification with the work content, other people at work or the entire company, which again reinforces the demotivation.So, demotivators are those daily occurances that frustate employees and cause those who are facing to descrease, consciously or subconsciously, the amount of productive energy can use in their jobs. Here are some manner indicators for demotivation:

- Manner of reception and welcoming by employees (e. g. way of speaking and manners in contact situation at the telephone and at the reception)

- Style of non-verbal communication (e. g. body behavior, movement, gesture, mimic as expression of the atate of soul) and lack of humour in the organization.

- Equipment and design of floors and rooms (in which way is there space for personal shaping).

- What employees tell third parties (family, friends and others) about the company, colleagues and managers and how they evaluate their and enterprise future.

Ng, S.T. et al (2004). Workers who are inadequately motivated become apathetic or even resentful of their work. Unmotivated workers tend to make only a minimal effort, with a commensurate lowering of potential overall output and quality of work.since the workers are directly responsible for carrying out the job, suitable motivation is necessary for maximizing their productivity

2.10 Summary of Literature Review

From the literature review, we understood that the different theories approach the problem from different angles and to some extent they complement each other. According to traditional motivational theories, the needs of people are the main motivational factors. However, the some of the environmental factors and cultural factors influencing people's behavior can not be ignored. These intrinsic and extrinsic factors seemed to be interdependent on each other and function together, but sometimes one or two factors might have a predominant position. When referring to the motivation of foreign workers as temporary employees, traditional theories as well as new trends could be applied, but the specific motivational way may be differ between local and foreign employees.

In Brislin's research (2005), he examined motivation of Japanese worker using the two-factor Herzberg's model in the metropolitan of Tokyo, which seems to be valid in Japan. The

study indicates that there has been a movement from a more traditional, collective/company orientation toward more self-orientation. The study demontrates that Japanese managers seem have an acceptableunderstanding of what motivate employers but there is still room for improvement.

The objectives of this study is to explore the Herzberg's theory and to discover the motivation pattern with foreign workers in industry field in Taiwan. The scope is limited to comparing and discussing differences between results of this study and that of Herzberg.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In trying to explore Herzberg's two-factor theory of foreign workers in Taiwan industry area, this study will use observation combined with CIT (Critical Incident Techniques) forms to collect reliability data, and then will use grounded theory to analysis the data. Further explanation is given below.

3.2 Qualitative Research Method

Qualitative research is one of the two major approaches to research methodology in social sciences. Qualitative Research Method is "a non mathematical process of interpretation, carried out for thre purpose of discovering concepts and relationship in raw data and then organizing these into theoretical explanatory scheme (Strauss & Corbin, 1990). It uses an inductive process where raw data is observed. From specific details, we build the general relationship of what is going on based on the data. Qualitative research is also a broad term that describes research that focuses on how individuals and groups view and understand the world and construct meaning out of their experiences.

According to Silverman (2001), qualitative research is characterised by closeness between the researcher and the studied subject, it means that the researcher is within the studied phenomenon.

3.3 Grounded Research

Grounded theory was developed as a systematic methodology, and its name underscores the generation of theory from data. Grounded Theory is a research that is derived from data, systematically gathered and analyzed through the research process (Strauss & Corbin, 1990).

Grounded theory although uniquely suited to fieldwork and qualitative data, can be easily used as a general method of analysis with any form of data collection: survey, experiment, and case study. Further, it can combine and integrate them. It transcends specific data collection method. Consequently the literature is not exhausted prior to the research, as in many studies; rather it is consulted as part of an iterative, inductive and inter-action process of data collection, simultaneous analysis, and emergent interpretation. In other words, the developing theory should direct the researcher to appropriate extant theories and literature that have relevance to the emerging, data grounded concepts (Goulding, C, 2004).

In Ruthankoon's study (2003), he used qualitative research method to test Herzberg's two-factor theory in the Thai construction industry, the study was recorded every story on casette tape before being carefully analyzed to retrieve sequence events and motivational factor according to Herzberg's study. A single event could involve one or more factors.

3.4. Critical Incident Technique.

CIT (Critical Incident Technique) is a systematic procedure to observe the event and analyze the data. It consists of a set of procedures for collecting direct observations of human behavior in such a way as to facilitate their potential usefulness in solving practical problems and developing broad psychological principles (Flanagan, 1954).

CIT gathers stories people tell about incidents and asks questions of the stories in order to understand the events and behaviors associated with each incidents. In using the CIT

methodology, an incidents is defined as an observable human activity that is complete enough in itself to permit inferences to be made about the person performing the act, and a critical incident is one that contributes to, or detracts from, the general aim of the activity in a significant way (Gremler and Bitner, 1993)

CIT is a way to use content analysis of procedure rather than a quantitative method. It is essentially a procedure for gathering certain important facts. However, it doesn't comply with a single rigid set of rules governing such data collection. In order to make CIT procedure more flexible, some issues we have to think of. First, the essence of CIT should be a simple type of judgment, so the observing group is consisted of the qualified observers only. Moreover, the judgment can be accepted as a fact of objectivity and accuracy. Besides these points, we also have to consider the steps of classification and inferences. The following in which Flanagan (1954) offers five main steps to help us design a maximum flexibility at the present stage and present the best practice. General Aims: Plan and specification: Collecting the Data: Analyzing the Data: Interpreting and Reporting:

Acceptable sequence of events must meet the following five criteria (Herzberg, 1959, pp. 40-41)

1. The sequence must revolve around an event or a series of events. There must be some objectives happening.

2. The sequence of events must be bounded in time; it should have a beginning that be identified, a middle, and, unless the events are still going on, there must be some sort of identifiable ending, not necessarily dramatic or abrupt.

3. The story must have taken place during a period in which feelings about the job were exceptionally good or exceptionally bad.

4. The story must concern a period of time in respondent's life when he/she held a position that fell within the limits of the sample.

5. The story must be about a situation in which the respondent's feeling about his/her job was directly affected.

And the following Critical Incidents Technique (CIT) form guided this research. Using the CIT, data are collected through structured, open-ended questions, and the results are content analyzed. Respondents are asked to report specific events from the recent past (within 6 to 12 months). These accounts provide rich details of firsthand experiences in which respondents have been satisfied or dissatisfied (Bitner *et al,* 1994).

1. What specific events lead to job satisfaction and job dissatisfaction of foreign workers? What do employees do that causes these events to be remembered favorably?

2. What are the underlying events and behavior that lead to job satisfaction and job satisfaction?

3. Are there 'generic' events and behaviors, cutting across working time that could be considered the underlying of job satisfaction or job dissatisfaction encounters?

4. What actually supervisors or managers do in that event? Where and when the events happen?

5. What is the feeling of employees and what action they will do after the events?

Before presenting the empirical study, in the next chapter is some relevant research methods and theories that relating to this study.

3.5 Data Collection.

In data collection, I searched industry field's managers or supervisors and most of their companies are located in the northern part and southern part of Taiwan. Some of them are

introduced by my friends and some of them are my ex co-workers that I have already recognized before. Most of the Taiwanese managers or supervisors had experiences in managing, supervising or leading foreign workers from Indonesia, Thailand and Philipines. For foreign workers respondents, I went to the place where they are usually gathering together in holidays, such as Tainan Park, churches, restaurants or go directly to their company. To avoid language problem and make respondents easier to fill the forms, I will create a CIT form both in English/Chinese , Thai and Indonesian language, I will translate the English/Chinese character form, and into Thai and Indonesian characters form.

So in this study, the respondents were selected with non-probabilistic purposive sampling and snowball technique (a technique by developing a research sample where existing study respondents recruit future respondents from among their acquaintances. Thus this study sample group appears and grows like a rolling snowball). To meet the requirement of this study, the supervisors/ managers/ employers must be people having the experience in supervising or managing foreign workers and foreign workers themselves. Both of them must be working in the industry environment in Taiwan.

Here I introduce the places where I went to find respondents to fill my CIT forms. Most of these places are located near Tainan Park (before it was called Chung San Park), this park is near to Tainan train station and a lot of bus station are also located near this park, too. So the transportation for foreign workers to come are very easy, and I can find many foreign workers around here in holidays.

Below are some pictures I took after I did my data collection.

Figure 3-1. Foreign workers song festival at Tainan Park.

Figure 3-2. Data collection situation at Tainan Park.

I was lucky that day, when I came here I found Indonesian foreign workers had a song festival here. Almost a hundred of workers were here to join this festival and I collected many CIT forms that day.

Figure 3-3. Store that selling stuffs from Indonesia, Thailand and Vietnam.

Figure 3-4. Foods for foreign workers.

There about ten stores and restaurants that selling stuffs (cosmetics, DVD, CD, VCD, drugs for health), foods and beverages for foreign workers near Tainan Park. I found them here to participate in my research.

Figure 3-5 Stores for Remittance

Figure 3-6. Electronic Store

There about eight stores that selling electronic equipments and stores that available to remit or send their money or other things to their origin countries. Here I asked many foreign workers to fill my CIT forms.

