

Corporate Values, Operations of Indian Multinational Companies in Thailand Using Confirmatory Factor Analysis

Tosaporn Mahamud¹

Abstract: *This research is a mixed method research which is the study of the organization values, operating of the Indian multinational corporations in Bangkok Metropolis. The purpose of the research aims to analyze the confirmatory factors for the organization values of their employees' performance by using the companies' CFA Confirm Factor Analysis to compare the organization values in the performance of the employees of the Indian multinational corporations in Bangkok Metropolis, classified by common characteristics in order to study the guidelines for developing organization values related to performance of the employees of the Indian multinational corporations in Bangkok Metropolis, dividing them into four aspects, including career value, individual value, organization culture's value and main value. Data collection from questionnaires distribution of employees of the Indian companies in Bangkok Metropolis, in-depth interviews with its staff as well as groups seminar. The results of the study found that the analysis of confirmatory factors, factor loading, and professional values, personal values, corporate culture values, and core values comparable performance is at a similar standard. The approach of developing a multinational company is as high as the potential for development to meet other transnational corporations. The theoretical and methodological issues related to the application of organizational innovation are discussed in these findings. As a result, mutual understanding in work culture and internationalization in co-operation will benefit the development of efficiency and the growth of the organization in the future.*

Keywords: *Performance values, Indian multinational companies, Confirmatory element analysis*”

I. INTRODUCTION

Multinational Companies arose from the concept of franchising. They started from bringing the existing ideas of a person or a group and distributing (selling) those ideas to other person or other group for business use or commercial use. This type of sale can be explained in a simpler way as expanding the branches of business. Therefore, multinational business can be defined as expanding the trade by expanding the branches aiming at overseas investment. The main target is to control the sale of their products globally. They can be categorized as vertical multinational company, horizontal multinational company, and mixed multinational companies. Outsourcing is the new dimension of multinational company that is the coming of giant corporations into production industry of third world countries or developing countries. The reason that makes investment in those countries interesting is the multinational companies can reduce their costs drastically including an ability to produce materials or parts 24 hours. While one country is sleeping, production activity in other countries keep running. This research aims at studying Indian multinational companies in Thailand.

Thai Indian relations have been continuously developed for a long time. It comes in a good diplomatic relation and international trade relations, as well as in the cultural or religious dimensions that come from the same foundation, namely Buddhism, but it must be accepted that Thai people hardly open their minds very much to Indian matters or stories because there are a great number of Thai people who still be impressed with the old image of India without knowing that this Bharata land has developed a great leap forward (Jackson, 2007).

¹ Graduate School of Business Administration, Kasembundit University, Bangkok Thailand
Email: Tosaporn.mah@kbu.ac.th

Multinational companies coming to invest in Thailand are considered as organizations that play an important role in industrial and economic development of the country. Whereas they have management principles in both the American and other countries' styles which are important in the study the values of work. The study of corporate values of multinational companies in term of studying on knowledge and understanding of values, etiquette, customs and formalities of various cultures is a positive factor for those who have to do business with multinational companies existing around the world (Kanungo, 2006). The commonly adhered value by all employees as the basic characteristics of an organization is whatever drives and pushes forward the collective efforts of members of the organization (Shepstone & Currie, 2008). Values which are identified within the goals of the multinational companies will provide you better knowledge and understanding of employment conditions. Understanding an organization's values in operations and in the implementation of human resource policies can also indirectly result through the transfer of knowledge and technology that the personnel of the company must be ready to work to create more efficiency (Kramar, 2014)

Values can define the basis of belief and determine the behavioral direction of each individual (Smith) whose value is derived from a socio-cultural environment and can be changed or can be regenerated. The organization's value is the guideline that everyone in the organization adheres to

(McKevitt & Lawton, 1994). It is a practical guideline that all members must recognize and comply with. Therefore, values can affect performance at the individual level and group level, including the success or failure of the organization too.

The researcher had selected to study Indian multinational companies (Ratnam, 1998) because India is a country that has ancient civilization and has a long history (Sharma, 2006). It is a country adhering to the theories of the eastern world. (Agrawal, 1996: 12). Over the past several years, Indian companies perform successful business in Thailand in the manufacturing industry and it has gained credibility in the group having relations with Thailand. In September 2004, India opened free trade association (FTA) with Thailand (Nagai, 2002) which resulted in a better atmosphere of trade and investment. In 2004, there was India-Thailand trading of approximately 2,000 million US dollars. There is trade and investment expansion in the future to come. It opens the opportunity to explore India and it was found that there are still many branches of business that open opportunities for cooperation. (Mishra & Hashmi, 2012).