Figure 3-7. Catholic Church

Figure 3-8. Amazing Grace Church

I went to some Catholic and Protestant churches to find the respondents. But I found many of foreign workers working here as a house helpers, not at industry field, so they are not fit in my research.

Figure 3-9. Construction site

Construction industry is the sector that using many foreign workers. It seems good to find them to participate in my research. But due to their working time and most of them were busy with their work, only a small amount of forms was collected here compare with the forms that collected in the weekends in Tainan.

Construction industry is the sector that using many foreign workers. It seems good to find them to participate in my research. But due to their working time and most of them were busy with their work, only a small amount of forms was collected here compare with the forms that collected in the weekends in Tainan.

The following is the introduction of this research CIT forms. It divides into two characteristic, one for Taiwanese respondents and the other one is for foreign workers. For Taiwanese respondents, the CIT forms were used both English and Chinese to let respondents can easily understand and answer the questions. For foreign workers, the CIT forms were divided into two kinds of form, English/Indonesian and English/Thai forms. All of the forms were attached at Appendix part of this thesis.

3.5.1 Criteria.

This study selected a form to let respondents easily write their point of views on it, the form must follow some criteria, the demographic of the respondents and then the questions were designed to avoid problems inherent in the weighting scores, and reduced distortions from rating and ranking experiments. Moreover, this form gave respondents freedom in reporting their feelings, and also fulfilled the requirement of the study (Hertzberg, 1959). Because respondents are asked about specific events rather than generalities, interpretation, or conclusions, this procedure must meet some criteria for providing valuable, reliable information about cognitive process (Bitner *et al*, 1994). The criteria as describe below,

1. Standard introduction, collection of demographic information:

    - Age.

    - Gender.

    - Total length of time in the company.

    - Present position

    - Education level.

    - Marital status

    - Location.

2. Involving employers/managers-foreign workers interaction.

3. Being very satisfaction or dissatisfaction of the Taiwanese supervisors / managers / employers and foreign workers' point of view.

4. Think of a time when a foreign workers has said or done something that they had a particularly motivation experience as detail as possible.

5. Being a discrete episode.

6. When and where did the incident happen? How long was the time having account in the side when the incident happened?

7. How did they feel at that time?

8. What resulted that made you feel the experience was motivation?

3.6. Data Analysis.

After collecting the forms, first the data coded for description as Open Coding because the description embodies concepts that are expressed. Open Coding leads to conceptualization as Axial Coding that then leads to theorizing as Selective Coding (Strauss and Corbin, 1990). Below is the more detail information and explanation about Open, Axial and Selective Coding.

3.6.1 Open Coding

We began wih a step called open coding. This is a "line-by-line" analysis to find concepts researcher feel are important. Data is collected by record forms and goes beyond description. At first, it is necessary to see what concepts are grouped according salient properties for similarities and differences comparing dimensions along relevent properties. Categories that concepts can organized into will then become clearer. Open coding is done by forms to open up the test and expose the thoughts, ideas and meanings contains in it (Strauss & Corbin,1990). Data is broken down into discrete parts, closely examined, and compared for similarities and differences and grouped with like meaningful items or categories. Once a categories is identified, it is develop in-terms of specific properties, dimensions and details about what the category means (Strauss & Corbin,1990).

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3.6.2 Axial coding

Axial coding is done when we reassemble the fractured open coded data into explanatory categories and subcategories to make explicit the phenomenon under investigation. We combine the data pieces together in what seems significant to respondent's understandings. (Strauss & Corbin,1990).

3.6.3 Selective Coding

Selective coding or theory comes out of well-developed concepts from relationships that constitute an integrated framework to explain or predict phenomena into a logical, systematic, explanatory scheme (Strauss & Corbin, 1990). Theory is derived out of the core categories that come from the interviewees themselves and are, "a set of well-developed categories (themes, concepts) that are systematically interrelated through statements of relationships to form a theoretical framework that explains some relevant social, psychological, educational, nursing, or other phenomenon. The statement of relationship explain who, what, when, where, why, how and what consequences an event occurs" (Strauss & Corbin, 1990). Once the theoritical scheme is outlined, the analyst is ready to refine the theory, trimming off excess and filling in poorly developed categories. Poorly developed categories are saturated through further theoritical sampling.Finally, the theory is validated by comparing it to raw data or by presenting it to respondents for their reactions. (Strauss & Corbin, 1990)

CHAPTER FOUR

ANALYSIS AND FINDINGS

This chapter addresses the analysis and findings after the data collection associated with research topic. There are three sections in this chapter for analysis method and findings process. The first section presents grounded analysis method. The second section provides the respondents information. The third section provides the classification of factors and the last section is the findings.

4.1 Introduction.

Grounded theory is "grounded" in data and, therefore, reflects the reality as to when data is authentic. As Strauss and Corbin (1998) said:" Theory derived from data is more likely to resemble the "reality" than is theory derived by putting together a series of concepts based on experience or solely through speculation (how one thinks things ought to work"(p.12).

Glaser and Strauss (1967) illustrated grounded theory with an emphasis on two procedures: theoretical sampling and constant comparative method. Theoretical sampling describes the joint process of data collection, coding and analysis. Glaser and Strauss defined theoretical sampling as " the process of data collection for generating theory, whereby, the analyst jointly collects, codes, and analyzes the data and decides upon what data to collect next and where to find it, in order to develop the theory as it emerges"(p.45).

On the other hand, in grounded theory development, constant comparative method is the procedure that researcher uses to compare incidents to categories, integrating categories and their properties, delimiting the theory, and writing the theory. Constant comparison analysis is the process by which incidents are compared to generate and suggest categories, properties, and hypothesis (Glaser & Strauss, 1967)

4.2 Respondents Information.

A total of 100 respondents were requested to fill this study CIT forms, including Taiwanese supervisors and managers, Indonesian and Thailand foreign workers. Their companies are located in Taipei city, Tainan city, Tainan county and Kaohsiung county.

In this study, Supervisors and managers respondents are all Taiwanese, they had experiences in employing, managing and leading foreign workers from Thailand, Indonesia and Philippines, and their companies are running the industry business as describe below:

- Construction Company. They had experience in managing foreign workers from Thailand in Taiwan high-speed rail construction project period. Most of them had more than three years experience in managing foreign workers.

- Steel Company. Some of respondents are the supervisors or managers in their companies, their companies are using many foreign workers now and they also have more than two years in managing foreign workers.

- Car and Motorcycle's Spare-Parts Manufacturing Company, These respondents' company using more than twenty Thailand foreign workers for about two years. So they have more than two years experience in managing foreign workers.

- Bolts Manufacturing Company, Respondent's company using foreign workers from Thailand for about three years more, and he has many experience in supervising and managing them.

In this study, foreign workers' respondents come from two different countries, they are from Indonesia and Thailand, and their companies are located in Tainan city, Tainan county and Kaohsiung county, their companies are running the industry businesses as describe below:

- Textiles and Mill Company:

- Construction Company.

- Car and Motorcycle Spare-parts Manufactured Company.

- Steel fabricated Company.

- Transportation Equipments Company.

- Leather & Fur Company.

- Furniture & Fixture Company.

- Miscellaneous Industrial Products Company.

- Electronic Parts & Components Company.

We can see more clearly all of the participants profile in Table 4-1 below,

Table 4-1

Respondents Information

No	Description	Amount
1	Taiwanese	23 respondents
2	Indonesian	62 respondents
3	Thai	15 respondents
4	Gender	85 male 15 female

5	Marital Status	51 single
		49 married
6	Education (Taiwanese)	21 Bachelor degree,
		2 Master degree
7	Education (Indonesian)	4 Elementary school level,
		21 Junior high school level,
		36 Senior high school level,
		1 Bachelor degree
8	Education (Thai)	2 Elementary school level,
		9 Junior high school level,
		4 Senior high school level,
9	Age (years old)	Under 25 =20 respondent,
		25-30 =29 respondents,
		30-35 =20 respondents,
		35-40 =18 respondents,
		40-45 = 8 respondents,
		More than 45 = 5 respondents.
10	Period time at their company (year)	0-1 year =18 respondents,
		1-2 years = 22 respondents,
		2-3 years = 31 respondents,
		3-4 years = 7 respondents,
		4-5 years = 7 respondents,
		More than 5 =15 respondents
11	Location of respondents in Taiwan	North = 5 respondents,
		Central = 0 respondents,
		South = 95 respondents

From the Table 4-1, we can see some interesting information. There were only 15 female respondents that participated in this study. It was difficult to find female respondents that work in industry field or only a small percentage of female foreign workers that work in industry field in Tainan. The Taiwanese respondents as supervisors/managers/employers are certainly more well educated, all of them have bachelor degree or above. For foreign workers, 37 respondents have high school education level or above and 25 respondents only have junior high school education level or below. About 51 per cent respondents are single and 49 per cent are married. Almost 98 per cent of foreign workers are under 40 years old and for Taiwanese respondents as supervisors or managers are relatively older than them. The period of time that respondents staying at their company, from 0-3 years are about 70 percent of re-

spondents and for more than 3 years are about 30 percent. 95 forms were collected from southern part and 5 forms were collected from northern part of Taiwan, no any form was collected from central part of Taiwan.

4.3 Coding Process.

To analyst the collected data, this study was using grounded theory's coding method. The coding process was divided into open coding, axial coding and selective coding.

4.3.1 Open Coding Process.

From the collected critical incidents technique forms, there were many thoughts, ideas and meanings described by respondents. From respondents descriptions, data was broken down into discrete parts, closely examined, and compared their similarities and differences and then grouped them with likely meaningful items into concept categories.

This process was divided the result into two parts, one for the Taiwanese respondents and the other one for foreign workers respondents as in the following description.

From Taiwan supervisors or managers respondents' data as show in Appendix B section, they were grouped into 16 descriptions after examining and comparing the similarities and differences of them, then it develop to 7 job satisfaction concepts and 9 job dissatisfaction concepts.

From foreign workers respondents' data, they were grouped into 15 descriptions and after examining and comparing the similarities and differences of them, then it develop to 7 job satisfaction concepts and 8 job dissatisfaction concepts.

Both the critical incidents raw data from Taiwanese supervisors/managers and foreign workers were arranged and grouped in Appendix B section.

4.3.2 Axial Coding Process.

After finding the concepts from the open coding process, then the concepts were reassemble into explanatory categories to make explicit the collected phenomenon under investigation. This process combined the data pieces together in what seems significant to respondent's understandings. The concepts were then broken down into many explanatory categories.

This process was divided the result into two parts, one for the Taiwanese respondents and the other one for foreign workers respondents as in the following Table.

Table 4-2

Taiwanese Respondents Axial Coding

Item	Concept	Explanatory Categories
1	Satisfaction#1~ Satisfaction#7.	#1. Salary can pay on time.
		#2. More overtime work to earn more salary.
		#3. Empathetic management.
		#4. High salary with high overtime pay.
		#5. Work-itself (easy and quick).
		#6. Allowed them to borrow their payment before time.
		#7. Completed the work early and feel happy.
		#8. High income.
		#9. Promotion and bonus.
		#10. Possibly to growth
		#11. Advancement in their skills.
		#12. Good working environment.
		#13. Recognition by supervisor.
		#14. Respect (considered).
		#15. Work achievement.
		#16. Improve works skill and knowledge.
		#17. Good administration.
		#18, Don't force them to have overtime, must according the workers own volition.
		#19. Clear rewards and punishment regulation.
		#20. Extended the dormitory entrance time.
		#21. Recreation chance after work.
		#22. Good interrelationship.
2	Dissatisfaction.#1~ Dissatisfaction #9	#23. Salary cannot pay as schedule.
		#24. Inhumanity management.
		#25. No or a few overtime opportunity.
		#26. Unfair treatment.
		#27. Bad working environment.
		#28. Company bad administration and policy.
		#29. Bad interpersonal relation.
		#30. Work overtime without payment.
		#31. Too much restriction.
		#32. No recreation after work.
		#33. Too short dormitory free time.
		#34. Unclear rewards and punishment regulation.
		#35. Depreciation.

Item	Concept	Explanatory Categories
		#36. Force them to do a lot of work without their agreement.
		#37. Critics and blame by supervisor.
		#38. Feel unrespectable (unconsidered).
		#39. No chance to growth or receive higher skill or knowledge.
		#40. Not allowed them to borrow their payment before time.
		#41. Too much and too complicated work.
		#42 Due to responsibility.

Table 4-3

Foreign Workers Respondent Axial Coding

Item	Concept	Explanatory Categories
1	Satisfaction#1 ~Satisfaction#7.	#1. Salary paid on time #2. High salary with high overtime pay. #3. Work-itself (easy and short, etc.). #4. Allowed them to rent their payment before time. #5. Completed the work early and feel achievement. #6. Promotion and bonus. #7. Possibly to growth. #8. Advancement. #9. Good working environment. #10. Recognition by supervisor. #11.Given respect . #12. My boss treats me very good. #13. Good administration. #14. Having more free time. #15.Improve works skill and knowledge. #16. Achievements and responsibility. #17. Earn more money. #18. Good relationship. #19. More overtime work. #20. Supervisor gives technical advice clearly before work. #42 Due to responsibility.

2	Dissatisfaction.#1~ Dissatisfaction #9	#21. Salary cannot pay on time. #22. Inhuman management. #23. No or a few overtime Opportunity. #24. Unfair treatment. #25. Bad working environment and condition. #26. Company bad administration and policy. #27. Bad interpersonal relation. #28. Overtime without payment. #29. Too much restriction. #30.No recreation after work. #31.Supervisor treats them bad. #32.Unclear rewards and punishment regulation. #33.Can not works together in one heart with peers. #34. Dirty and disordered dormitory. #35. Critics and blame by supervisor. #36. Too much work. #37. Work with no guarantee. #38. Unsatisfied salary. #39. Depreciation. #40. Inhumanity management. #41. Machines and equipments always broken. #42. Too much punishment (fine). #43. Work time changes frequently. #44. Impossibility to growth. #45. Pressure by supervisor. #46. Too much deduction from agency. #47. Job content and rights unsuited to contract.

From Table 4-4, for Taiwanese respondents axial coding, there are 42 explanatory categories broken down from satisfaction and dissatisfaction concepts. These categories will be developed to the further coding process as theories.

From Table 4-5, for foreign workers respondents axial coding, there are 47 explanatory categories broken down from satisfaction and dissatisfaction concepts. These categories will be developed to the further coding process as theories.

4.3.3 Selective Coding Process.

From explanatory categories that found from axial process, this study then set a more well developed categories that are systematically interrelated through the motivation factors and hygiene factors of Herzberg's two-factor theory to constitute an integrated framework to explain them into a more logical, systematic and explanatory scheme.

This process was divided the result into two parts, one for the Taiwanese respondents and the other one for foreign workers respondents as in the following Table.

Table 4-4

Taiwanese Respondents Selective Coding

Item	Explanatory categories	Theory (Herzberg's motivation-hygiene factors)
1	#7. Completed the work early. And feel happy. #15. Work achievement.	Achievement
2	#13. Recognition by supervisor. #14. Respect (considered) #26. Unfair treatment. #35. Depreciation. #37. Critics and damn by supervisor. #38. Feel unrespectable (unconsidered).	Recognition
3	#5. Work-itself (easy and quick). #41. Too much and too complicated work.	Work itself
4	#42 Due to responsibility.	Responsibility
5	#11. Advancement in their skills.	Advancement
6	#10. Possibly to growth #16. Improve works skill and knowledge. #39. No chance to growth or receive higher skill or knowledge.	Possibility of Growth
7	#3. Humanity management. #6. Allowed them to borrow their	Company Policy and Administration

		payment before time. #17. Good administration. #18, Don't force them to have over-time, must according the workers own volition. #19. Clear rewards and punishment regulation. #20. Prolong the dormitory en-trance time. #21. Recreation chance after work. #21. Salary cannot pay on time. #23. Salary cannot pay as schedule. #24. Inhumanity management. #28. Company bad administration and policy. #31. Too much restriction. #32. No recreation after work. #33. Too short dormitory free time. #34. Unclear rewards and punish-ment regulation. #35. Dirty and disorder dormitory. #36. Force them to do a lot of work without their agreement. #40. Not allowed them to borrow their payment before time.	
8		#12. My boss treats me very good. #36.Critics and damn by supervisor.	Supervision-Technical
9		#12. Good working environment. #27. Bad working environment.	Working Condition
10		#22. Good interrelationship. #29. Bad interpersonal relation. #34.Can not works together in one heart with peers. #25. Bad working environment and condition. #33.Can not works together in one heart with peers.	Interpersonal-Relationship
11		#1. Salary pay on time #2. More overtime work to earn more salary. #4. High salary with high overtime pay. #8. High income. #9. Promotion and bonus. #25.No or a few overtime opportu-nities. #30.Work overtime without pay-ment.	Salary
12			Personal Life

13		Status
14		Job security

From Table 4-6, Taiwanese respondents' 41 explanatory categories were systematically correlated to the Herzberg's 14 factors of motivation and hygiene. Taiwanese have no any respondents to responsibility, personal and job security factors, so there is no any correlation between the explanatory categories to these factors.