The number increment of Indian companies in Thailand and the settlement of Indian residential communities in new business neighborhoods happen because Indian investors have foreseen their investment opportunities with Thailand Indian companies, today, have benefits and opportunities from the Thai government. The companies which have invested in Thailand achieve high levels of success and currently (Laosirihongthong & Dangayach, 2005) there is Thai-Indian trading chamber to assist the investment and legal consultation for the benefits of Indian multinational companies which foresee the opportunities to invest in Thailand in the future.

Therefore, studying the corporate values of employees of Indian multinational companies in Bangkok Metropolis to obtain information and the guideline for employees' operations that will lead to operational success, simultaneously giving employees the value to adapt themselves to the changes and self-development in working with the others who has different ideas and beliefs in operations for the benefit of multinational companies and related agencies that will be used as a guideline for further organization management. Differences are significant in approaching the culture of Indian multinational companies which are worldwide, and India is a country with long civilization and nationalism. Understanding of organizational culture, work principles, as well as work procedures are therefore crucial for the study. Research question: What are the elements of organizational value in the work of employee in Indian MNCs in Bangkok area? Do the differences in general characteristics of employees in Indian MNCs in Bangkok area result in the difference in organizational value regarding work? What should be the guidelines for organizational value development for employees in Indian MNCs in Bangkok area? Research objective: To

analyze the confirmatory components of the operational values of Indian multinational corporates' employees in Thailand and compare the operational values of Indian multinational corporate employees in Bangkok Metropolis whereby the participants were classified by general characteristics, to create the guidelines for the development of corporate values in the employees' operation of Indian multinational corporations in Thailand.

Research issues that need to be studied are the performance values; difference in general characteristics of employees of Indian multinational companies. The guidelines for the development of performance values of multinational companies.

The researchers created the study objectives to analyze and confirm the organizational values, comparison of operational values and study of development guidelines by having completed the literature review and related researches, lay the frame of concept which is divided into four aspects, namely, personal values, organization cultural values, organization's principle core values. After that, the hypotheses have been postulated after creating the tools from the established theory.

II. LITERATURE REVIEW

Table 1. Corporate values, Operations	
Career values	Adherence to righteousness at work (Tyler, T. R, 2005) focused on the achievement of work for the organization. (Schönwetter, Clifton, Perry, 2002) so that they can work as a team with people of different races and nationalities being friendly to all races, to gain experience of working for progression, sacrifice for the public common benefits.
Personal values	To have a love for working with the others, receiving friendships from colleagues, you receive personal moral principles from colleagues in the company, can use discretion with colleagues in working, gain trust from their chiefs and job colleagues from different nationalities. (Barsky, 2011)
Corporate culture values	The company is accepting, trust, enhances the efficiency of working with other nationalities, but the organization gives equal aspirations to other national personnel. (Duangsoongnern, 2013) Foreign bosses are given the opportunity to continual advance in their career paths (Kohonen, (2005) The values of good employees to understand and accept the company leaders' vision (Supaklurd, 2016)
Principle core values	The promotion of knowledge development in your work, participating in your work satisfy the company, showing creativity and gaining acceptance (Chan, Yim, & Simon, 2010) understanding of different cultures working efficiency when working alone the supervisor assigns work according to individual ability. The study of the assumption: The researchers were trying to focus on the relevant operational values in terms of cultural human resources, and the discussions were also important in determining the assumptions made for the organization

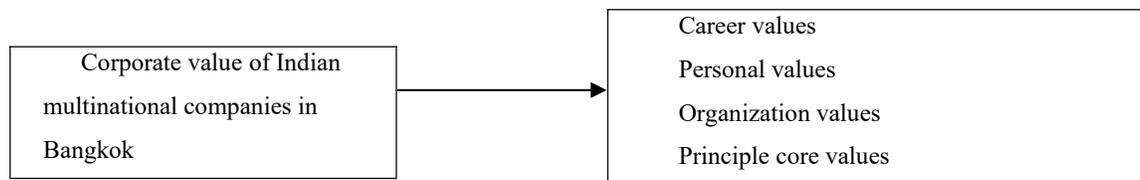
III. RESEARCH RELATED

"The development and validation of the organizational innovativeness construct using confirmatory factor analysis (Wang, & Ahmed, 2004) "Factors influencing ERP implementation in Indian

manufacturing organizations: A study of micro, small and medium scale enterprises"(Upadhyay, Jahanyan, & Dan, 2011)
 The team level model of climate for innovation: a two level confirmatory factor analysis(Mathisen, Torsheim, & Einarsen, 2006)
 Confirmatory factor analysis of service quality dimensions within mobile telephony industry in Ghana(Nimako, Azumah, Donkor, Adu-Brobby, 2012)