Table 4-5

Foreign Workers Respondents Selective Coding

Item	Explanatory Categories	Theory (Herzberg's motivation-hygiene factors)
1	#5. Completed the work early and feel achievement. #16. Achievements and responsibility.	Achievement
2	#10. Recognition by supervisor. #11.Given respect. #12. My boss treats me very good. #31.Supervisor treats them bad. #35. Critics and blame by supervisor. #39. Depreciation.	Recognition
3	#3. Work-itself (easy and short, etc.). #36. Too much work.	Work itself
4	#16. Achievements and responsibility. #41. Machines and equipments always broken.	Responsibility
5	#8. Advancement.	Advancement
6	#7. Possibly to growth. #15.Improve works skill and knowledge. #44. Impossibility to growth.	Possibility of Growth
7	#4. Allowed them to rent their payment before time. #14. Having more free time. #22. Inhumanity management.	Company Policy and Administration

		#24. Unfair treatment. #26. Company bad administration and policy. #29. Too much restriction. #30.No recreation after work. #32.Unclear rewards and punishment regulation. #34. Dirty and disorder dormitory. #40. Inhumanity management. #42. Too much punishment (fine). #43. Work time changes frequently.	
8		#20. Supervisor gives technical advice clearly before work. #45. Pressure by supervisor.	Supervision-Technical
9		#9. Good working environment.	Working Condition
10		#18. Good relationship. #27. Bad interpersonal relationship.	Interpersonal-Relationship
11		#1. Salary pays on time. #2. High salary with high overtime pay. #6. Promotion and bonus. #17. Earn more money. #19. More overtime work. #21. Salary cannot pay on time. #23. No or a few overtime Opportunity. #38. Unsatisfied salary.	Salary
12			Personal Life
13			Status
14		#37. Work with no guarantee. #46. Too much deduction from agency. #47. Job content and rights unsuited to contract.	Job security

From Table 4-5, foreign workers respondents 47 explanatory categories were systematically correlated to the Herzberg's 14 factors of motivation and hygiene. Foreign workers only have two factors, personal and job security that give no any respondents that correlated to the theories.

4.4 Classification of Factors.

The percentage appearance was employed to classify factors into motivation or hygiene group (Herzberg, 1968). The percentage is calculated by dividing the number of events for each factor by the total number of all events (separating good and bad events). Factors with percentage of good and low percentage of bad were designated as motivation factors; factors to the contrary were designated hygiene factors. (Ruthankoon, 2003)

Let:

X_{good}= Percentage of good events for factor X;

X_{bad} = Percentage of bad events for factor X;

If X_{good}> X_{bad} with percentage average=> X is a motivational factor

If X_{bad} < X_{good} with percentage average=> X is a hygiene factor

If there is not any percentage average difference after comparison between X_{good} and $X_{bad,}$ then factor X contributes to both job satisfaction and job dissatisfaction and is, therefore, classified as a bi-polar factor.

4.5 The Findings.

A total of 466 explanatory theories were extracted in the coding process from the CIT forms (236 satisfactions and 230 dissatisfactions) and these theories retrieved and categorized using Herzberg's 14 factors. Comparisons between Herzberg's result (1968) and this study are presented using percentages and bar chart in Table 4-6 and Figure 4-1.

At Table 4-6, the samples are divided into Herzberg's, Taiwanese and foreign workers calculation of percentage of appearance of motivation-hygiene factors for comparing result.

Table 4-6

Comparison of Percentage of Appearance of Factors between Herzberg's (1968) and This

Research (2007)

Factors	Herzberg (1968)		This Research (2007) All samples		This Research (2007) Taiwanese re-spondents		This Research (2007) Foreign workers	
	Motiva-tor	Hygiene	Motiva-tor	Hygiene	Moti-vator	Hygiene	Moti-vator	Hygiene
Achievement	42	10	7	2	7	2	7	1
Recognition	31	9	12	7	17	12	11	5
Work itself	22	12	14	8	7	8	17	8
Responsibility	21	4	2	1	0	0	3	1
Advancement	12	5	4	1	5	1	3	1
Possibility of growth	6	5	6	2	7	2	5	1
Company policy and administra-tion	4	35	11	31	7	25	15	37
Supervision-technical	4	19	5	11	2	9	7	12
Interpersonal re-lationship with supervisors /managers/peers	5	10	3	1	2	0	4	2
Working condi-tions	2	10	4	12	5	11	3	12
Salary	7	8	31	15	38	26	24	14
Personal life	1	4	0	0	0	0	0	0
Status	2	3	0	0	0	0	0	0
Job security	1	2	2	6	3	6	1	5

Notes: The percentages total more than 100 per cent because more than one job factor can be mentioned in single critical incident.

Each respondent's result then is showed in histogram chart to have a more clearly comparing of respondents' comments in the motivator-hygiene frequency. Both Taiwanese and foreign workers respondents' result will show in the following figures.
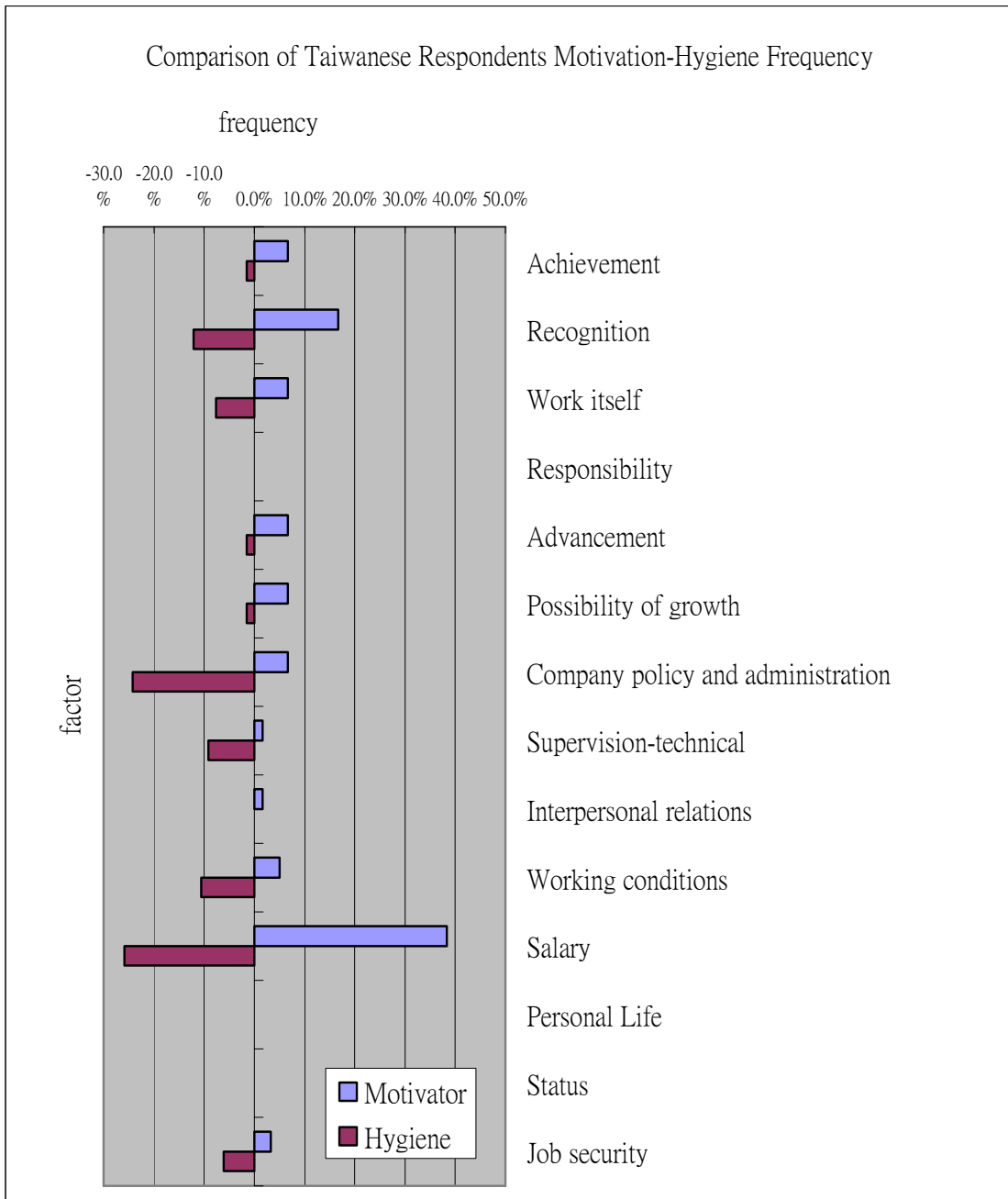
Figure 4-1. The comparison of Taiwanese respondents motivator-hygiene frequency.

From Figure 4-1, the result indicates that salary is most frequently mentioned source of

job satisfaction by the Taiwanese respondents, there were no any result appears in responsi-

bility, personal life and status. The work itself as hygiene factor and salary as motivator factor are different of Herzberg's study.
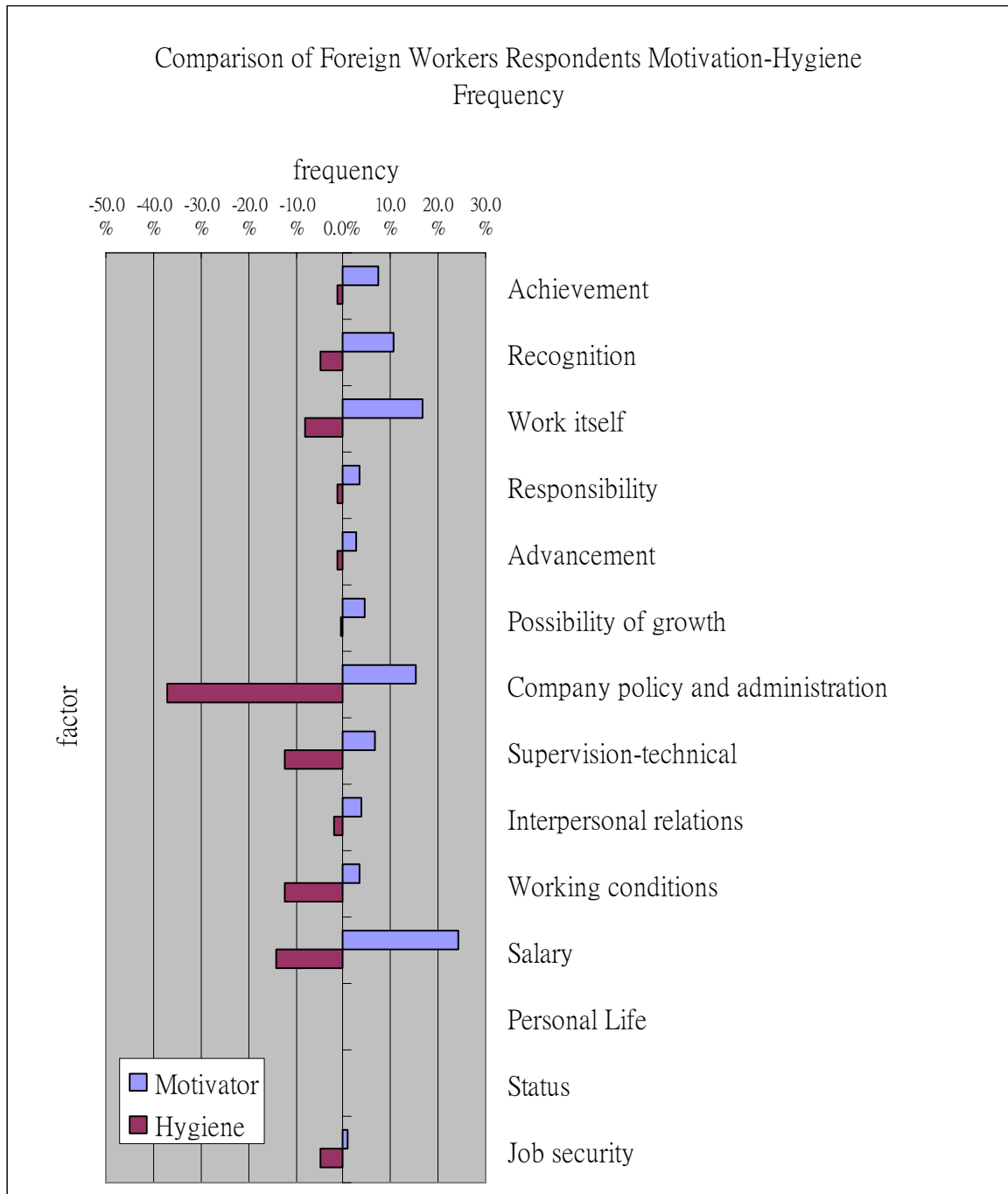

Figure 4-2. The comparison of foreign workers motivator-hygiene frequency

From Figure 4-2, the result indicates that salary is most frequently mentioned source of job satisfaction by the foreign workers respondents, there were no any result appears in personal life and status, too. The interpersonal relationship and salary as motivator factors are different of Herzberg's study.

Ruthankoon and Ogunlana (2003) did the research of "Testing Herzberg's two-factor theory in the Thai construction industry". Their research's result is showed together with Herzberg's (1968) and this research's result (2007) at Figure 4-3 .

Ruthankoon and Ogunlana (2003)'s research was focus on Thai construction industry's engineers and foremen. They interview the respondents in the construction sites in Bangkok area with non-probabilistic quota sampling and snowball technique. Their research result was adopted to make the comparison with the Herzberg's and these research findings.

In Figure 4-3, the frequency of bad events is in the left hand side and the frequency of good events is in the right hand side. The upper part is the Herzberg's motivation factors and the bottom part is Herzberg's hygiene factors.
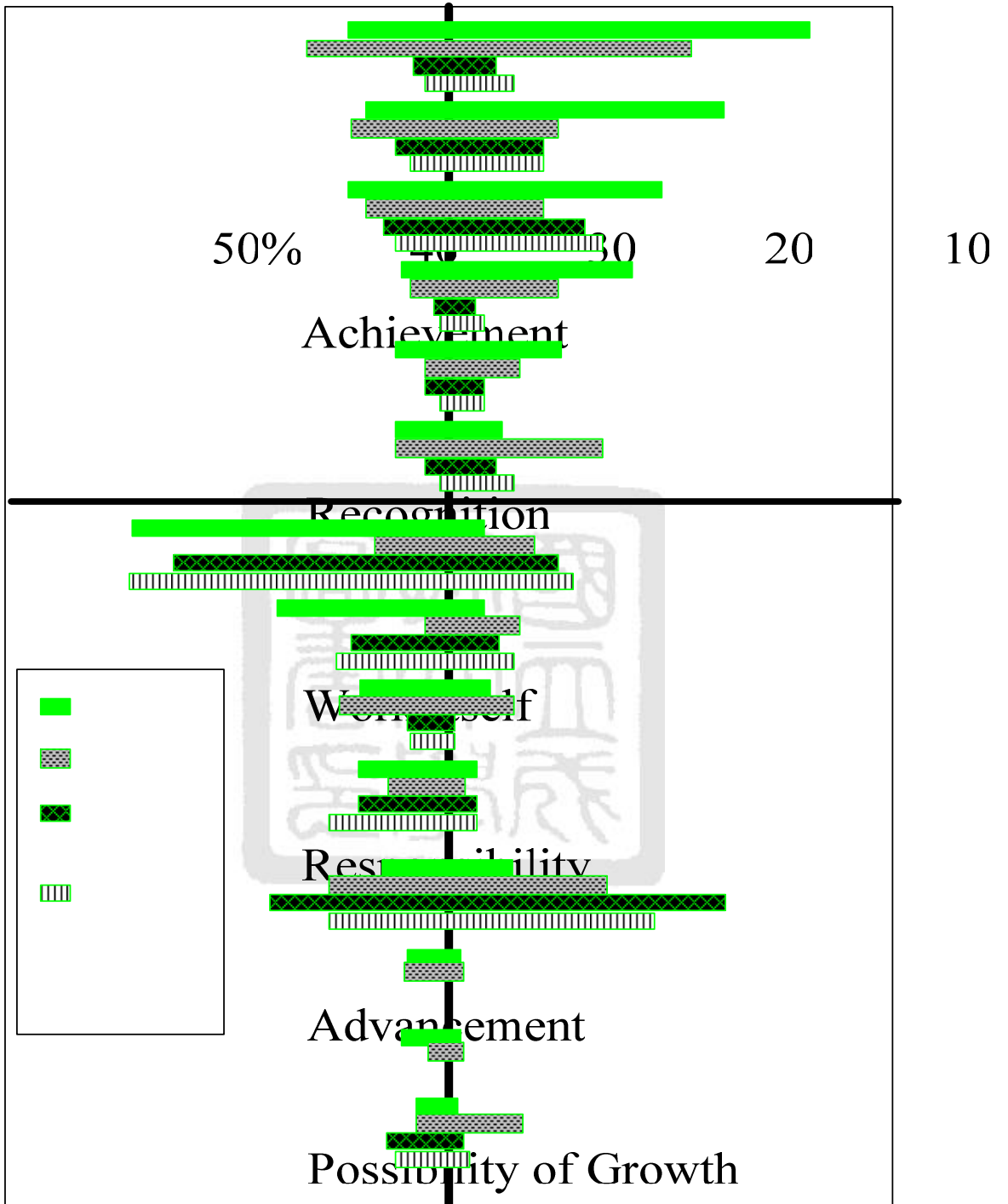
Figure 4-3. Comparison between motivator-hygiene frequency Herzberg's (1968), Ruthankoon (2003) and these research results (2007)

The all samples results are calculated by adding Taiwanese respondents and foreign workers results and then dividing by two. From comparing the percentage of good and bad and then the result designed into motivation and hygiene factors and for more clearly explanation as below.

4.5.1 Motivation Factors.

After comparing the percentage of good and bad, the result indicates that motivation factors are,

1. Salary is most frequently mentioned source of job satisfaction by the respondents' comment with the frequency for good is 31 percent and bad is 15 percent. This finding is different with Herzberg's research where salary as a hygiene factor.

2. Achievement is source of job satisfaction with the frequency for good 7 percent and bad 2 percent.

3. Recognition is source of job satisfaction with the frequency for good 12 percent and bad 7 percent.

4. Works itself is source of job satisfaction with the frequency for good 14 percent and bad 8 percent.

5. Advancement is source of job satisfaction with the frequency for good 4 percent and bad 1 percent.

6. Possibility of growth is source of job satisfaction with the frequency for good 6 percent and bad 2 percent.

Responsibility and interrelation between supervisor /manager/peers are the other factors that contradict the theory by appearing almost equally on both sides. The motivation power of

recognition, responsibility in this study is much lower than in Herzberg's study. The respondents seem to pay more attention to some other factors.