Cross cultural Validation of Models of Approaches to Learning: an application of confirmatory factor analysis (Ngai Ying, et al. 1996). The research is a literature study that emphasizes on survey, confirmatory factor analysis in work, and applies to literature review. The researcher studied and set the hypothesis to achieve the results of this study.

Conceptual Framework



IV. HYPOTHESIS

H1 Confirming Factor Analysis of Corporate Values in the personnel's operation of Indian Multinational Companies in Bangkok Metropolis

H1 The general characteristics of Indian employees in multinational companies in Bangkok Metropolis are sex, status, education, nationality, salary and different service period. The performance values of the employees of Indian multinational companies are different.

Problematic issues to be studied in this research

Problems arisen which are the question in this research is how the study of the factors of the corporate's working values of the employees of Indian multinational companies in Bangkok Metropolis, how are the general characteristics of the employees of the different Indian multinational companies in Bangkok Metropolis whether they have different work organization values? What should be the direction of the development of the corporate values in the employees' performance values of Indian multinational companies in Bangkok Metropolis?

Therefore, the study of concepts and theories about corporate values are necessary to learn (Schein, 1996). On determination of corporate values and ethics, employees would likely to have views towards their employers by evaluating them from the vision, culture and organization's values as the key factors (Grojean, Resick, Dickson & Smith, 2004). Corporate values of the company which have been established and applied for a long time, should be adjusted and adapted to be appropriate, modern and understand the current culture (Leung N. et al., 2005). Values are beliefs which are deeply embedded in the human mind. It determines social behavior and determines the way of life of the people in the society to continue in the desirable way of society (Smith, 1949).

V. RESEARCH METHODOLOGY

Population and Sample group

Sample group of this research consists of 300 employees of Indian multinational companies in Bangkok. Multiple-stage sampling is applied. Size of the sample group is decided by using (Nicholaou & Masoner, 2013) calculation. The researcher made a survey on Indian multinational companies in Bangkok area by separating into outer, medium, and inner Bangkok. Stratified sampling is used by setting the ratio of the company to be 1:15. Therefore, 8 companies are chosen as sample group separated by outer Bangkok 3 companies, mid Bangkok 2 companies, and inner Bangkok 3 companies. The proportion of sample group for outer Bangkok is as follows: first company 30 employees, second company 40 employees, and third company 30 employees. The proportion of sample group for mid Bangkok is as follows: first company 50 employees and second company 50 employees. The proportion of sample group for inner Bangkok is as follows: first company 30 employees, second company 40 employees, and third company 30 employees. The data was collect between February - July 2019.

VI. DATA COLLECTION

The researcher uses 2 Indian who lives in Thailand to collect the questionnaires by contacting other Indians living in Thailand. Method to approach the target is to distribute the questionnaires hand to hand and some are conducted via online channel. From inner Bangkok 110 companies, 5 companies are chosen by drawing and then use online as well as hand to hand questionnaires where the questionnaire distributor chose the time to contact after noon time. From mid Bangkok, there are only 2 companies according to the data from Indian Embassy and then use online as well as hand to hand questionnaires where the questionnaire distributor chose the time to contact after noon time. From outer Bangkok, there are only 4 companies according to the data from Indian Embassy and then use online as well as hand to hand questionnaires where the questionnaire distributor chose the time to contact after noon time. Apart from the questionnaires, the in-depth interviews were conducted on 7 samples to retrieve qualitative data and audio transcription is done in details in order to move on to discussion part.

VII. RESEARCH TOOLS

Questionnaire on the topic of Values part 1 consists of the following data: First is gender, second is marital status, third is education level, fourth is nationality, fifth is salary, sixth is working period. Part 2 consists of organization values of employees working in Indian multinational company in Bangkok. The questionnaire is designed around the area of career values, personal values, organization values, and principle core values. Part 3 contains 7 In-depth Interviews selected among managers, personnel department executives, and human resource specialists. Wording of the interview is analyzed and selected by Indian entrepreneurs in Thailand. Part 4 derives from focus group consisting of total 5 persons including Indians and Thais who are human resource scholars and executive officers who were chosen on the basis of education level, working position, and their work experience in Thailand.

Statistics applied in data analysis

Descriptive statistics such as data analysis by synthesis, in-depth interview, focus group, analyze topics relevant to the matter, common and different points from the interview of the 7 persons. Test for difference on average of the 2 groups of population using T-test and one way ANOVA. For more than 2 groups of population, matching test by statistics used in analyzing factors, and Confirmatory Factor Analysis, (CFA) are applied.

Research results in response to the objectives comparing the operational values of Indian multinational corporate employees in Bangkok Metropolis whereby the participants were classified by general characteristics

Overall	F	P-value
Difference between values and general characteristics categorized by gender	0.674	0.501
Comparing difference between values and general characteristics characterized by marital status	0.257	0.774
Difference between values and general characteristics categorized by education level	3.798	0.011*
Comparing difference between values and general characteristics categorized by natinality	18.284	0.000**
Comparing difference between values and general characteristics categorized by salary	16.672	0.000**
Comparing difference between values and general characteristics categorized by working period	11.916	0.000**

Values in overall picture: when categorized by gender the difference has no statistical significance ($t= 0.674$, $p= 0.501$) when categorized by marital status the difference has no statistical significance ($F=0.257$, $p=0.774$) when categorized by education level the difference has statistical significance at 0.05 ($F=3.798$, $p=0.011$) when categorized by nationality the difference has statistical significance at 0.01 ($F=18.284$, $p=0.000$) when categorized by salary the difference has statistical significance at 0.01 ($F=16.672$, $p=0.000$) when categorized by working period the difference has statistical significance at 0.01 ($F=11.916$, $p=0.000$) Regarding the difference categorized by nationality, the result is sig which is same as the difference categorized by salary and working period where the result is also Sig.

Research results in response to the objectives have created the guidelines for the development of corporate values in the employees' operation of Indian multinational corporations in Thailand

After studying and collecting data until discussion part, what has been found from this research about Indian multinational companies in Bangkok are as follows: Indian companies always give importance to the corporate culture? Both the missions and functions of Indian companies have been communicated to personnel in the organization to realize. Their employees, in Thailand, accept the Indian companies' organization culture at a very much level. The Thai and Indian cultures are very similar because both cultures are based on Sanskrit culture. There is no conflict between Indian executives and Thai employees.

The Indian working pattern is deemed as the norm and the implementation of Indian culture in the workplace Indian culture is an important part of working in an organization whereas the similarity of Thai and Indian cultures have created a feeling of warmth and friendliness and the working environment in the organization continue together.

The working style of India is deemed as the norm and the implementation of Indian culture in the work place. The culture is important and it should be considered before laying the organization's policy. However, if the local culture is not given its importance or is not respected, the business running in such country cannot be continued and the organization's policy cannot be laid.

Such thought depends upon the values whichever it focuses toward the goal or focuses on the method of work and whether it gives priority on human capital. However, India's human resources have a very good standard of work, no less than that of Japan and Taiwan. The values of Indian companies have standards of work which are not close to those of multinational companies such as Japan or Taiwan. This view-point can be seen from the happiness index of developing countries that it is higher than that of the developed countries. While Japanese companies working style focus on business interests, Indian companies focuses on relationships.

The standard of working is a characteristic of Indian people, generally accepted among ASEAN countries or in Europe or the United States of America. The working standards and working style of Indian companies become more widely accepted in Thailand, Singapore, Malaysia, and Indonesia.

What points of standards which are not similar to international companies in other countries whereas Thai and Indian employees do not focus on bonus awards but focus it on the mental feeling This makes the standard of bonus money not to be similar to that of multinational companies in other countries such as the United States of America, Japan. The value of the employees is accepted by giving them in form of compensation bonus money which has standards similar to those of international companies in other countries. Indian companies have as same reward and bonus system as other international companies which depends on the ability and quality of those employee in accordance

In Asia, whereof some Indian multinational companies have modern concepts which are human capital and technological innovation and new initiatives. But some companies are still obsolete that, as a result, those companies do not make progression comparably with other Asian nations. Indian multinational companies have a modern concept that makes them

grow comparable to other Asian nations. Indian multinational companies are developing to keep pace with the new age changes, namely, working style to suit the digital age, having modern management and use new graduated generation to apply new knowledge and technology to enhance their performance, therefore, their businesses in present age are growing.