There were no any result appears in personal life and status, both of Taiwanese and foreign workers mentioned nothing in these factors.

Responsibility and interpersonal relationship with supervisors/managers and peers incline to the motivation side, as in Herzberg's study. Thus, there is no agreement for these two factors.

In Ruthankoon's research, Motivation factors are found to be responsibility, advancement, possibility of growth and supervision-technical.

4.5.2 Hygiene Factors.

After comparing the percentage of good and bad, the result indicates that hygiene factors are,

1. Company policy and administration most frequently mentioned source of job dissatisfaction by the respondents, the frequency for good is 11 percent and bad is 31 percent. This quite same with Herzberg's work that showed this factor as the most important job dissatisfied. Most of the good and bad events mentioned in this study are related to resources availability and company process.

2. Supervision-technical is source of job dissatisfaction with the frequency for good 7 percent and bad 2 percent.

3. Working conditions is source of job dissatisfaction with the frequency for good 4 percent and bad 12 percent.

4. Job security is source of job dissatisfaction with the frequency for good 2 percent and bad 6 percent.

Among the hygiene factors from Herzberg's research, salary now is become the source of job satisfaction (with the frequency of good is 31 percent and bad 15 percent) in this study. This contrasts with Herzberg's work that showed this factor as the most important job dissatisfied. This clearly implies that salary plays a significant role in motivating foreign workers. Foreign workers' salary in Taiwan is relatively higher than their own country, and this is the reason why they left their home country. Foreign workers in Taiwan can categorize as economic migrants and this study found that salary, as motivation factor was reasonable.

The Taiwanese supervisors or managers respondents did not comment any about responsibility, job status and personal life, these three factors are grouped as bi-polar factors with small effects on satisfaction and dissatisfaction because of a very low percentages appearing nearly with equal force on both sides.

But foreign workers respondents only did not comment about job status and personal life. These two factors are grouped as bi-polar factors with small effects on satisfaction and dissatisfaction because of a very low percentages appearing nearly with equal force on both sides.

In Ruthankoon's research, he found that recognition and work itself as bi-polar factors, company policy and administration, supervisor technical and salary became the motivation factors as showed at figure 4-3. In this research, salary was found as motivation factor, personal life and status as hygiene factors. From the findings of Ruthankoon and this research, some factors of Herzberg's motivation-hygiene theories are not all applicable as job satisfaction and job dissatisfaction..

CHAPTER FIVE

CONCLUSION AND SUGGESTIONS

This chapter addresses the results of this empirical study, some limitations that found when doing this research, and managerial implications and suggestions for the future research will be drawn.

5.1 Research Conclusion

The two-factor theory has been tested of foreign workers in the Taiwan industry following Herzberg's procedure. The major findings are:

- In the original study, Herzberg grouped factors using their contribution to job satisfaction and job dissatisfaction. In this study, some factors do not appears as in Herzberg's study (see Table4-6 and Figure 4-1 for comparison). In summary, the result of this test shows that Herzberg's theory is not entirely applicable to the foreign workers in the Taiwan industry.

- The motivation pattern of foreign workers has been uncovered. Motivation factors are found to achievement, recognition, work itself, advancement, possibility of growth and salary, Hygiene factors are company policy and administration, supervision-technical, working conditions and job security.

- Responsibility, interpersonal relationship with supervisor/manager and peers, personal life, status contributed to both satisfaction and dissatisfaction, they are bipolar factors for both Taiwanese and foreign workers.

Supervisors/managers of the industry companies can apply these findings in their practical management. The major factors that should be considered are company policy and administration and salary because they have strong contributions to satisfaction and dissatisfaction. Supervisors/managers/employers should create a strong and good administration and better administration policy to foreign workers, such as provided better dormitory facilities, better foods and beverages, provided recreation chances after work, and creating a good atmosphere for teamwork. In addition, salary and overtime payment must pay as schedule. The rate of overtime work chance must follow foreign workers physical strength, condition and also structured as appropriate levels based on industry conditions.

5.2 Managerial Implications.

Managerial implications are divided into two parts, one managerial implication for companies and another one for supervisors or managers.

5.2.1 Managerial Implications for Companies.

According to the research results, this study suggests that companies can apply these finding in their practical management.

1. The major factors that should be considered are interpersonal relations and salary, because they have strong contributions to satisfaction and dissatisfaction.

2. Companies should pay more attention and enhance the management on company policy and administration, working conditions and job security, because in this research, foreign workers in this study's result have strong dissatisfaction in these factors.

3. Salary and overtime administration, such as the rate of overtime levels and payment should be structured at appropriate levels based on foreign workers, works itself and company condition.

4. Companies should avoid laying-off foreign workers (If possible) to prevent job dissatisfaction and runaway.

5.2.2 Managerial Implications for Supervisors/Managers.

According to the empirical results, this study found the following suggestions for supervisors/managers.

1. Supervisors/managers should increase a better management in dormitory, recreation chances after work, a better work environment and should arrange an ideal overtime with rest-time percentage with foreign workers in Taiwan industry.

2. Supervisors or managers should create strong relations among employees, solving conflict among them, and creating a good atmosphere for teamwork.

3. To increase job satisfaction, supervisors/managers should support foreign workers to learn new techniques, job rotation and job enrichment or training courses.

4. Supervisors/managers can understand the underlying motivational factors or hygiene factors that affected foreign workers in job satisfaction and job dissatisfaction, and supervisors/managers should be cautious about applying kind of jobs and carefully in supervising and managing manners.

5. Supervisors/managers should understand their relationship with foreign workers is also an important area needing to pay attention.

6. More understanding the cross-cultural management of foreign workers with totally different in culture, religious and faith.

5.3 Research Limitations and Future Research Suggestions

Regarding the research limitations, this study has the following limitations:

Firstly, the survey questionnaire / CIT forms do not consist of sufficient items to explore all kinds of industry that exist in Taiwan. The questionnaires / CIT forms only included a few kind of industry in Taiwan. Therefore, the results of this study may be biased. Future research should include more questionnaire items to prevent from biased results.

Secondly, this study merely focuses on the view - point of the supervisors / managers / employers and foreign workers in industry area. It means that investigating the relationships between job satisfaction and job dissatisfaction are only based on the perception of respondents. Future research should try to get the real data of employee performance such as employee productivity, yield rate of products that caused by the employee job satisfaction and job dissatisfaction and so on to get more accurate result.

Thirdly, this study only selects foreign workers from two different countries as respondents; however, there are others foreign workers from different countries, Vietnam, Philippines and Mongolia. Future research should select more foreign workers from these different countries to get more accurate result.

Fourthly, this study collected the research data through mailed CIT forms or gave the forms to respondents directly and filled the forms. It might be lack of very accurate data. Future research can conduct in-depth interviews with experts who have very good working experiences with foreign workers or with some senior foreign workers to gain more detail data.

Fifthly, this study were collected higher percentage of the data from male respondents, this research only can find a few of female respondents to participate in this research. It might be more reasonable and the results of this research will be more reliable if more female

respondents can participate in this research. Future research can consider including and finding more female respondents to participate in this research.

Sixthly, this study collected the research data of foreign workers from two different countries. Many of them stayed in Taiwan just only for a short period time, there were many linguistics and translation problems and maybe made the results biased in data collection and in data analysis process. Future research can search foreign workers who have been stayed in Taiwan for a longer time or select foreign workers who have some ability in speaking Chinese or English to get more accurate data and avoid biased in the result of the research.

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APPENDICES

CIT Collection Instrument

APPENDIX A

CIT Survey Questionnaires

National Cheng Kung University

International Master of Business Administration (IMBA)

Program

Dear participant,

You have been invited to participate in a study to gather information about the " Testing Herzberg's two-factor theory of foreign workers in the Taiwan industry'. You are asked to respond to the questions below fully and honestly. My research supervisor and I will be the only people to see the data. *You will not be identified in any way in the final report or during the presentation of the research.*

If there is any problem in this form, you may contact me (Rudy Kuo, 0937-663759).
After completed this questionnaire, please mail it back to me (rudy_kuo@thsrc.com.tw).

親愛的受訪者,
感謝您百忙中抽空填寫本問卷。
這是一份學術研究的問卷,目的在探討「**測試 Herzberg 的兩個激勵理論在台灣工業界之外籍勞工**」。
每一題只要以誠實及盡心盡力填寫就可以了,所得資料僅供學術研究,只有指導教授及我本人會看到這些資料,*在論文考試或本研究說明會時您的個人資料不會對外洩漏或公開。*
您的支持與填答對本研究有極大之助益,在此感謝您的熱心參與,並再次謝謝您!

Cell-phone: 0937-663759　　　　　　　　國立成功大學國際企業管理研究所
E-mail: rudy_kuo@thsrc.com.tw　　　　　　指導教授: Dr, James Stanworth
　　　　　　　　　　　　　　　　　　　　研究生: 郭福祥

Please answer the questions below
請回答以下的問題:

Think a time when you felt exceptionally good or exceptionally bad about your job. This can be either your present job or any other job you have had. This can be either the long-range or the short-range kind of situation.