It depends on whether Thai employees understand and accept the changes and act accordingly And how well adapted to Indian culture and traditional values Thai employees accept Indian culture and traditional values because they are the same Give respect to the elders Is strict in religion And morals, obeying the law of the country,

The companies which have executives as the leaders of change and dare to make decisions, including ties with culture and traditions which influence the company's policy determination. But the policy determination must be adjustable according to the situation Whichever Indian culture, personal values of the executive or CEO's influence to determine the company's policy, because the CEO are the persons who definitely set the policies, they therefore have influence. But the CEO must accept and understand the culture of the employees as well. CEO must have pertaining attribute in both giving and taking, showing respect to the others. This makes the CEO feel that the employees are a part of their family members.

Another factor, it depends upon the ability of employees to recognize, learn, accept the organization's management. Employees, who work with understanding and acceptance in the organization's culture, try very well to adapt themselves to such management culture of the company. Employees understand and accept the management culture in their company. But if there is a problem arisen, the problem may be caused by a third party who provokes and cause disruption. The employees have already known the company's rules well and they have dedicated their effort to the company if their bosses have ethics and understanding and think of them as good colleagues.

Research results in response to the objectives: To analyze the confirmatory components of the organizational values in the performance of the employees of Indian multinational corporations in Thailand.

In this part, the analysis's confirmatory result of all 4 components is therefore presented.

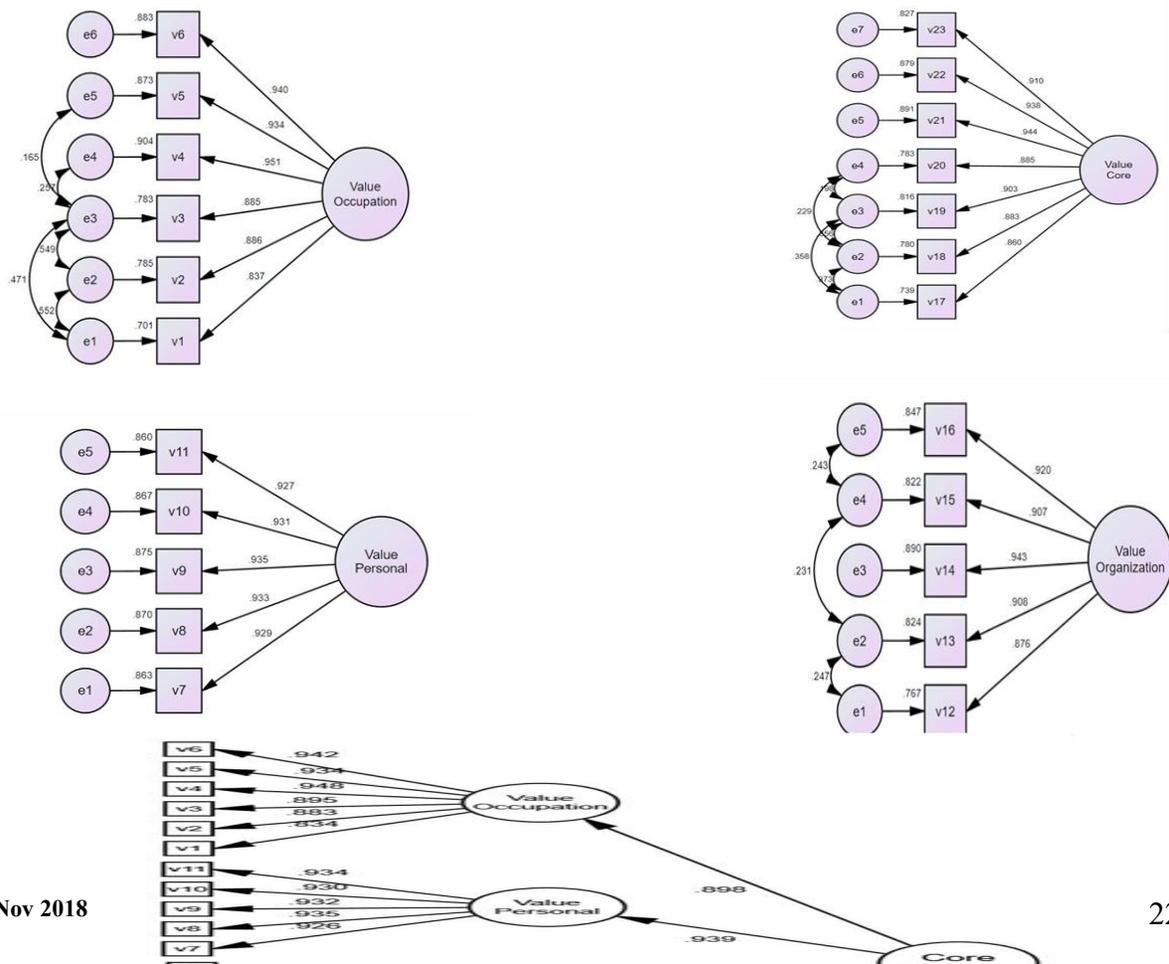


Table 2. Criteria for the consistency examination of the organizational values components of in the employees’ operation of Indian multinational companies in Bangkok Metropolis are as follows.

Statistics used in the examination	Criteria used in consideration	Calculated value	Result
X ²	No statistical significance at the level of 0.05	315.668	-
p-value	p > 0.05	0.000	Not pass criteria
X ² /df	< 2	1.627	Passed the criteria
CFI	≥0.95	0.988	Passed the criteria
GFI	≥0.95	0.923	Not pass criteria
AGFI	≥0.95	0.890	Not pass criteria
RMSEA	≤0.05	0.046	Passed the criteria

From the table, it was found that the composition of organizational values in the employees’ operation of Indian multinational companies in Bangkok Metropolis, most of them are consistent. Most of the considering factor values could pass the criteria whereas such data could not suggest additional index values, therefore, the weight values of the component weight had been considered in the following order.

Table 3. The component weight, confidence value of measurement format and the variance extracted in term of the organizational values of the employees’ operation of Indian multinational companies in Bangkok Metropolis.

Component Values	Component weight (Factor loading)	Confidence Reliability of measurement format (CR)	Average Variance Extracted (AVE)
Career values	0.898	0.960	0.857
Personal values	0.939		
Organization values	0.923		
Principle core values	0.898		

From the table, it was found that component weight, organizational values of employees’ operation of Indian multinational companies in Bangkok Metropolis had weight values in 0.898 to 0.939 range, which is deemed higher than 0.7, with a confidence reliability value at 0.960, which is greater than 0.7. They are deemed passed the criteria and the average extracted variance was 0.857, which is greater than 0.5, it is also deemed passed the criteria. Therefore, it can be concluded that the principle core values of the components were consistent and had weight values which meets all criteria’s requirement.

The analysis results of the confirmatory components of the company's operational values

Hypothesis 1

The confirmatory component analysis of corporate values of the company's operations is consistent with empirical data. The confirmatory component analysis of corporates' operational values, in overall scenario, was not consistent with the empirical data. When component weight values, reliability of measurement format and the average extracted variance, in overall scenario, were analyzed, it was found that the component weight values were in 0.898 to 0.939 range, the reliability of measurement format was 0.960 and the average extracted variance of the components was 0.857, they are deemed to pass all criteria wherefrom the personal values were found to be the highest weight values, followed by organizational values, career values and principle core values which are equal, respectively.

Career values, as a whole, passed all criteria and when component weight values, reliability of measurement format and the average extracted variance were analyzed, it was found that the weight values were in 0.837 to 0.951 range, the reliability of measurement format was 0.969 and the average extracted variance was 0.841 that they are deemed to pass all criteria.

Personal values, as a whole, passed all criteria and when component weight values, reliability of measurement format and the average extracted variance were analyzed, it was found that the weight values were in 0.927 to 0.935 range, the reliability of measurement format was 0.969 and the average extracted variance was 0.864 that they are deemed to pass all criteria.

Organization values, in overall scenario, passed all criteria and when component weight values, reliability of measurement format and the average extracted variance were analyzed, it was found that the weight values were in 0.876 to 0.943 range, the reliability of measurement format was 0.958 and the average extracted variance was 0.823 that they are deemed to pass all criteria. Principle core values, in overall scenario, passed all the criteria and when component weight values, reliability of measurement format and the average extracted variance were analyzed, it was found that the weight values were in 0.860 to 0.944 range, the reliability of measurement format was 0.953 and the average extracted variance was 0.744 that they are deemed to pass all criteria.