請想一下外籍勞工曾經在工作時感覺得非常的滿意及非常不滿意. 這種事件可以是在目前的工作或之前的工作是外籍勞工曾經有過的. 這種事件亦可以是在長期性或短期性的情況下有過的.

1. From your point of view, what kinds of factor lead to job satisfaction?

依您的看法、什麼應因素會讓外籍勞工對工作感到滿意?

_____

_____

_____

2. From your point of view, what kinds of factor lead to job dissatisfaction?
  依您的看法、什麼因素會讓外籍勞工對工作感到不滿意?

_____

_____

_____

3. What exactly your employers/supervisor/manager/company done to them?
  那時候公司/管理者對他們做了什麼事情讓他們感到滿意或不滿意?

_____

_____

_____

4. When did the incident happen? 那事情是什麼時候發生的?

  .
_____

_____

5. Where did the incidents happen? 那事情在那裡候發生的?

_____

_____

_____

6. What kind of work they done when the incidents happen?
   那事情發生時外籍勞工是做什麼工作**?**

_____

_____

_____

7. What did they feel after the events? 那事情發生後外籍勞工的感覺是什麼**?**

_____

_____

_____

8. What are the differences in actions you will do before and after the incident?
   那事情發生前及發生後外勞員工的行爲有什麼不一樣**?**

_____

_____

_____

9. Did the incident affect their job performance?
   那事情有沒有影響外勞員工的工作表現**?**
   .

_____

_____

_____

10. What kind of affection created by the incident?
    那事情對外籍勞工產生了什麼影響力**?**

_____

_____

_____

Participant Profile/受訪者個人資料

1.Name/ 姓名			
2.Company Name/ 公司名稱			
3. What industry?/ 職業類別			
4.Nationality/國籍:			
5. Marital Status/婚姻狀況	☐ Single/ 已婚	☐ Married 未婚	
6. Gender/性別:	☐ Male/ 男	☐ Female/ 女	
7. Education/教育程度:	☐ No education/ 未受教育	☐ Elementary school/國小	☐ Junior high school/國中
	☐ Senior high school/ 高中	☐ Undergraduate /大學	☐Graduate and above /研究所及以上
8.Age/年齡:	☐ below 25 歲以下	☐ 25-30 歲	☐ 30-35 歲
	☐ 35-40 歲	☐ 40-45 歲	☐ Above 45 歲以上
9.Period Time in this company/ 在此公司之工作年限	☐ 0-1 年 years	☐ 1-2 年 years	☐ 2-3 年 years
	☐ 3-4 年 years	☐ 4-5 年 years	☐ 5 年以上 years above
10. Area/地區:	☐ North/ 北區	☐ Central/中區	☐ South/南區

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Dear participant,

You have been invited to participate in a study to gather information about the motivation foreign workers in Taiwan industry field to test Herzberg's two-theory. You are asked to respond to the questions below fully and honestly. My research supervisor and I will be the only people to see the data. *You will not be identified in any way in the final report or during the presentation of the research.*

If there is any problem in this form, you may contact me (Rudy Kuo, 0937-663759).

After completed this questionnaire, please mail it back to me (rudy_kuo@thsrc.com.tw). If it is not convenience to put down your name, you can submit it anonymously.

Thank you for your participation.

Saudara/saudari yang terhormat,

Sekali lagi ribuan terimakasih atas bantuan anda. Formulir ini hanya untk penyelidikan kesarjanaan, tujuannya adalah untuk mengetahui「**Motivasi kepada tenaka kerja asing di Taiwan si sektor industri dalam percobaan dua factor teori Herzberg」.** Semua pertanyaan hanya perlu dijawab dengan jujur dan lengkap saja, karena sekali lagi formulir ini hanya untuk penyelidikan kesarjanaan, hanya Professor dan saya bisa melihat formulir ini dan tidak akan di kasih tahu orang lain. Kalau betul-betul keberatan untuk menulis nama atau perusahaan anda, anda boleh menjawab formulir ini dengan tanpa nama atau tanpa nama perusahaan anda di formulir ini.

Ribuan terimakasih atas bantuan anda untuk menulis formulir ini.

Partisipasi anda sangat memberi bantuan dalam penyelidikan ini, dan kalau ada problem dengan pertanyaan di formulir ini, anda boleh teleponi saya.

Cell-phone: 0937-663759	National Cheng-Kung University
E-mail: rudy_kuo@thsrc.com.tw	Professor: Dr, James Stanworth
	Graduate student: Rudy Kuo

Please answer the questions below:

Silakan Jawablah pertanyaan dibawah ini.

Think a time when you felt exceptionally good or exceptionally bad about your job. This can be either your present job or any other job you have had in Taiwan. This can be either the long range or the short range kind of situation. ?

Coba ingatkan kembali waktu anda merasakan kondisi pekerjaan anda adalah sangat baik atau sangat buruk. Kondisi ini boleh di kerjaan sekarang atau kerjaan masa lalu di Taiwan. Kondisi ini boleh berlangsung lama atau sebentar saja.

1. From your point of view, what kinds of factor lead to job satisfaction?
   Menurut pandangan kamu, faktor apakah yang dapat membuat anda bekerja dengan perasaan puas?

   _____

   _____

   _____

2. From your point of view, what kinds of factor lead to job dissatisfaction?
   Menurut pandangan kamu, faktor apakah yang dapat membuat anda bekerja dengan perasaan tidak puas?

   _____

   _____

   _____

3. What exactly your employers/supervisor/manager/company done?
   Apa yang sebenarnya dilakukan/dilaksanakan oleh majikan/manager/ perusahaan anda?

   _____

   _____

   _____

4. When did the incident happen? **Kapankah peristiwa ini terjadi?**

   _____

   _____

   _____

5. Where did the incidents happen? **Dimanakah peristiwa ini terjadi?**

   _____

   _____

   _____

6. What kind of work or position when the incidents happen?
   Waktu peristiwa itu terjadi, apa pekerjaan atau jabatan anda?

   _____

   _____

   _____

7. What did you feel after the events? **Apa yang kamu rasakan sesudah peristiwa itu?**

   _____

   _____

   _____

8. What are the differences in actions you will do before and after the incident?
   Reaksi apakah yang berbeda sebelum dan sesudah peristiwa itu terjadi?

   _____

   _____

   _____

9. Did the incident affect your job performance?
   Apakah peristiwa itu mempegaruhi pekerjaan anda?

   _____._____

   _____

   _____

10. What kind of affection created by the incident?
    Peristiwa ini membuat pengaruhan apakah terhadap pekerjaan anda?

    _____

    _____

    _____

Participant Profile/Tampangan partisipasi

1.Name/ **Nama:**			
2.Company Name/ **Nama perusahaan**			
3. What industry?/ **Jenis industri**			
4.Nationality/ **Kenegaraan:**			
5.Marital Status/ **Pernikahan**	☐ Single/**Belum Nikah**	☐ Married/ **Sudah Nikah**	
6. Gender/ **Jenis kelamin:**	☐ Male/ **Pria**	☐ Female/ **Wanita**	
7. Education/ **Pendidikan:**	☐ No education /**Tak berpendidikan**	☐ Elementary school/**SD**	☐ Junior high school/**SMP**
	☐ Senior high school/**SMA**	☐ Undergraduate /**Universitas**	☐Graduate or Above/ **Master**
8.Age/ **Umur:**	☐ Below 25	☐ 25-30	☐ 30-35
	☐ 35-40	☐ 40-45	☐ Above 45
9.Period Time in this company /**Waktu di perusahaan ini**	☐ 0-1 years	☐ 1-2 years	☐ 2-3 years
	☐ 3-4 years	☐ 4-5 years	☐ 5 以上 years above
10. Area/**Daerah:**	☐North/**Utara**	☐Central /**Tengah**	☐ South/**Selatan**

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If there is any problem in this form, you may contact me (Rudy Kuo, 0937-663759).

After completed this questionnaire, please mail it back to me (rudy_kuo@thsrc.com.tw).

เรียน ท่านผู้ตอบแบบสอบถาม,

ข้าพเจ้ามีความยินดีขอเรียนเชิญท่านเข้าร่วมการตอบแบบสอบถาม เกี่ยวกับการทดลองทฤษฎีสองปัจจัยของเฮิร์ซเบิร์ก ต่อชาวต่างประเทศที่ทำงานในประเทศไต้หวัน ขอความกรุณาท่านตอบคำถามให้สมบูรณ์ และตรงไปตรงมาที่สุดเท่าที่ท่านจะสามารถทำได้ อาจารย์ที่ปรึกษาและข้าพเจ้า จะเป็นผู้ทำการรวบรวมข้อมูลด้วยตนเอง ดังนั้น โปรดมั่นใจได้ว่าข้อมูลส่วนตัวรวมทั้งคำตอบของท่านจะถูกเก็บเป็นความลับอย่างดีที่สุด

หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถามนี้ กรุณาติดต่อข้าพเจ้า รูดี้ คัว ได้ที่หมายเลข 0937-663759 อนึ่ง หลังจากตอบแบบสอบถามสมบูรณ์เรียบร้อยแล้ว กรุณาส่งคืนข้าพเจ้าโดยทางอีเมลล์ที่ rudy_kuo@thsrc.com.tw

Cell-phone: 0937-663759   อาจารย์ที่ปรึกษา: ดร. เจมส์ สแตนเวิร์ท

E-mail: rudy_kuo@thsrc.com.tw   นักศึกษา: รูดี้ คัว (เจิ๋งฝูหยาง)

Please answer the questions below:
โปรดตอบคำถามต่อไปนี้

Think a time when you felt exceptionally good or exceptionally bad about your job. This can be either your present job or any other job you have had. This can be either the long-range or the short-range kind of situation.