The comparison of differences in opinions on values categorized by general characteristics of the employees of Indian multinational companies in Bangkok Metropolis, the results came out according to t-test analysis and F-test (one-way ANOVA).

Hypothesis 2

The personal factors of the employees of Indian multinational corporations are sex, marital status, education background, nationality, salary and different service period. The personal factors of the employees of Indian multinational corporations are different. They can be summarized as follows

Employees of Indian multinational companies in view point of different sexes, the employees' operation values of Indian multinational companies, are not statistically significant different.

Employees of Indian multinational companies in view point of different marital status, the employees' operation values of Indian multinational companies, are not statistically significant different.

Employees of Indian multinational companies with different educational levels, the employees' operation values of Indian multinational companies, in overall scenario, are statistically significant different at the level of 0.01 whereby 3 couples were found different in their educational level, namely, 1.) Lower than Bachelor degree and Master degree 2.) Lower than Bachelor degree with Doctorate degree and 3.) Bachelor degree and Doctoral degree. For professional or career values and organizational values, there are statistically significant differences at the level of 0.01 whereby 4 different couples were found, namely, 1.) Lower than Bachelor degree and Master degree 2.) Lower than Bachelor degree and Doctoral degree 3.) Bachelor degree and Master Degree and 4.) Bachelor Degree and Doctorate Degree.

Employees of Indian multinational companies in view point of different nationalities, the employees' operation values of Indian multinational companies, in overall scenario, and career values were statistically significant different at the 0.01 level whereby 3 different couples were found, namely, 1.) Thai and Indian, 2.) Thai and other nationality and 3.) India and other nationality. For personal values, organization values and principle core values viewpoints, there was a statistically significant difference at the level of 0.01, that was a couple of different nationality, Thailand and India.

Employees of multinational companies in view point of different salaries, the employees' operation values of Indian multinational companies, in overall scenario, career values and personal values are statistically significant different at the level of 0.01 whereby 5 different pairs were found, namely, 1.) Less than 20,000 Baht and 30,000-40,000 Baht 2.) Less than 20,000 and 40,000 Baht 3.) 20,000 -30,000 Baht and 30,000-40,000 Baht, 4.) 20,000-30,000 Baht and 40,000 Baht or more and 5.) 30,000-40,000 Baht and 40,000 Baht or more. For corporate values and principle core values, there are statistically significant differences at the level of 0.01 whereby 4 different pairs were found, namely 1.) Less than 20,000 Baht and 30,000-40,000 Baht 2.) Less than 20,000 and 40,000 Baht and upwards 3.) 20,000-30,000 Baht and 40,000 Baht and upwards and 4.) 30,000-40,000 Baht and 40,000 Baht and upwards.

Employees of Indian multinational companies in viewpoint of different service periods, the employees' operation values of Indian multinational companies, in overall scenario, career values, personal values and principle core values were statistically significant at the 0.01 level whereby 4 different pairs were found, namely 1.) Lower than 3 years and 8-10 years 2.) Lower than 3 years and 11 years and upwards 3.) 4-7 years and 8-10 years and 4.) 4-7 years and 11 years and upwards. For organizational values, there are statistically significant differences at the level of 0.01 whereby 5 different pairs were found, namely, 1.) Lower than 3 years and 8-10 years 2.) Lower than 3 years and 11 years and upwards 3.) 4-7 years and 8-10 years, 4.) 4-7 years and 11 years and upwards and 5.) 8-10 years and 11 years and upwards.

VIII. RECOMMENDATIONS IN THIS RESEARCH

The results of this study showed that the questionnaire on the operation values of the employees had been created correspondingly to the structural validity and internal consistency which could pass the determined criteria so it can, therefore, be used to inquire into operation values with administrators of Indian multinational companies.

Administrators should promote career values, including accumulation of working experience for advancement in path of career and the principle core values, i.e., the mission as assigned by their chiefs that would result in progression and creative expression would always be accepted by colleagues in all nationalities in their employees' performance because the employees would give less importance. Administrators of multinational companies should consider on personal factors such as education, nationality, salary, and their service periods because they are important factors for the employees' operation values.

Administrators should study on guidelines to develop organizational values to support employees such as encouragement, creative participation are key factors in the development of the operation values.

Recommendations for further research

There should be similarly such research conducted in other multinational companies in other countries or in other regions to gain more knowledge on the topic.

There should be expansion of the study on values such as shared values, social values, etc. in order to gain more knowledge about the values.

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