ในขณะตอบคำถามกรุณานึกถึงเหตุการณ์ในการทำงานที่ประเทศไต้หวันที่ทำให้ท่านรู้สึกดีที่สุด หรือแย่ที่สุดไม่ว่าจะเป็นงานที่ทำในปัจจุบันหรืองานในอดีตที่ผ่านมาโดยเหตุการณ์นั้นๆ จะเป็นเหตุการณ์ที่จบลงภายในเวลาอันสั้น หรือสถานการณ์ที่ต่อเนื่องเป็นเวลานานก็ได้

1. From your point of view, what kinds of factor lead to job satisfaction?
ในความเห็นของท่าน ปัจจัยใดบ้างที่ทำให้ท่านรู้สึกพึงพอใจในงาน?

_____

_____

_____

2. From your point of view, what kinds of factor lead to job dissatisfaction?
ในความเห็นของท่าน ปัจจัยใดบ้างที่ทำให้ท่านรู้สึก *ไม่/*พึงพอใจในงาน ?

_____

_____

_____

3. What exactly your employers/supervisor/manager/company done to them?
ในเวลานั้นๆ บริษัท/ผู้จัดการ/ผู้บังคับบัญชา ทำอะไร/อย่างไร ให้ท่านรู้สึกพอใจ หรือไม่พอใจ?

_____

_____

_____

4. When did the incident happen? **อ้างถึงข้อสาม เหตุการณ์นั้น เกิดขึ้นเมื่อใด?**

_____ . _____

_____

_____

5. Where did the incidents happen? **อ้างถึงข้อสาม เหตุการณ์นั้น เกิดขึ้นที่ใด?**

_____

_____

_____

6. What kind of work you done when the incidents happen?
อ้างถึงข้อสาม ณ เวลาที่เกิดเหตุการณ์นั้น ท่านทำงานในตำแหน่งใด/หน้าที่ใด ?

_____

_____

_____

7. What did you feel after the events? **อ้างถึงข้อสาม หลังจากเหตุการณ์ดังกล่าว ท่านรู้สึกอย่างไร?**

_____

_____

_____

8. What are the differences in actions you will do before and after the incident?
    อ้างถึงข้อสาม ก่อนและหลังเหตุการณ์ พฤติกรรมของท่านเปลี่ยนแปลงไปอย่างไร?

_____

_____

_____

9. Did the incident affect your job performance?
    อ้างถึงข้อสาม เหตุการณ์ดังกล่าวส่งผลกระทบต่อความสามารถในการทำงานของท่านหรือไม่ อย่างไร?

_____

_____

_____

10 What kind of affection created by the incident?
    อ้างถึงข้อสาม เหตุการณ์ดังกล่าวมีอิทธิพลต่อความรู้สึกของท่านหรือไม่ อย่างไร?

_____

_____

_____

Participant Profile/ ข้อมูลส่วนบุคคล

1.Name ชื่อ / สกุล			
2.Company Name / **ชื่อบริษัท**			
3. What industry? **ประเภทธุรกิจ**			
4.Nationality / **สัญชาติ:**			
5.Marital Status/ **สสัญชาติ:**	☐ Single/**ปชาย**	☐ Married/**ปหญิง**	
6. Gender / **เพศ:**	☐ Male/ **ชาย**	☐ Female/ **หญิง**	
7. Education / **ระดับการศึกษา:**	☐ No education/ **ไม่ได้รับการศึกษา**	☐ Elementary school/**ระดับประถม**	☐ Junior high school/ **ระดับมัธยมต้น**
	☐ Senior high school **ระดับมัธยมปลาย**	☐Undergraduate /**ระดับอุดมศึกษา (ปริญญตรี)**	☐Graduate and above **สูงกว่าระดับปริญญาตรี**
8.Age / **อายุ:**	☐ ต่ำกว่า 25 ปี	☐ 25-30 ปี	☐ 30-35 ปี
	☐ 35-40 ปี	☐ 40-45 ปี	☐ มากกว่า 45 ปี
9.Period Time in this com-pany/**อายุการทำงานที่บริษัทนี้**	☐ 0-1 ปี	☐ 1-2 ปี	☐ 2-3 ปี
	☐ 3-4 ปี	☐ 4-5 ปี	☐ มากกว่า 5 ปี
10. Area **บริษัทตั้งอยู่ที่:**	☐ North/ **ภาคเหนือ**	☐ Central/ **ภาคกลาง**	☐ South/ **ภาคใต้**

APPENDIX B

CIT Raw Data

Taiwanese respondents' CITs

Item	Descriptions	Concepts
1.	- Supervisor requested them to work overtime continuously with a few overtime pay and late payment, let them feel dissatisfied.	- Dissatisfaction #1.
2.	- Company has a party every month to let them feel happy and will not feel homesick anymore, let them feel satisfied.	- Satisfaction #1.
3.	- The food and drink provided by the company was become worse and worse, let them feel dissatisfied.	- Dissatisfaction #2.
4.	- Request us go back to dormitory before 10:00 pm every night and let them feel dissatisfied.	- Dissatisfaction #3.
5.	- When we had overtime work, supervisor would buy additional food and drink for us, let them feel satisfied.	- Satisfaction #2.
6.	- Company told them clearly about their interests or welfare in the company, we also will adjust the work condition initiatively and treat the local and foreign workers fairly, let them feel satisfied.	- Satisfaction #3.
7.	- Company provided after work recreation chance, let them feel satisfied.	- Satisfaction #4.
8.	- Company repatriated/sent back violated foreign workers; let them feel angry and dissatisfied.	- Dissatisfaction #4.
9.	- No opportunity to have overtime job, only regular salary is not enough, let them fill dissatisfied.	- Dissatisfaction #5.
10.	- If they have a lot of overtime job, let them feel satisfied.	- Satisfaction #5.
11.	- Company let them do too much work or too dangerous work, let them feel dissatisfied.	- Dissatisfaction #6.
12.	- Blaming, criticizing by supervisor, let them feel dissatisfied.	- Dissatisfaction #7.
13.	- Company policy and overtime payment criteria if follow the CLA rules, let them feel satisfied.	- Satisfaction #6.
14.	- Enhancing the livelihood management, make up teamwork so they can take care of each other, and let them feel satisfied.	- Satisfaction #7.

15.	- Militarization style management, too much restriction causing un-free feeling, let them feel dissatisfied.	- Dissatisfaction #8
16.	- They cannot go to every place they want to go in holidays, if we want to go outside, they must go by group, and they cannot go out by individual, let them feel dissatisfied.	- Dissatisfaction #9 -

Foreign workers respondents' CITs

Item	Description	Concept
1.	- In working period, company controls us too tight, let us feel dissatisfied.	- Dissatisfaction #1. -
2.	- Employers/supervisor always gives us a lot of consideration.	- Satisfaction #1.
3.	- Supervisor requested them to work overtime continuously with a few overtime pay, let them fell dissatisfied.	- Dissatisfaction #2.
4.	- Blaming, criticizing by supervisor, let them feel dissatisfied.	- Dissatisfaction #3.
5.	- Sometimes, supervisor will take us to KARAOKE and drinks let us feel satisfied.	- Satisfaction #2.
6.	- When we had overtime work, supervisor would buy additional food and drink for us, let us feel satisfied.	- Satisfaction #3.
7.	- Supervisor gave us too much work, and let them feel dissatisfied.	- Dissatisfaction #4.
8.	- Supervisor teaches trains, manages and controls us patiently, and we have the possibility to growth and learn more let us feel satisfied.	- Satisfaction #4.
9.	- Supervisor never gives any consideration to us, just take the advantage from us, and let us feel dissatisfied.	- Dissatisfaction #5.
10.	- Every company regulations are according to CLA, let us feel satisfied.	- Satisfaction #5.
11.	- Sometimes supervisors will make wrong, but they were embarrassed to admit, and let us feel dissatisfied.	- Dissatisfaction #6.
12.	- Supervisor would give us extra bonus if we completed our works on time, let us feel satisfied.	- Satisfaction #6
13.	- Supervisor always searching to our mistakes and then tell the boss our mistakes, let us feel dissatisfied.	- Dissatisfaction #7.
14.	- If we were not obeyed the company's rules, supervisor would fined us by reducing our payment, let us feel dissatisfied.	- Dissatisfaction #8.
15.	- Companies provided our own country foods and beverages, and let us feel satisfied.	- Satisfaction #7.